



Australian Government

Australian Transport Safety Bureau



Corporate Plan 2017–18

Australia's national transport safety investigator

AVIATION | MARINE | RAIL

ATSB.gov.au

Publishing information

Published by

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Introduction



As the accountable authority for the Australian Transport Safety Bureau (ATSB), I am pleased to present the ATSB's 2017–18 Corporate Plan, which covers the period 2017–18 to 2020–21.

This Corporate Plan sets out the ATSB's purpose – to improve transport safety – and its strategies for achieving that purpose. The Plan also sets out the ATSB's key deliverables and associated performance criteria. It has been prepared consistent with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and the relevant provisions of the *Transport Safety Investigation Act 2003* (the TSI Act), which establishes the ATSB. It also covers the Minister for Infrastructure and Transport's Statement of Expectations (SOE) as notified under Section 12AE of the TSI Act.

The TSI Act provides that the ATSB's primary purpose is to improve the safety of aviation, rail and marine transport through accident investigation, data analysis and safety education. It must do so independently while cooperating with the other organisations that share responsibility for transport safety, including counterpart organisations in other countries. Successive governments have indicated that, in carrying out its role, the ATSB should give priority to the safety of the travelling public.

To accomplish its primary purpose, the ATSB must take into account the known and projected environmental challenges associated with continuing growth, emerging technologies and safety trends across the aviation, rail and marine transport sectors. In response, the ATSB has implemented a significant reform agenda that will position the agency to evolve its capabilities to deliver core functions in a more efficient and effective manner. A key enabler to this reform agenda has been the Government's recent budget measure that will assist the ATSB in maintaining a sustainable resource base.

Through its contemporary workforce planning strategies, the ATSB will strive to attract, develop and retain the best people, with the requisite skills, knowledge and experience to meet the current and emerging challenges in transport safety investigation.

In my capacity as Chief Commissioner and Chief Executive Officer, I am fully committed to maintaining the ATSB's reputation as a world leading safety investigation body. Consistent with this commitment, I will work collaboratively with the relevant authorities to ensure the ATSB is appropriately resourced to fulfil its legislative duties and positioned to meet the expectations of our stakeholders and the broader travelling public.

A handwritten signature in black ink, appearing to read 'Greg Hood', with a stylized flourish at the end.

Greg Hood

Chief Commissioner

30 August 2017

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Purpose

The ATSB's purpose is to improve the safety of, and public confidence in, aviation, rail and marine transport through:

- > the independent investigation of transport accidents and other safety occurrences
- > safety data recording, analysis and research
- > fostering safety awareness, knowledge and action.



OUR APPROACH

Governing Framework

The ATSB carries out its functions in accordance with the *Transport Safety Investigation Act 2003* (TSI Act). The TSI Act establishes the ATSB, which is a non-corporate Commonwealth entity. The Act also establishes a Commission which governs the ATSB. The Commission is constituted by the ATSB's Chief Commissioner and three part-time commissioners benefiting the ATSB with their aviation, rail and maritime expertise.

In carrying out its aviation related functions, the ATSB has regard to international conventions, standards and guidance maintained by the International Civil Aviation Organization. In carrying out its maritime functions, the ATSB has regard to international conventions, standards and guidance maintained by the International Maritime Organization. There is no equivalent international body in rail. For rail, the ATSB does have regard to the Council of Australian Governments' Intergovernmental Agreement on Rail Safety Regulation and Investigation Reform 2011.

The Minister for Infrastructure and Transport has also issued the ATSB with a Statement of Expectations (SOE) as a notice of strategic direction under Section 12AE of the TSI Act.

Independence

Section 12AB of the TSI Act states that the ATSB is not subject to direction from anyone in relation to the performance of its functions or the exercise of its powers (with the exception the Minister can direct the ATSB to investigate a transport safety matter).

The ATSB's independence ensures the ATSB is not affected by conflicts of interest or bias in conducting its research, data analysis, investigations and advocating for safety action.

Cooperation

While the ATSB remains independent, the ATSB cooperates with other organisations and persons who have the capacity to influence transport safety. The ATSB cooperates to gather safety information and to ensure its safety messages reach the broadest possible audience.

Focus on the travelling public

Consistent with the Minister's SOE, priority is given to investigations, research, data analysis and communication and education that have the potential to deliver the best safety outcomes to the travelling public.

Reliance on verifiable data and information

The ATSB maintains a national information dataset of all safety-related occurrences in aviation and of all accidents and significant safety occurrences in the rail and marine sectors. The information it holds is essential to its capacity to analyse broad safety trends and inform its investigation and safety education work.

The ATSB interrogates information and data to ensure its veracity. The ATSB applies robust analysis methodologies to identify contributing and other safety factors involved in an occurrence.

Safety Action

The ATSB focusses on achieving the outcome of improving safety and public confidence in the aviation, rail and marine transport industries through the ATSB's work in fostering safety awareness, knowledge and action. The ultimate objective of any investigation, data analysis or research project is to deliver safety messages to those persons who are best placed to take action. While the ATSB is not a regulator, and does not enforce a safety response, the ATSB does continue to advocate and encourage action following the release of any findings.

The ATSB does not apportion blame or provide the means to determine liability. However, there is accountability derived from the requirement in section 25 of the TSI Act that all ATSB reports be made publicly available.



The ultimate objective of any investigation, data analysis or research project is to deliver safety messages to those persons who are best placed to take action.

