



Australian Government

Australian Transport Safety Bureau

ATSB Corporate Plan 2026-27

For the period 2026-27 to 2029-30

OFFICIAL

Acknowledgement of Country

The Australian Transport Safety Bureau acknowledges the Traditional Owners of Country throughout Australia and acknowledges their continuing connection to land, water and community. We pay our respects to the people, the cultures and the Elders past and present.

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Chief Commissioner's foreword

I am pleased to present the Australian Transport Safety Bureau's Corporate Plan for 2026–27 to 2029–30.

This plan sets out the priorities and key activities that will guide the ATSB as we continue to deliver on our purpose: to improve transport safety across aviation, rail and maritime for the greatest public benefit. We do this through independent, no-blame investigations; safety data recording, analysis and research; and the promotion of safety awareness.

Our work is focused where it can make the greatest contribution to public safety. The ATSB's ability to fulfil this role depends on the specialist skills, judgement and commitment of our people. We will continue to invest in those capabilities, supported by the systems and technology that enable our people to undertake complex investigations and communicate their findings with clarity and authority.

As the national transport safety investigator, the ATSB occupies a distinct and critical place in Australia's transport safety system. Our enabling legislation allows us to take an independent, unfiltered, whole-of-system view and identify safety issues with relevance across transport sectors.

The value of our work lies in our ability to influence safer operations into the future. We achieve this through the quality and timeliness of our investigation products and through ongoing advocacy for clear, practical and evidence-based safety messaging. Constructive and open engagement with stakeholders is vital to delivering this core value.

Over the year ahead, we will continue to manage our resources efficiently, transparently and in accordance with Government priorities in a constrained fiscal environment. We will advance the responsible use of artificial intelligence and other technologies to enhance our processes, strengthen the resilience of our cyber, data and critical systems, and support the wellbeing of staff whose commitment is central to improving transport safety.

We will also continue to work collaboratively to encourage action in response to safety findings from our investigations. This includes further use of video media and presentations to make safety messages from our reports more accessible to safety personnel and the public.

Statement of preparation

I, Angus Mitchell, as the accountable authority of the Australian Transport Safety Bureau (ATSB), present the ATSB Corporate Plan 2026–27 for the period 2026–27 to 2029–30, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).



Angus Mitchell

Chief Commissioner and Chief Executive Officer

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Part 1: About the ATSB

Our role

The ATSB is an independent statutory agency established under the *Transport Safety Investigation Act 2003* (TSI Act). Under the TSI Act, the ATSB's core function is to improve safety in aviation, rail and marine transport.

We are Australia's national transport safety investigator. Our specialist transport safety investigators work with our safety reporting, data and analysis teams to support continuous improvement in transport safety. These teams are supported by our corporate enabling services. Working together, we deliver our functions.

In accordance with the TSI Act, it is not a function of the ATSB to apportion blame or assist in determining liability. Our sole focus is the prevention of future accidents and the improvement of transport safety.

Significantly, the ATSB is independent of operators, manufacturers, regulators and government policy makers. This independence enables us to report publicly and objectively, and to influence safety action on the basis of evidence.

To maximise the use of our limited resources, we prioritise investigations of transport safety matters that have the potential to deliver the greatest public safety benefit. The ATSB investigates transport safety matters involving the following:

Civilian Australian VH registered powered aircraft and foreign-registered aircraft operating in Australia (recreational aircraft are generally excluded)

Aviation



Civilian interstate and overseas shipping and foreign ships in Australian waters or en route to Australian ports

Marine



Rail operations in Australia (subject to resourcing arrangements with states and territories)

Rail



The ATSB may also investigate occurrences overseas involving Australian flagged vessels or provide support to overseas authorities investigating Australian registered aircraft.

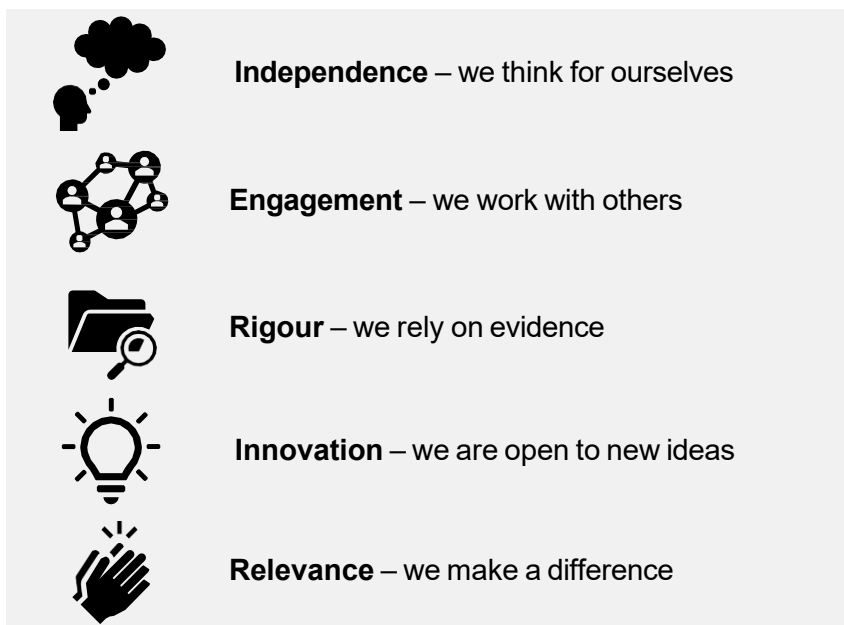
Our purpose

We influence transport safety improvements for the greatest public benefit through independent no-blame investigations and fostering safety awareness.

How we work

While protecting our independence, we work closely with transport safety regulators and the aviation, marine and rail industries. We approach our work in accordance with 5 key principles intended to maintain trust:

Our principles



Through these principles we foster a culture where we:

- treat each other with dignity and respect, valuing our people as our greatest resource
- work across the ATSB collaboratively
- search for the truth to enhance transport safety.

Minister's Statement of Expectations

Under the TSI Act, the Minister may provide a notice of strategic direction to the ATSB. This notice is provided through a Statement of Expectations (SOE). The current SOE was issued to the ATSB in 2025 and covers the period 1 September 2025 to 30 June 2027. The SOE provides greater clarity around ATSB's governance, strategic direction, key initiatives and stakeholder engagement. The ATSB ensures our activities and strategic direction are consistent with those detailed in the SOE. The ATSB has published a Statement of Intent (SOI) in response to the Minister's SOE.

Governance

The ATSB has established a governance framework that details the structures, systems, processes, policies and procedures that support us to pursue our purpose in accordance with these principles and maintain accountability to the government and wider public. In ensuring that high standards of governance are maintained, the ATSB will:

- maintain clear and open communication with the Minister and the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the department), ensuring any issues are communicated promptly
- continue to provide quarterly progress reports to the Minister detailing the performance of the ATSB and relevant activities undertaken during the reporting period

- report publicly on our operations, including through the publication of investigation reports and Annual Report
- implement the elements of the ATSB Governance Framework to ensure that integrity, transparency and accountability are maintained
- continue to manage both perceived and actual conflicts of interest appropriately by:
 - ensuring the ATSB Commission reports any material personal interests to the Minister in accordance with the PGPA Act and the TSI Act.
 - publishing the ATSB's conflict of interest policy on the ATSB website
 - regularly reviewing the conflicts of interest policy, processes and procedures
 - maintaining a conflicts of interest register.

Strategic direction

In fulfilling the ATSB's main function of improving transport safety, the ATSB will continue to adhere to applicable legislation and Government policies. The ATSB will continue to ensure our strategic approach to carrying out our function and delivering on our purpose is consistent with the SOE and aligned with Australia's international obligations, such as requirements of the International Civil Aviation Organization and the International Maritime Organization.

Consistent with the Minister's SOE, the ATSB will continue to:

- foster safety awareness through publicising safety information from our investigations, research and data analysis in a timely manner and through mediums and forums that target key stakeholders for safety messaging and education,
- consistent with our jurisdiction outlined in the overview section, focus our resources on investigations that have the highest potential to deliver the greatest public transport safety benefit,
- while maintaining our independence, complement and add value to the work of transport regulators, policy agencies, Defence and industry in Australia's transport safety policy and regulatory framework,
- through our engagement in international forums and with tertiary institutions, pursue global leadership in transport safety investigation, research and analysis, and
- review, improve and promote best practice investigation policies and practices, benchmarking ourselves against like organisations.

Overall, the ATSB's strategic focus is to maximise safety outcomes across the aviation, marine and rail sectors. The ATSB achieves this through influencing stakeholders to foster safety awareness, knowledge and action, as well as positioning ATSB as an enduring and adaptable organisation that invests in its people, systems and partnerships. The ATSB directs our resources to investigations and activities that have the ability to deliver the greatest improvements to transport safety. This strategic focus allows the ATSB to make the most effective use of resources and respond rapidly to changes in the environment.

Key initiatives

The ATSB will continue to use the corporate plan, annual report and quarterly performance report to communicate key initiatives and progress to the Minister. Through the period of the SOI, the ATSB will focus on the following priorities, consistent with the SOE:

- Partnerships and collaboration – continue to invest in partnerships with educational institutions such as the Royal Melbourne Institute of Technology (RMIT) University to

enhance transport safety education and learning. Continue to collaborate with other countries to improve accident investigation capability through Department of Foreign Affairs and Trade (DFAT) funded programs.

- Staff development – continue to focus on staff development and growth, including through effective workforce planning and training to ensure that ATSB has the skills and expertise to meet current and emerging challenges in transport safety investigation. This includes focusing on developing leadership capability and implementing transport safety investigator competencies to ensure we have a capable, technical and engaged workforce.
- Research, data and communication – continue to invest in research activities, including collecting and analysing data on transport safety topics for the greatest public benefit. Focus on new and innovative communication mediums such as the use of video content to highlight safety messaging for the benefit of industry and the travelling public.
- Fiscal sustainability – work closely with the department to develop options to address long term financial sustainability for the ATSB, whilst continuing to operate in an efficient and effective manner and ensuring our resources are utilised effectively for the greatest public benefit.