VALUES AND PRINCIPLES

The ATSB has in place the systems and controls to ensure that its resources are managed efficiently, effectively, and ethically in accordance with the provisions of the *Public Governance, Performance and Accountability Act 2013*.

We are committed to the Australian Public Service (APS) Values set out in the *Public Service Act 1999*:

- > **Impartial:** The APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.
- > **Committed to service:** The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the Government.
- > **Accountable:** The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.
- > **Respectful:** The APS respects all people, including their rights and their heritage.
- > **Ethical:** The APS demonstrates leadership, is trustworthy, and acts with integrity in all that it does.

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

Independence — we think for ourselves.

Engagement — we work with others.

Rigour — we rely on evidence.

Innovation — we are open to new ideas.

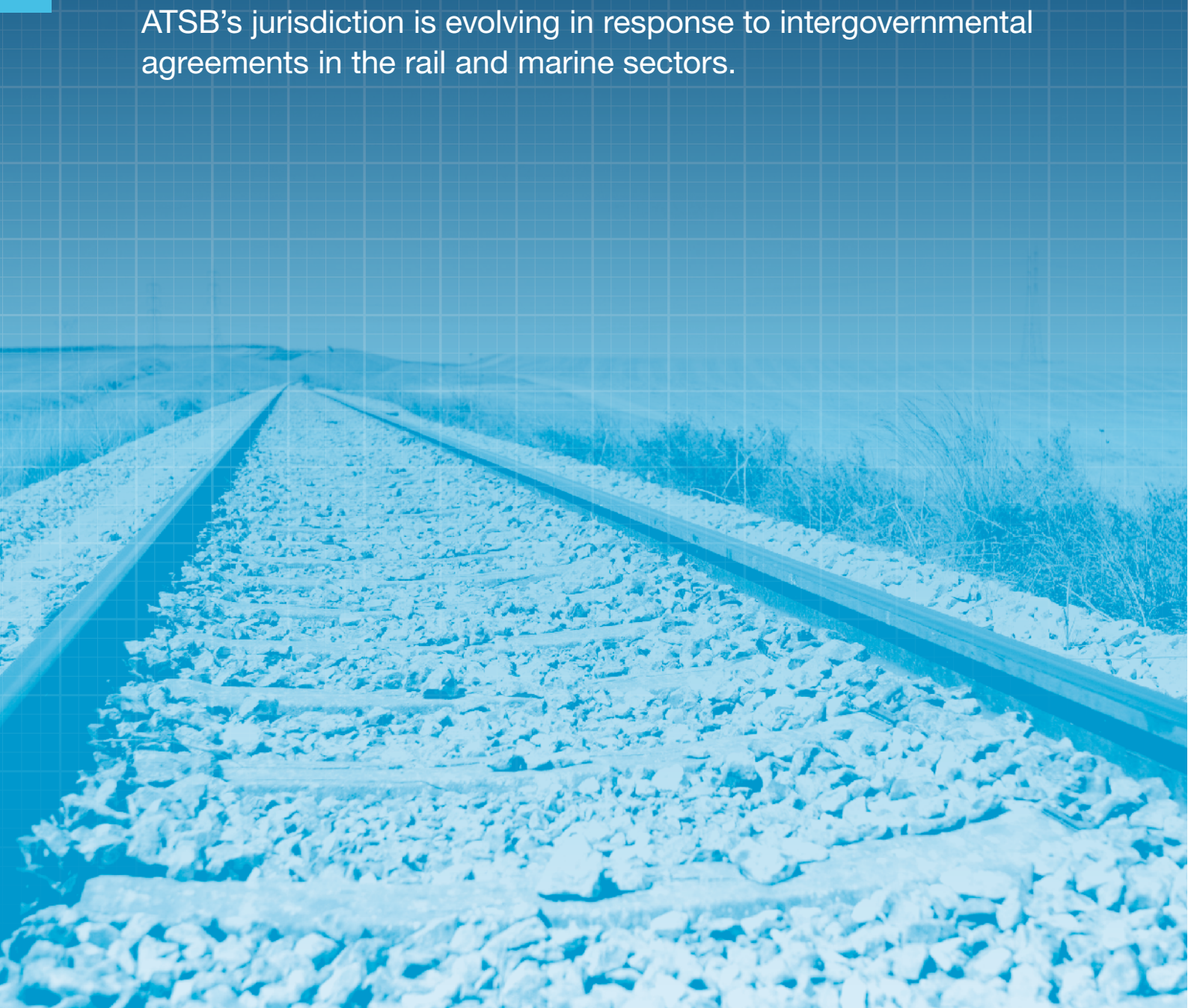
Relevance — we make a difference.

THE ATSB FOSTERS A CULTURE WHERE WE:

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

Environment

The ATSB carries out its function of improving transport safety in an operating environment of continuing change in the aviation, rail and marine transport industries. In response to the safety management approach applied in modern transport safety systems, the ATSB is becoming more data driven to enhance its predictive capabilities. The ATSB is also placing greater emphasis on communication and education to ensure persons and organisations with safety responsibilities, and the public, have timely access to information about safety issues and emerging safety issues identified by the ATSB. Further, the ATSB's jurisdiction is evolving in response to intergovernmental agreements in the rail and marine sectors.



JURISDICTION

The ATSB's jurisdiction varies between the three modes of transport.

Aviation

In aviation the jurisdiction for the ATSB to investigate covers the whole industry. To maximise the safety outcomes that can be achieved from the deployment of the ATSB's personnel, and consistent with the Minister's Statement of Expectations, the ATSB focusses on safety matters affecting the travelling public, generally occurring with regular public transport and charter operations.