Stakeholder engagement

The ATSB collaborates with a wide range of stakeholders in fulfilling its functions under the TSI Act. The ATSB participates in national and international conferences, industry events and other relevant forums to build awareness of safety messages and instill public confidence in aviation, marine and rail transport. The ATSB will continue to engage with:

- the department and other government agencies to deliver comprehensive safety advice to government, industry and the public,
- industry organisations to communicate safety advice and influence improvements to safety practices,
- regulators and policy makers to ensure appropriate sharing and use of safety information,
- education institutions such as RMIT University to provide a centre of excellence for transport safety investigation education,
- the travelling public and wider community to foster public awareness and education of transport safety,
- state, territory and local governments to undertake collaborative investigations in those jurisdictions, where applicable, and
- international counterparts, especially in the Asia Pacific region to build understanding and transport investigation capability.

The ATSB will use multiple channels and methods to influence safety action and instil public confidence in aviation, marine and rail transport.

Key activities

The ATSB achieves its purpose by undertaking the following activities:

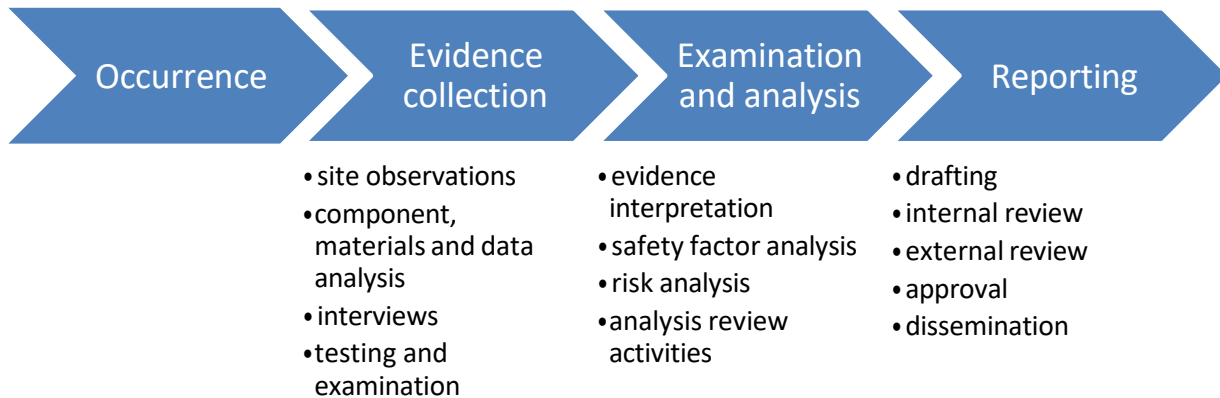
- Investigating transport safety matters,
- collecting, analysing and sharing safety data,
- influencing safety improvement, and
- providing leadership in transport safety investigation.

Investigating transport safety matters

We conduct independent, no-blame investigations into aviation, marine and rail incidents. We prioritise those investigations that have the potential to deliver the greatest public benefit through improvements to transport safety.

We do not investigate for the purposes of taking administrative, regulatory or criminal action. Our investigations focus on determining the factors that led to an accident or safety incident so that lessons can be learned and transport safety improved in the future.

The process of an investigation involves key phases which are summarised below:



Desired outcome: Our investigations result in timely findings that enable learning and safety improvements.

Collecting, analysing and sharing safety data

We are responsible for collecting relevant safety data and reporting information. We:

- Operate the voluntary and confidential reporting scheme (REPCON) that allows anyone with an aviation, marine or rail transport safety concern to report it confidentially. The scheme aims to identify unsafe procedures, practices and conditions.
- Process mandatory reporting notifications of transport accidents and incidents. Mandatory aviation notifications are received directly by the ATSB, with rail and marine notifications provided by the relevant regulator.
- Maintain the National Aviation Occurrence Database which is publicly available on our website: [National Aviation Occurrence Database | ATSB](#). Information in the database is collected through mandatory aviation reporting requirements detailed in the TSI Act and the associated Regulations.

- Publish statistics on aviation wildlife (bird and animal) strike incidents through the National Aviation Wildlife Strike Dashboard: [National Aviation Wildlife Strike Dashboard | ATSB](#). These incidents continue to be the most common aviation occurrence reported to the ATSB.

In addition to the above, we undertake safety studies, analysing multiple occurrences of a similar nature, or a potential emerging safety issue. We also publish occurrence briefs which are short factual summaries of transport safety occurrences.

Desired outcome: Our safety insights are shared, dependable, accessible and timely.

Influencing safety improvement

We improve transport safety through our ability to influence change in transport systems. Our ability to influence safety improvement and action is dependent on our knowledge, reputation, and engagement with key stakeholders. We engage with a broad range of stakeholders within the transport system including government, industry, regulators, operators, media and the public.

Through our investigations, we identify safety issues and recommendations. Once an investigation is published, we monitor and track progress of safety action from relevant parties to address these issues. We ensure safety action is taken in a timely manner and adequately addresses the risk of the issue identified.

In addition to publishing detailed investigation reports, we also seek to build awareness of safety issues through other promotional means such as video and animations, media engagement, social media, and participation in industry events and forums.