Safety matters affecting the sport and recreation sector are the responsibility of self-administering bodies. However, there is an increasing expectation from some industry advocates and coroners, that the ATSB become more involved with investigations in the sport and recreation sector. Resources permitting, the ATSB may become involved where there is significant third party risk and a high likelihood of identifying contributing factors that are not generally well-understood. Consistent with the Government's response to the [Aviation Safety Regulation Review \(2014\)](#) the ATSB will continue to undertake investigations in this part of the industry on an exception basis.

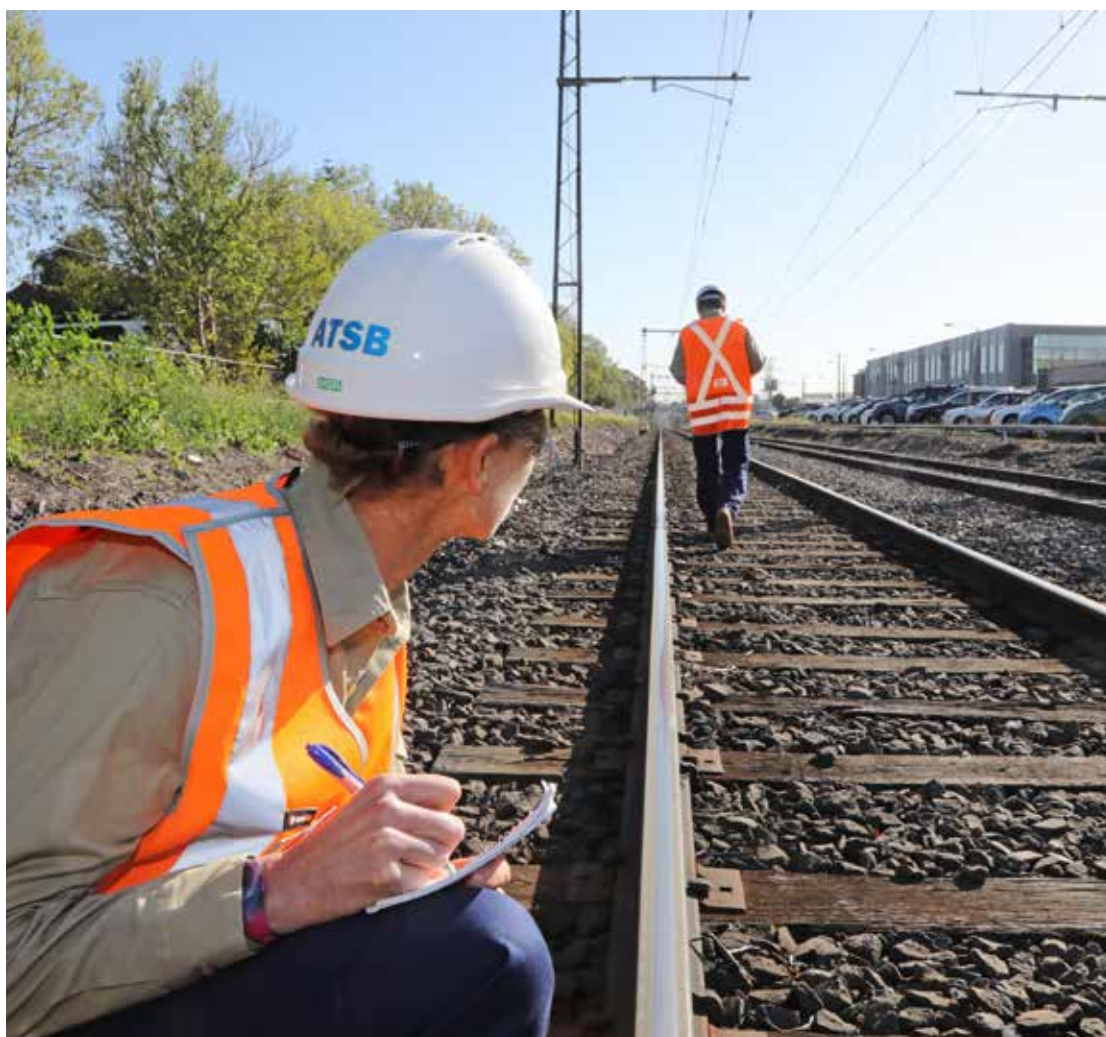


Rail

Since the [Intergovernmental Agreement on Rail Safety Regulation and Investigation Reform](#) was signed in 2011 by the Council of Australian Governments (COAG), the ATSB has progressively moved towards becoming the national rail safety investigator. Previously, the ATSB's jurisdiction was confined to a corridor of rail track known as the Defined Interstate Rail Network (DIRN) which runs from Brisbane through the eastern states and across to Perth. Now the ATSB's jurisdiction covers all the regional and metropolitan networks across Australia.

Occurrences on the DIRN tended to involve freight trains rather than passenger operations. With the change in jurisdiction to cover metropolitan areas, the ATSB's investigations will align further with the Minister's expectations for the ATSB to prioritise those investigations that will deliver the best safety outcomes for the travelling public.

The ATSB is supported in its role through a collaboration arrangement with independent transport investigation bodies in New South Wales and Victoria. In the other States, charging arrangements exist to fund the cost of the investigations. The majority of these arrangements are on a cost recovery basis per investigation. To ensure greater certainty around resourcing for investigating occurrences that are unpredictable in their number and severity, the ATSB will work with States to update these arrangements to establish more dependable funding to the benefit of all parties concerned, including rail operators and passengers.



Marine

Similar to rail, in 2011 COAG signed an agreement to consolidate the safety regulatory framework for the marine transport industry. Although there is a general view that there is merit in having a single national maritime safety investigator, the [Intergovernmental Agreement on Commercial Vessel Safety Reform](#) did not include a final decision to establish the ATSB in this role at this time.

Consequently, at this time the ATSB's marine jurisdiction is largely confined to the Commonwealth's historical jurisdiction covering interstate and overseas shipping, including freight and international cruise shipping.

The ATSB's independent investigation capability, subject to modest additional resources, could expand from the current coverage of large international vessels to encompass vessels operating under the national system for Domestic Commercial Vessel (DCV) safety. The ATSB's common legislative and procedural platforms would ensure consistency in investigation engagement and conduct. The ATSB will work with the States to seek out opportunities to support DCV safety with the potential to move towards a greater investigative role in the future.

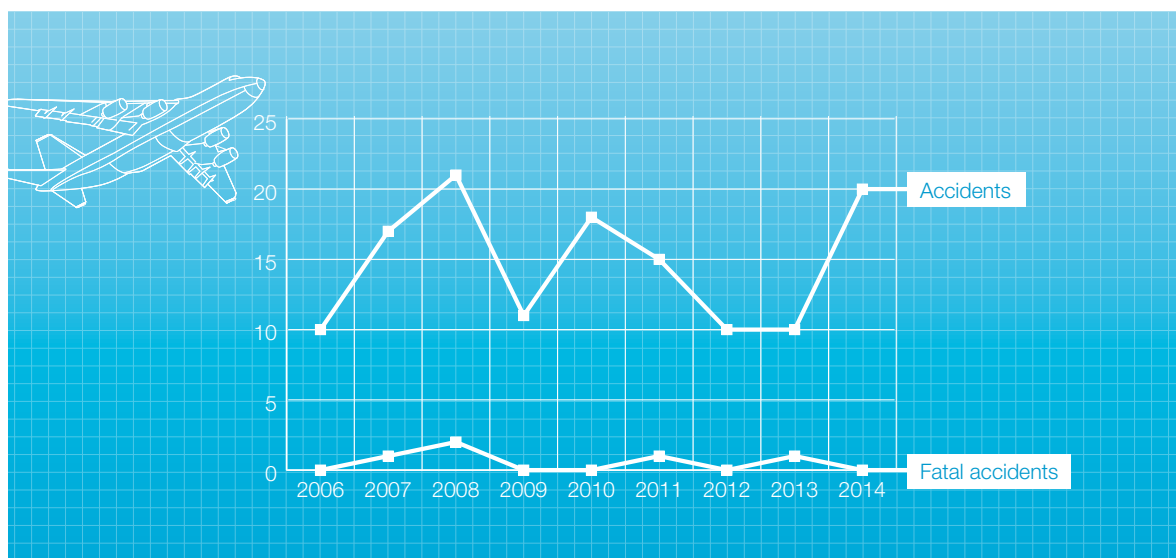


INDUSTRY GROWTH AND SAFETY INCIDENTS

Aviation

Commercial air transport has seen a continual increase in movements (particularly in the high capacity sector) across the past 10 years. The accident rate has fluctuated over this period but has not been significantly high. The ATSB currently investigates approximately 65 percent of air transport accidents and 60 percent of serious incidents in this sector.

Commercial air transport accident and fatal accident rate (per million departures), 2006 to 2014¹



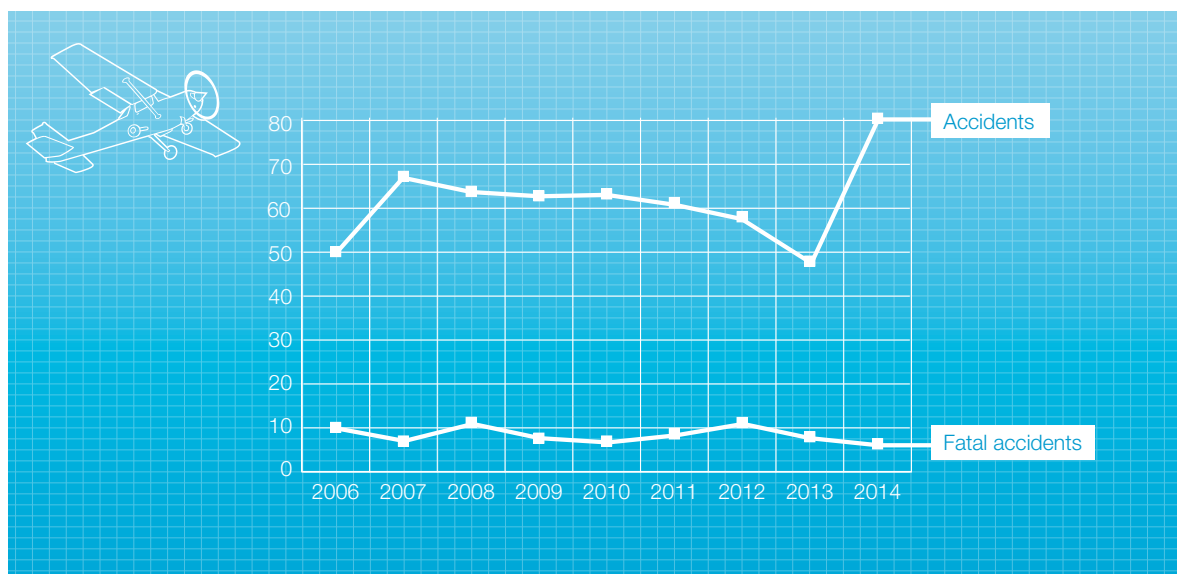
International aircraft movements have increased by 50 per cent since 2007 with a growing proportion of those movements attributable to international low cost operators, both Australian and foreign. The ATSB has been paying closer attention to trends involving low cost carriers and investigating more incidents in this sector.