Desired outcome: Stakeholders are aware of and act on safety issues, messages and advice.

Providing leadership in transport safety investigation

In our role as Australia's national transport safety investigator, we provide leadership in best practice transport safety investigation, both nationally and internationally.

We play a key role in building knowledge and education in the transport investigation space through our ongoing partnership with RMIT University, offering graduate certificates and diplomas in transport safety investigation. Through this course, industry participants can undertake the same core transport safety investigation training as ATSB staff.

We continually review our investigation policies, practices and techniques to ensure that they remain at the forefront of global best practice. In addition to this, we also represent Australia at international forums on transport safety and utilise our subject matter expertise to assist with investigations in other countries, particularly in the Asia Pacific region.

Desired outcome: We influence best practices nationally and internationally in transport safety investigation and reporting.

Part 2: Operating context

Our ability to achieve our purpose is influenced by a range of factors, both within and outside our control. These include our operating environment, the skills and capability of our staff, and the systems that support them.

Operating environment

The ATSB works in a complex operating environment, across the aviation, marine and rail industries. Trends across these industries, as well as broader trends such as technological changes, the financial environment, and general complexities of investigations, offer both challenges and opportunities for the ATSB in delivering on our purpose.

Industry and technological trends

Trends across the aviation, marine and rail industries have an impact on the potential occurrence of incidents and influence ATSB's ability to achieve its purpose.

Factors	Implications
Passenger numbers and movements of aircraft, ships and trains	Increasing movements and patterns of aircraft, ships and trains can put strain on the transport system and potentially increase the likelihood of a safety incident occurring.
Regulatory changes	Regulatory changes target improvements to safety. However, change can also create organisational influences that affect safety management processes and risk controls in the regulated industries.
Trends towards environmentally sustainable practices	Innovative technologies and initiatives such as the International Maritime Organization 2050 net zero greenhouse gas emissions target can lead to a reduction in emissions and enhance efficiency of operations. This may also lead to new organisations operating in the transport industry.
Digital technologies	The adoption of digital technologies can aid safety but they also create additional risks. It is important that safety practices keep pace with the introduction of new technologies and ways of working.
Automation and remotely piloted technologies	Increased automation and the use of remotely piloted technologies in the transport sector create challenges as well as opportunities for the systems and processes that support these technologies.
Data and analysis	The increased availability of data and information can lead to the identification of emerging trends and risks through analysis and reporting. This can result in these risks being mitigated early through safety enhancements.

Financial environment

The ATSB's funding varies by transport mode. Commonwealth funding is received for aviation activities and certain civilian interstate and overseas shipping activities. The ATSB's budget is applied having regard to long-standing policies that limit investigations into domestic commercial vessels, recreational and sport aircraft without a VH registration, and drones.

The majority of the ATSB's funding for rail is intended to be provided by state and territory governments. The role of the states and territories in this arrangement differs considerably across jurisdictions. Collaboration arrangements are in place with New South Wales and Victoria for investigations to occur with resources from state government agencies. Queensland provides set funding for a limited number of investigations in that state. The other states and territories have not planned for investigations in their jurisdictions. The ATSB continues to work with governments to provide greater certainty around its role in the rail industry. Commonwealth funding is used to undertake a very limited number of investigations on the Defined Interstate Rail Network.

Detailed information regarding ATSB funding for 2026-27, as well as the forward estimates, can be found in the [Portfolio budget statements | ATSB](#). Recognising the tight fiscal environment, the ATSB must continue to direct its resources to the investigations, safety analysis and enabling activities that offer the greatest transport safety value and public benefit.

Over 2026-27, the ATSB will continue to make disciplined operational adjustments to operate as efficiently and effectively as possible. This includes aligning workforce and activity levels with available funding, carefully managing recruitment and discretionary expenditure, scoping investigations with regard to available resources, and prioritising safety activities most likely to deliver the greatest public benefit. The ATSB will continue to monitor these settings to ensure resources are directed to its highest-value statutory functions, while working with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts and other relevant authorities on options to support long-term financial sustainability for Government consideration.

Capability

In a rapidly changing environment, the ATSB must implement strategies and plans to ensure that we have the capabilities required to achieve our purpose. We continue to build those capabilities through the implementation of key strategies and work plans.

People

Our people are critical to achieving our purpose to improve transport safety for the greatest public benefit. In an increasingly complex, digitally enabled, and rapidly changing environment, we will continue to strengthen our workforce capability, leadership, culture and ways of working to ensure we remain adaptable, productive and responsive. Over this reporting period, we will focus on key people strategies that will:

- strengthen workforce capability and leadership,
- foster a safe, respectful and inclusive workplace culture, and
- support the attraction, retention and engagement of talented people.

As a specialised agency with a highly skilled workforce, the ATSB has embedded a strategic approach to workforce development and planning, with integrated learning and development solutions focused on remaining at the forefront of technical capability and fostering continuous learning.

We uphold a strong organisational culture that is driven by the ATSB principles and focused on providing a positive and safe working environment for our people. We will continue the positive outcomes achieved through the delivery of our Health and Wellbeing Strategy and Diversity and Inclusion Action Plan by continuing to invest in programs and systems that support and empower our people.

Strategic Commissioning Framework

The Strategic Commissioning Framework is part of the Australian Government's commitment to reduce inappropriate outsourcing and strengthen the capability of the APS.

The ATSB operates in line with the Strategic Commissioning Framework. Any outsourcing of work is minimal and aligns with the limited circumstances permitted under the framework.

Information and communications technology

We continue to explore ways to leverage technology to improve efficiency, strengthen the security of our data, and enhance the capability of our staff and investigations. Over the period of this corporate plan, we will:

- Explore how AI can support ATSB processes,
- leverage cloud technologies to improve efficiency, responsiveness and compatibility,
- enhance our modern and supportable standard operating environment,
- provide a strong, resilient and reliable IT environment to combat increasing security and cyber threats,
- continue to embed our digital record-keeping policies and procedures to meet business needs, accountability requirements and stakeholder expectations, and
- continue to build data and analysis capability for both internal and external use.

This work is motivated by several factors, including:

- The need to better support ATSB core operations that involve collaboration between staff and other stakeholders,

- greater emphasis on leveraging data and publishing findings to drive behavioural and policy changes that enhance transport safety outcomes, and
- whole-of-government initiatives such as the Data and Digital Government Strategy to deliver simple, secure and connected public services.

Infrastructure

We continue to prioritise infrastructure (both ICT and physical infrastructure) for our geographically diverse workforce. This ensures staff can effectively collaborate with each other and our stakeholders. Over the period of this corporate plan, planned infrastructure investments include:

- Exploring ways in which artificial intelligence can be utilised across the agency to improve the efficiency and effectiveness of staff, and
- decommissioning legacy systems and operating systems that are approaching end of life.

These investments will assist the ATSB in using its resources in a more efficient manner and support the agency's core work relating to transport investigations. The ATSB continues to take a conservative approach towards its capital investment strategy, giving priority to maintaining plant and equipment to ensure the agency has the appropriate infrastructure to conduct its investigative functions.

Cooperation

We work closely with a variety of stakeholders to influence and deliver safety advice and messaging. Our primary objective is to utilise these relationships to influence safety action and instil public confidence in aviation, marine and rail transport.

These relationships can be formal (such as those with a memorandum of understanding or collaboration agreement in place) or informal arrangements. Our relationships which make a significant contribution towards our purpose include:

- Regulators, transport service organisations and agencies we engage with on transport safety policy and regulatory frameworks to ensure appropriate sharing and use of safety information,
- state, territory and local governments to undertake collaborative investigations in those jurisdictions, where applicable,
- the travelling public and wider community to foster public awareness and education of transport safety, and industry organisations to communicate safety advice and influence improvements to safety practices,
- education institutions such as RMIT University to provide a centre of excellence for transport safety investigation education, and
- international counterparts, especially in the Asia Pacific region to build understanding and transport investigation capability.

Identifying safety risks is a shared responsibility. Regulatory authorities, industry and others investigate, research, and conduct data analysis where the ATSB cannot. From a safety system perspective, the ATSB needs to have confidence that others are properly identifying the hazards and risks from the occurrences and data where the ATSB is not involved.

Through our investigations, we engage with a number of different organisations, industry bodies and governments. We will continue to work with these organisations in a collaborative way to ensure the greatest safety outcomes are achieved.

Risk oversight and management

The ATSB engages with risk to promote efficiency, innovation and effectiveness in our operations. Effective risk management improves our performance, supports the achievement of our purpose and ensures that we can address challenges and opportunities that arise.

Risk approach

The ATSB aims to create a positive risk culture, defined through our behaviours, attitudes and values towards risk awareness, risk management and controls. Through a positive risk culture, the ATSB aims to become more resilient, adaptable, innovative and responsive to change, enabling the ATSB to achieve our organisational objectives.

The Functional Reference Group (FRG), consisting of the senior leadership team, is responsible for the oversight and implementation of ATSB's Risk Management Framework. The FRG reviews our enterprise risks on a quarterly basis.

To assist the Chief Commissioner in performing their role as the accountable authority, the Audit and Risk Committee provides independent advice to the Chief Commissioner on the appropriateness of the ATSB's financial and performance reporting, systems of risk oversight and management, and system of internal controls as required under the PGPA Act.

Our staff at all levels are responsible for understanding, identifying, and managing risk on a day-to-day basis.

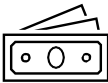
Our risk appetite and tolerance

Risk appetite is the amount of risk we are willing to accept or retain to achieve our objectives. The ATSB's risk appetite is defined using the following scale:

- **Controlled (little to none)** – Avoidance of risk is the main treatment,
- **Cautious (low)** – prefer safe options with little risk of adverse exposure to the ATSB and/or the government.
- **Accepting (Medium)** – Willing to consider all options and choose the one that is most likely to result in successful delivery while also providing a reasonable degree of protection from high risks.
- **Open (high)** – Eager to engage with risks and opportunities when the potential benefit is great.

Risk tolerance is the level (or levels) of risk-taking acceptable to achieve a specific objective or manage a category of risk. Risk tolerance represents the practical application of risk appetite. The ATSB's appetite and tolerance, by risk category are described below.