In General Aviation², movements have decreased in certain parts of the sector – particularly flying training – which has led to an overall decrease in movements over the last 10 years. Conversely, there has been an upward variation in the accident rate. The ATSB investigates approximately 60 per cent of accidents and 30 per cent of serious incidents involving general aviation aircraft. Additionally, some of the recurring factors that feature in General Aviation accidents are included in the ATSB's [Safety Watch priorities](#).

¹ ATSB, *Aviation Occurrence Statistics 2006 to 2015 (AR-2016-122)*, 11 January 2017, p.13

² General Aviation is considered to be all flying activities of VH-registered aircraft outside of commercial air transport (scheduled (RPT) and non-scheduled (charter and medical transport) passenger and freight operations).

General aviation accident and fatal accident rate (per million departures, VH-registered aircraft only), 2006 to 2014³



THE ATSB'S SAFETY WATCH PRIORITIES RELEVANT TO ALL AVIATION OPERATIONS ARE:

- > data input errors;
- > communication and self-separation in non-controlled airspace;
- > low flight on approach; and
- > in-flight conditions and decision making.

Fatigue is a Safety Watch priority for the ATSB across the aviation, rail and marine modes of transport.

The use of Remotely Piloted Aircraft Systems (RPAS) has increased exponentially in the past 5 years. In 2015 there were 22 occurrences involving RPAS reported to the ATSB, which is a significant increase compared to previous years.⁴ The ATSB has undertaken a number of investigations recently into accidents involving RPAS, and will continue to do so when there is a third-party safety risk or commercial operations are involved, particularly involving larger aircraft. The safety of RPAS operations is also one of the ATSB's Safety Watch priorities.

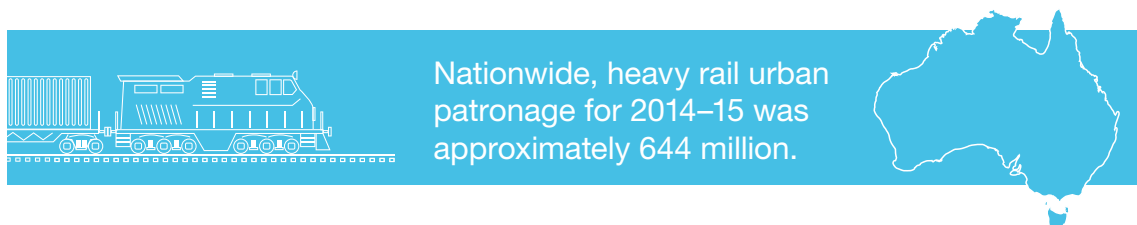


³ ATSB, *Aviation Occurrence Statistics 2006 to 2015 (AR-2016-122)*, 11 January 2017, p.24

⁴ ATSB, *Aviation Occurrence Statistics 2006 to 2015 (AR-2016-122)*, 11 January 2017, p.53

Rail

The rail freight sector has experienced significant growth, with rail freight now accounting for almost one half of all freight transport in Australia, up from 36 percent at the turn of the century.⁵ Patronage on urban and light rail passenger networks has continued to grow with weekday commuting to central city areas the key passenger rail task.⁶ Nationwide heavy rail urban patronage for 2014–15 was approximately 644 million.⁷ The ATSB is increasing the proportion of its investigations conducted in relation to passenger operations with the expansion of its jurisdiction.

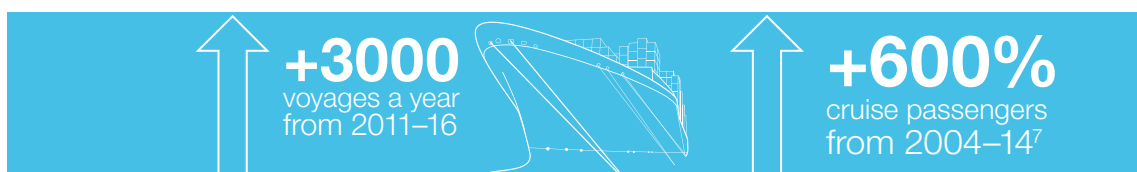


In rail the ATSB has not had access to a national data set comparable to aviation where it is able to analyse accident and incident occurrence rates (see comments on data below). In 2015–16 the ATSB commenced 25 complex investigations and one short investigation from 378 accidents and serious incidents reported to the ATSB as immediately reportable matters. From reviewing the occurrences reported, maintenance work on track is one of the [ATSB's Safety Watch priorities](#), with the ATSB having investigated a number of accidents where maintenance work was being conducted on or near railway tracks.

Marine

Australia's marine traffic experienced an additional 3,000 voyages a year from 2011–16. This rate of growth is expected to significantly decline from 2016–25 with a slowing commodities export sector.

Australia's cruise industry has experienced a six-fold increase in passenger numbers from 2004–14.⁸ Even though this part of the industry only makes up for 3.1 percent of arrivals, it is a factor that the ATSB has regard to with the expectation that it prioritise delivering the best safety outcomes for the travelling public.