Category	Appetite and tolerance statement
Delivery 	We have a cautious (low) risk appetite for risks relating to the delivery of outputs and outcomes. Tolerance (Medium):  We are willing to take a moderate level of additional risk (in certain circumstances) to achieve positive safety outcomes.

Injury (physical or psychological) 	We have a cautious (low) risk appetite for risks relating to injury to staff, suppliers and stakeholders. Tolerance (low):  We have no tolerance for workplace decisions or leadership behaviours that may result in physical or psychological injury, or that undermine worker wellbeing or safety.
Financial 	We have a low risk appetite for risks relating to the operating results or financial position of the ATSB. Tolerance (low to medium):  We are unwilling to accept material budget overruns, inefficient use of public funds, or non-compliance with legislative and policy requirements.  However, we accept a moderate level of additional financial exposure to budgets where there is urgency to respond in the event of a major or high-profile accident, requiring procurement of additional capability and/or services beyond business as usual activities.
Legal 	We have a cautious (low) risk appetite for potential penalty or liability arising from non-compliance or failure. Tolerance (low to medium):  We will only accept risks that remain within our legal authority and compliance obligations.
Reputation 	We have a cautious (low) risk appetite for reputational damage to the ATSB in the eyes of our stakeholders. Tolerance (Low to High):  We do not tolerate actions or decisions that could lead to a sustained loss of government, industry or public confidence in the performance of the ATSB.  However, we are prepared to tolerate a period of pressure on our reputation where we are confident we are advocating for improvements to transport safety in response to evidence-based findings.

Security 	We have a cautious (Low) risk appetite for breaches of secure premises or information. Tolerance (Low to Medium):  We will accept only limited additional risks that expose our information holdings, premises, or assets to unauthorised access.
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Enterprise risks

The ATSB has identified 5 risks that are managed at enterprise level. These are detailed in the table below along with the strategies we are currently implementing to manage them.

Enterprise risk	Risk statement	High-level risk management strategies
Sustaining the ATSB's contribution to improving transport safety	Resource constraints, increasing demand and changes in the operating environment affect the ATSB's ability to sustain its contribution to improving transport safety through the effective delivery of its statutory functions.	Maintain a sustainable operating model by aligning investigation activity, workforce and enabling capability to the highest-value safety outcomes. Use evidence-based planning, risk appetite, performance data and regular review of controls to set priorities, manage trade-offs and identify residual risks. Provide clear advice to Government where resource constraints or mandate limits affect the ATSB's ability to fulfil its purpose and statutory functions.
National rail investigation role, policy settings and funding model	Unresolved policy settings, funding arrangements and operating model dependencies constrain the ATSB's ability to provide a sustainable and effective national rail safety investigation capability.	Seek clarification on the ATSB's national rail investigation role by defining expectations, mandate, service levels, policy dependencies, risk ownership and funding requirements. Maintain a minimum viable rail safety investigation capability within the current settings and constraints, while monitoring residual risk and escalating material changes for decision.
Cyber, data and critical systems resilience	Cyber threats, data and critical system vulnerabilities affect the integrity, confidentiality and availability of the information and technology systems the ATSB relies on to deliver investigations and corporate functions.	Protect critical systems and information by prioritising cyber security uplift, data governance, lifecycle management and technical debt reduction. Focus effort on the controls most important to investigation and business continuity, protected information, and trusted use of digital services and emerging technologies. Regularly test and report control effectiveness, key vulnerabilities and residual risks.
Readiness for	The ATSB's ability to	Maintain readiness for automation,

emerging transport technologies	investigate increasingly automated, AI-enabled and connected transport systems may be affected if its specialist skills, investigation methods, technical tools and access to operational data do not keep pace with the way these technologies are being designed, integrated and used across transport operations.	artificial intelligence and connected/data-intensive transport systems by identifying priority capability gaps, building specialist skills, improving access to technical tools and operational data, and strengthening relationships with relevant stakeholders and technical experts. Use horizon scanning, occurrence analysis, and annual planning to prioritise the capability investments, guidance, partnerships and external expertise most important to future transport safety investigation outcomes within available resources.
Staff psychosocial wellbeing and organisational resilience	Demanding workloads, organisational change, and potential exposure to traumatic material and challenging field environments affect staff health and wellbeing and organisational resilience.	While the ATSB has a mature health and wellbeing framework and strong controls, this remains an enterprise risk requiring active oversight and timely escalation. The ATSB will continue to manage psychosocial risk as a core WHS and enterprise risk by maintaining the ATSB health and wellbeing strategy, applying practical controls for known psychosocial hazards and regularly testing whether those controls remain effective. Use staff feedback, workload and fatigue indicators, deployment patterns, leave trends, capability demands and WHS reporting to identify emerging issues early, adjust controls, record residual risk and escalate material changes through staff consultation and senior leadership forums.

Part 3: Performance

Our performance

We have set performance measures that seek to demonstrate our ability to improve transport safety. These measures balance effectiveness, efficiency, and outputs.

Key activities

We achieve our purpose by undertaking the following 4 key activities:

- Investigating transport safety matters,
- collecting, analysing and sharing safety data,
- influencing safety improvement, and
- providing leadership in transport safety investigation.

Further details on our key activities can be found on pages 8 to 10. The section below outlines the performance measures and targets for each of our key activities.

Performance measures

We continually review our performance measures and practices to ensure they are fit for purpose and demonstrate transparency and accountability to the parliament, public and other stakeholders. We ensure our performance measures meet the requirements set out in section 16EA of the Public Governance, Performance, Accountability Rule 2014 (PGPA Rule) and are consistent with the Minister's Statement of Expectations.

We use a combination of quantitative and qualitative information to measure performance, and a balance of efficiency, effectiveness and output measures. Where appropriate we also use proxy measures to measure the efficiency and effectiveness of our activities. We use timeliness as a proxy for efficiency and engagement as a proxy for effectiveness, as it is difficult to measure the impact and efficiency of our activities.

Key Activity 1: Investigating transport safety matters

Desired outcome: Our investigations result in timely findings that enable learning and safety improvements.

Performance measure 1:

Percentage of investigations completed within 18 months

Targets			
2026-27	2027-28	2028-29	2029-30
65%	As per 2026-27	As per 2026-27	As per 2026-27

Tolerances

Achieved The percentage of investigations that are completed within 18 months is 65% or greater.	Substantially achieved The percentage of investigations that are completed within 18 months is between 60% and 65%.	Not achieved The percentage of investigations that are completed within 18 months is less than 60%.
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Why we measure this

This measure relates directly to key activity 1, measuring the time taken to complete investigation reports. This is the best way in which the ATSB measure efficiency. Completed investigation reports enable learnings and safety improvements through the inclusion of safety issues and actions that have been taken or are planned to be taken to address those issues.

This measure also directly aligns to the Minister's Statement of Expectations which includes the expectation that the ATSB works towards the timely finalisation of investigations to support continuous improvement in transport safety.

Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	The time taken to complete an investigation is calculated from the date the decision was made to investigate the occurrence from ATSB's investigation system to the date the report is published on the ATSB website. The calculation includes occurrence investigations conducted by the ATSB. It does not include rail investigations conducted on behalf of the ATSB by the Office of Transport Safety Investigations NSW and Chief Investigator of Transport Safety Victoria, nor investigations conducted by an external party that ATSB investigators assist with.

Performance measure 2:

Percentage of investigations that have a report published within 12 months

Targets			
2026-27	2027-28	2028-29	2029-30
80%	As per 2025-26	As per 2025-26	As per 2025-26

Tolerances		
Achieved The percentage of investigations that have a report published within 12 months is 80% or greater.	Substantially achieved The percentage of investigations that have a report published within 12 months is between 70% and 80%.	Not achieved The percentage of investigations that have a report published within 12 months is less than 70%.

Why we measure this	This measure relates directly to key activity 1, measuring the timeliness of information released to the public and relevant stakeholders through the release of factual preliminary reports, interim reports, final reports, or safety advisory notices. Timely information is seen as a key consideration for industry and other stakeholders.
Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	The 12-month target is calculated from the date the decision was made to investigate the occurrence (detailed in ATSB's investigation system), or the date the last report was published (whatever is the most recent) to the date the report is published on the ATSB website. A report includes a factual preliminary report, an interim report, a final investigation report, or a safety advisory notice.
Changes from previous year	None

Key Activity 2: Collecting, analysing and sharing safety data

Desired outcome: Our safety insights are shared, dependable, accessible and timely.

Performance measure 3:

Percentage of non-investigation products that are published within set timeframes

Targets			
2026-27	2027-28	2028-29	2029-30
90% of aviation mandatory notifications (reportable matters) within 30 days 90% of occurrence briefs within 6 weeks 90% of outcomes from de-identified confidential reports (REPCON) within 4 months	As per 2025-26	As per 2025-26	As per 2025-26
Tolerances			
Achieved All targets are met. 90% or greater of non-investigation products are published.	Substantially achieved Two of the 3 targets are met (achieving the 90% or greater target), or all 3 of the targets.	Not achieved Two or more of the targets do not meet the thresholds for achieved or substantially achieved.	

within the required timeframes.	achieve a result between 80% and 90%.	
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Why we measure this	This measure relates directly to key activity 2, measuring the timeliness in which non-investigation products are collected, analysed and made publicly available. This is the best way in which the ATSB measure efficiency for non-investigation products. This measure also relates directly to our function under the TSI Act to receive and assess reports of transport safety matters, reportable matters, and other safety information.
Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	This measure includes mandatory aviation notifications but excludes rail and marine notifications. Aviation mandatory notifications are received directly by the ATSB and therefore we can measure the timeliness of publication for these matters. All rail and marine mandatory notifications are reported directly to the Office of the National Rail Safety Regulator (ONRSR) and the Australian Maritime Safety Authority (AMSA), respectively. These notifications are then reported by ONRSR and AMSA to the ATSB. Occurrence briefs provide opportunities to share important safety messaging and information with industry and the public in the absence of an investigation. Occurrence briefs are published on the ATSB website and are not considered an investigation under the TSI Act. REPCON is a voluntary and confidential reporting scheme administered by the ATSB. It allows any person who has an aviation, marine or rail safety concern to report it to the ATSB. The outcomes of these de-identified REPCON reports are then published directly on the ATSB website. The timeframe is calculated as the time taken from receipt of the report (or notification) to when the report or brief is published on the ATSB website.
Changes from previous year	None

Key Activity 3: Influencing safety improvement

Desired outcome: Stakeholders are aware of and act on safety issues, messages and advice.