In marine, the ATSB has not had access to a national data set comparable to aviation where it is able to analyse accident and incident occurrence rates (see comments on data below). In 2015–16 the ATSB commenced seven complex and one short investigation from the 146 accident and serious incidents referred to the ATSB as immediately reportable matters. From reviewing the occurrences reported, marine pilotage is a [Safety Watch priority](#) with navigation through confined waters under pilotage a high pressure situation where errors can easily lead to serious incidents.

5 Bureau of Infrastructure, Transport and Regional Economics, *Trainline 4 Statistical Report*, November 2016, p.3
 6 Bureau of Infrastructure, Transport and Regional Economics, *Trainline 4 Statistical Report*, November 2016, p.40
 7 *Ibid.*, p.v
 8 Australian Maritime Safety Authority, *Corporate Plan 2017–18 (covering 2017–19 to 2020–21)*, June 2017, p.11

TECHNOLOGY

All three modes of transport are experiencing change with advances in technology. RPAS operations in aviation are becoming more prevalent and there is a focus on ensuring the right regulatory framework is in place to manage them. In rail plans for driverless trains are progressing in the mining sector and Sydney is expected to have them on the new Sydney Metro Northwest line. Technology for autonomous ships is also advancing.

‘Disruptive’ technologies such as automation, 3D printing, and advanced analytics using the explosion in digital data, can increase productivity and transform the way transport is used.⁹ With technological advances bringing about changes in the way systems operate, new hazards and risks are introduced with the potential for new safety issues to arise. The challenge is to keep up with the pace of change and predict these hazards and risks. For an accident investigator, part of this challenge in being predictive is getting access to reliable occurrence data. From a workforce capability point of view the challenge is also to keep pace and develop the knowledge and skills of investigators around these new technologies.



9 Department of Infrastructure and Regional Development, *Trends – Transport and Australia's Development to 2040 and beyond*, 2016, pp.11–13

DATA AND ANALYSIS

Aviation

The ATSB holds and maintains an aviation occurrence database on behalf of Australia's Aviation State Safety Programme. All incidents, serious incidents and accidents from 1969 are held, allowing the ATSB to conduct in-depth analysis and research across the aviation industry. This is done in the form of routine trend analysis, analysis to support occurrence investigations, stand-alone research publications investigating particular issues, and published statistical reports.

In 2017–18 the ATSB will seek to update the list of aviation incidents reportable to the ATSB. The intention is to clarify some of the existing requirements. The updated list of reportable matters will also specifically detail reporting required for remotely piloted aircraft.

Rail

Entering into the planning period, the overall system for acquiring, maintaining and analysing safety information in rail has been limited. The ATSB has not had access to a full national rail data set. However, over the period 2017–18, it is expected to improve significantly with the ATSB acquiring access to the data. This will position the ATSB to improve its analysis and education contribution to improving rail safety.

Marine

The ATSB's limited jurisdiction in the marine sector means it has a very limited data set, confined mainly to accidents and near miss situations for shipping engaged in overseas and interstate voyages. Considerable work remains to be done in the marine sector to be able to access and use data from a range of safety occurrences to proactively advise on safety issues before they manifest as a more serious incident.



COMMUNICATION AND INFORMATION ACCESS

With the constant change and growth in the aviation, rail and marine transport industries, it is critical that operators and personnel occupying safety positions have timely access to safety information. The need for timely access is consistent with a proactive approach to safety with the use of safety management systems to collect information to monitor safety risks and detect emerging safety issues. As the independent safety investigator, the ATSB is in a position to provide information on safety issues, particularly broader systemic ones, which may not otherwise be apparent to operators and other organisations who have done their own internal investigations.

The ATSB is working to improve timeliness for the finalisation and publication of its investigation reports. The Government's recent Budget measures, and the ATSB's organisational change program, position the ATSB to reduce its investigation backlog and increase its capacity to complete complex investigations within 12 months, which is a key deliverable of the ATSB. It should be noted though that while it may generally take 12 months to complete a complex investigation, the ATSB does commit to ensuring that safety issues are raised with stakeholders responsible for addressing them as soon as they are identified.

The ATSB recognises the expectation in the community around increasing access to information and the need to engage through a variety of mediums. Consistent with the Australian Government's [Open Government National Action Plan 2016–18](#), the ATSB has enhanced community access to information held by the ATSB, including through making the ATSB occurrence database accessible online. The ATSB has also been proactive about adopting new mediums to communicate, with social media forming a significant component of the ATSB's strategy for delivering safety messages to the travelling public.

As the independent safety investigator, the ATSB is in a position to provide information on safety issues, particularly broader systemic ones, which may not otherwise be apparent to operators and other organisations who have done their own internal investigations.

FINANCIAL ENVIRONMENT

Through the Government's recent Budget measures, the ATSB enters this planning period with renewed financial sustainability. Financial projections covering this financial year and the out-years are presented through Table 1.

A comparatively small amount of core funding for our expanded rail activities is supplemented by fee-for-service and up-front agreements with some states and voluntary provision of investigation resources by others. Our funding for maritime activity remains consistent with our traditional jurisdiction of large international and interstate vessels, rather than the national regulatory scheme for domestic commercial vessels that is being established.

The ATSB's projected capability for capital investment remains limited. Therefore the refreshment needs of its capital base, both in terms of essential technical equipment and in its core enterprise system will need to be closely monitored.

Table 1: Comprehensive income statement 2017–18 to 2020–21

	2017–18 Budget \$'000	2018–19 Forward estimate \$'000	2019–20 Forward estimate \$'000	2020–21 Forward estimate \$'000
Expenses				
Employee benefits	16,913	17,195	17,494	17,731
Suppliers	7,208	6,741	6,625	6,329
Depreciation and amortisation	620	580	540	490
Finance costs	2	–	–	–
Total expenses	24,743	24,516	24,659	24,550
Less: Own-source income				
Own-source revenue				
Sale of goods and rendering of services	1,595	1,595	1,595	1,595
Other	2,117	2,117	2,117	2,117
Total own-source revenue	3,712	3,712	3,712	3,712
Total own-source income	3,712	3,712	3,712	3,712
Net (cost of)/contribution by services	(21,031)	(20,804)	(20,947)	(20,838)
Revenue from Government	20,411	20,224	20,407	20,348
Surplus/(Deficit) attributable to the Australian Government	620	580	540	490
Total comprehensive income/(loss) attributable to the Australian Government	620	580	540	490

Note: Impact of net cash appropriation arrangements

	2017–18 \$'000	2018–19 \$'000	2019–20 \$'000	2020–21 \$'000
Total comprehensive income/(loss) less depreciation/amortisation expenses previously funded through revenue appropriations	–	–	–	–
plus depreciation/amortisation expenses previously funded through revenue appropriations (a)	620	580	540	490
Total comprehensive income/(loss) – as per Statement of Comprehensive Income	(620)	(580)	(540)	(490)

MALAYSIA AIRLINES FLIGHT MH370 – INTERNATIONAL CONTRIBUTION

In January 2017 a Joint Communiqué issued by the Tripartite Governments (Malaysia, Australia, and People's Republic of China) formally announced the suspension of underwater search for missing Malaysia Airlines Flight 370 (MH370) following completion of the 120,000km² search area. Should credible new information emerge that can be used to identify the specific location of the aircraft, consideration will be given to determining next steps.

Whilst search operations have been suspended, continuing search area analysis and activities are ongoing and will continue into 2017–18 which will lead to advice to the Tripartite Governments.

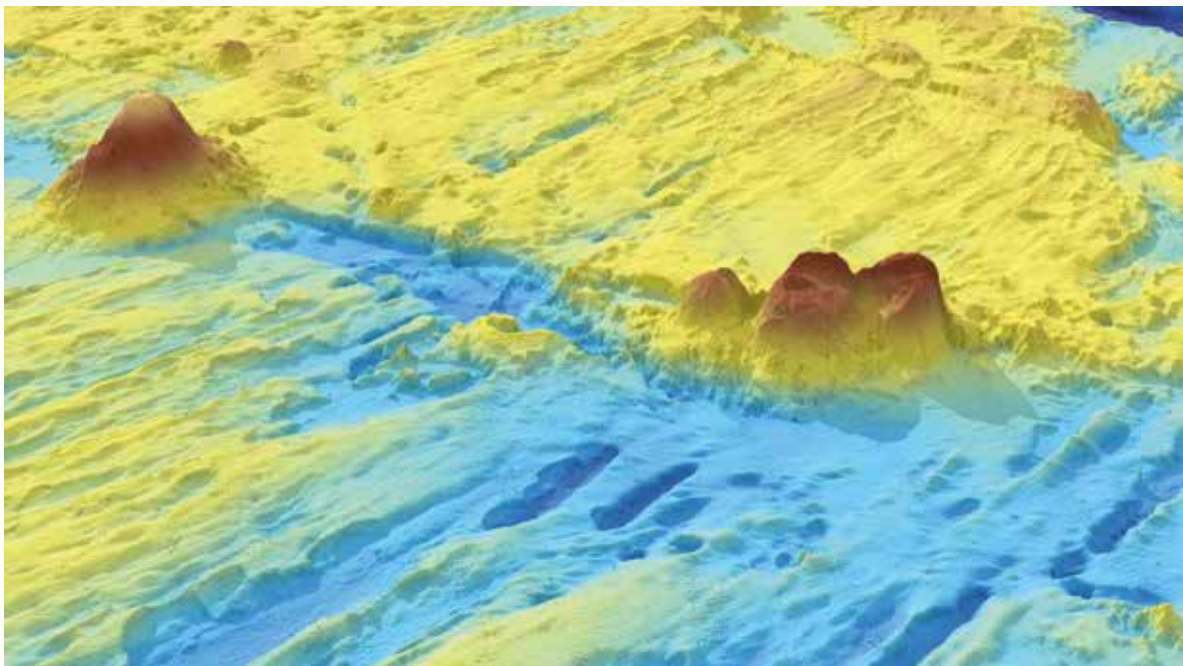
Continuing search area analysis and activities include:

- > Further CSIRO debris drift model validation;
- > Further review and analysis of Satellite Imagery;
- > Public release of a Final Search Report;
- > Search Data Release.

The search for MH370 was a large-scale complex international program, the largest and most complex search for a missing aircraft in history. The effort of the dedicated ATSB and associated personnel involved in the search is a testament to their ingenuity, adaptability and resilience. The capability developed within the ATSB during the search has, and will continue, to assist the development and evolution of the ATSB going forward.

Consistent with Government policy and direction, the ATSB will continue to provide a supporting role to Malaysia as the country responsible for the investigation into the disappearance of MH370.