Performance measure 4:

Percentage of safety issues that are addressed within the required timeframes

Targets			
2026-27	2027-28	2028-29	2029-30
65% within 1 year	As per 2025-26	As per 2025-26	As per 2025-26
85% within 2 years			

Tolerances

Achieved The percentage of safety issues that are addressed within 1 year is equal to or greater than 65% and those addressed within 2 years is equal to or greater than 85%.	Substantially achieved The percentage of safety issues that are addressed within 1 year is between 55% and 65%, and those addressed within 2 years is between 75% and 85%.	Not achieved The percentage of safety issues that are addressed within 1 year is less than 55%, and those addressed within 2 years is less than 75%.
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Why we measure this	This measure relates directly to key activity 3, measuring the effectiveness of the ATSB in influencing safety action and improvement. The complexity of the safety issue identified plays a part in the timeliness in which they can be addressed by relevant stakeholders. The ATSB relies on its reputation and ability to influence to ensure that safety issues are addressed adequately and in a timely manner.
Type of measure	Effectiveness
Methodology and data sources	This measure analyses the time taken for safety issues to be addressed from occurrence and safety study investigations by the ATSB and rail occurrence investigations conducted on behalf of the ATSB by the Office of Transport Safety Investigations NSW and Chief Investigator Transport Safety Victoria. The calculation includes safety issues that have been adequately addressed (count of 1), and partially addressed (count of 0.5)
Changes from previous year	None

Performance measure 5:

Stakeholder engagement with ATSB safety messages

Targets			
2026-27	2027-28	2028-29	2029-30
Increased engagement with ATSB content on digital platforms	As per 2025-26	As per 2025-26	As per 2025-26
Tolerances			
Achieved There is an increase in engagement with ATSB content on digital platforms (the ATSB website and social media channels).	Substantially achieved Engagement with ATSB content on digital platforms (the ATSB website and social media channels) is maintained.	Not achieved There is a decrease in engagement with ATSB content on digital platforms (the ATSB website and social media channels).	

Why we measure this	This is a proxy measure to measure the effectiveness and awareness of the ATSB's safety messages. It can be difficult to measure the impact or effectiveness of our activities, and this is the best way the ATSB is able to measure the effectiveness of our safety messages. This measure demonstrates the ATSB's ability to reach a growing number of people through the release of safety content on our website and relevant social media channels. Increased engagement with safety messages is an indirect measure of awareness.
Type of measure	Proxy effectiveness measure
Methodology and data sources	Assessment of the number of people that ATSB safety messages reach through: • page views on the ATSB website • views of safety information content on social media channels 2025-26 will be used to establish a baseline. An increase in engagement for future years will be determined based on the total number of views when compared to the prior year.
Changes from previous year	None

Key Activity 4: Providing leadership in transport safety investigation

Desired outcome: We influence best practices nationally and internationally in transport safety investigation and reporting.

Performance measure 6:

Demonstrated contribution towards best practice in transport safety investigation and reporting

Targets			
2026-27	2027-28	2028-29	2029-30
The ATSB demonstrates contribution through: • improved education outcomes • enhancements in investigation techniques • domestic and international representation • assistance to investigations undertaken in other countries			
Tolerances			
Achieved There is evidence to demonstrate contribution towards all 4 elements of the measure.	Substantially achieved There is evidence to demonstrate contribution towards 3 of the 4 elements of the measure.	Not achieved There is evidence to demonstrate contribution to 2 or less elements of the measure.	

Why we measure this	This measure demonstrates the ATSB's contribution and leadership in transport safety investigation and reporting both nationally and internationally. This is demonstrated across 4 elements: • How the ATSB contributes to building knowledge and education in the transport investigation space through our ongoing partnership with RMIT University, • evidence of improvements and enhancements in investigation techniques and practices, • how the ATSB contributes to and represents Australia in key international and domestic transport safety matters, and • the assistance the ATSB provides to external and international investigations.
Type of measure	Qualitative assessment of ATSB's contribution towards improvements in domestic and international transport safety investigation and reporting practices.
Methodology and data sources	This measure will involve an analysis of actions taken that demonstrate contribution towards the elements of the measure. This will involve a qualitative assessment of the actions taken, substantiated by evidence.
Changes from previous year	None

Appendices

Appendix A: Compliance requirements

The ATSB has prepared this corporate plan in accordance with the requirements of subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* and subsection 16E of the Public Governance, Performance, Accountability Rule 2014.

The table below outlines each relevant requirement and where it is covered in the corporate plan.

Requirement	Page(s)
Introduction • Statement of preparation • reporting period for which the plan is prepared • reporting periods covered by the plan	3
Purposes	5
Key activities	8 - 10
Operating context • Environment • Capability • Risk oversight and management • Cooperation	11 - 20
Performance	21 - 27