[Imagery from the search for MH370 showing underwater volcanoes.](#)



Performance

PRIMARY OUTCOME

Consistent with the Purpose statement for the ATSB established in this Corporate Plan, the Portfolio Budget Statement for the ATSB sets down the following outcome statement:

IMPROVED TRANSPORT SAFETY IN AUSTRALIA INCLUDING THROUGH:

- > independent 'no blame' investigation of transport accidents and other safety occurrences;
- > safety data recording, analysis and research;
- > and fostering safety awareness, knowledge and action.



DELIVERABLES

To meet its outcome objective for improved transport safety, the ATSB has committed to the following deliverables:

Improved transport safety:	Deliverables
Independent ‘no-blame’ investigation of transport accidents and other safety occurrences, and research	<ul style="list-style-type: none"> > Complete and publish up to: <ul style="list-style-type: none"> > 10 Safety Studies > 50 Complex Investigations > 100 Short Investigations > 50 Investigation Briefs. > Ensure preparedness for a major accident by reviewing and testing major accident response and management capabilities through participation in one major exercise per annum. > Provide assistance to investigations overseas in accordance with international arrangements and where resources permit, with a report produced annually addressing the transport safety contribution of this support.
Safety data recording and analysis	<ul style="list-style-type: none"> > Mature the ATSB’s data analysis tools and techniques, to enhance the ATSB’s proactive capability for determining safety hazards and risks to be used in making assessments about occurrences to investigate, and safety studies to commence. > Expand the ATSB’s data warehouse to include national rail data. > Assess, classify and publish summaries of accident and incident occurrences received. Details of occurrences being investigated are published within one working day. Summaries of aviation occurrences are ready to be published in the public online database within ten working days of receipt. > Assess confidential reports for clarity, completeness and significance for transport safety and, where appropriate, advise within six weeks any responsible party in a position to take safety action in response to the safety concern. > Publish 5 statistical and trend monitoring publications (including the Aviation Occurrence Statistics Report). > Present reports on safety trends to the Minister and safety entities twice a year.
Fostering safety awareness, knowledge and action	<ul style="list-style-type: none"> > The ATSB will proactively influence safety awareness through communication and education activities including: <ul style="list-style-type: none"> > hosting a multi-modal safety forum and/or conference; > establishing Safety Watch priorities; > increasing the accessibility of investigation report content and safety products through its website, mailing lists, use of social media, industry publications and using mediums such as video content; and > facilitating media coverage of ATSB investigations and safety awareness activities. > Assist transport safety in the international region, through direct cooperation and the delivery of approved projects and other support activities provided for by program funding agreements with a publication produced annually addressing the transport safety contribution of these activities.

STRATEGIES

The ATSB has adopted the strategies outlined below to position itself to achieve the outcome of improved transport safety through the committed deliverables.

Selective investigations

The ATSB needs to be selective about accidents and incidents it investigates, recognising its finite resources, differences in jurisdiction across the modes and the Minister's Statement of Expectations. In this environment the ATSB will:

- > Commence and deliver investigations of accidents, incidents and safety issues that have the greatest potential to influence safety action, with a particular focus on the safety of the travelling public.

Data Driven

To position the ATSB to become more proactive in its identification of safety issues, the ATSB will become more data driven. The ATSB will:

- > Continue to build its capability to source data nationally on aviation, rail and marine transport safety occurrences and events and to use the data to identify and communicate safety risks and emerging trends.
- > Deliver a program of safety research and analysis that draws on the results of investigations and the interrogation of safety occurrence datasets.

Stakeholder engagement

The ATSB in its role as the investigator identifies safety issues. In order to get safety action the ATSB requires the cooperation of industry stakeholders. To encourage safety action the ATSB will:

- > Enhance stakeholder relationships, with a particular focus on ensuring a strong culture of reporting safety matters and through transparent arrangements for the appropriate sharing and use of safety information.

Focussed Communication

In order for the ATSB's investigations, data analysis and research to make an impact on improving safety, the safety messages must be effectively communicated. To ensure the targeted delivery of its safety messages the ATSB will:

- > Undertake safety communication and education with an emphasis on identifying priority areas where safety risk can be reduced.
- > Increase awareness of the ATSB's safety activities by developing a broader range of communication and education products and pursuing their delivery to transport industries and the travelling public through mediums that interact with a variety of stakeholders.

Workforce Capability

To maximise its potential to fulfil its deliverable commitments, the ATSB requires a workforce that is skilled and adaptable. To enhance its workforce capability the ATSB will:

- > Complete the implementation of its organisational change program, adopting a multidisciplinary approach, with the objective of enhancing the efficiency and effectiveness of the agency's resources.
- > Enhance its resource base through attracting, retaining and developing professional staff as well as developing networks with skilled professionals who the ATSB can work with to fulfil its transport safety functions.

International and Regional Engagement

Transport industries operate on a global basis. What happens internationally, particularly within our region, affects operations in Australia. To ensure the ATSB is alert to issues in the international environment the ATSB will:

- > Engage and provide support to, as appropriate, regional and international partners, focussing on developing cooperation in our region, and on ensuring that safety lessons and operational innovations are shared internationally.

Enhanced Jurisdiction

While the ATSB has a broad jurisdiction in aviation there is further work to be done as part of the national rail and maritime safety reforms. The ATSB will:

- > Continue the transition to being the national rail safety investigator, as established through the Intergovernmental Agreement on Rail Safety Regulation and Investigation Reform.
- > Prepare itself to participate as the independent investigator in the Domestic Commercial Vessel reforms, where the ATSB's involvement is agreed by Governments.

KEY PERFORMANCE INDICATORS

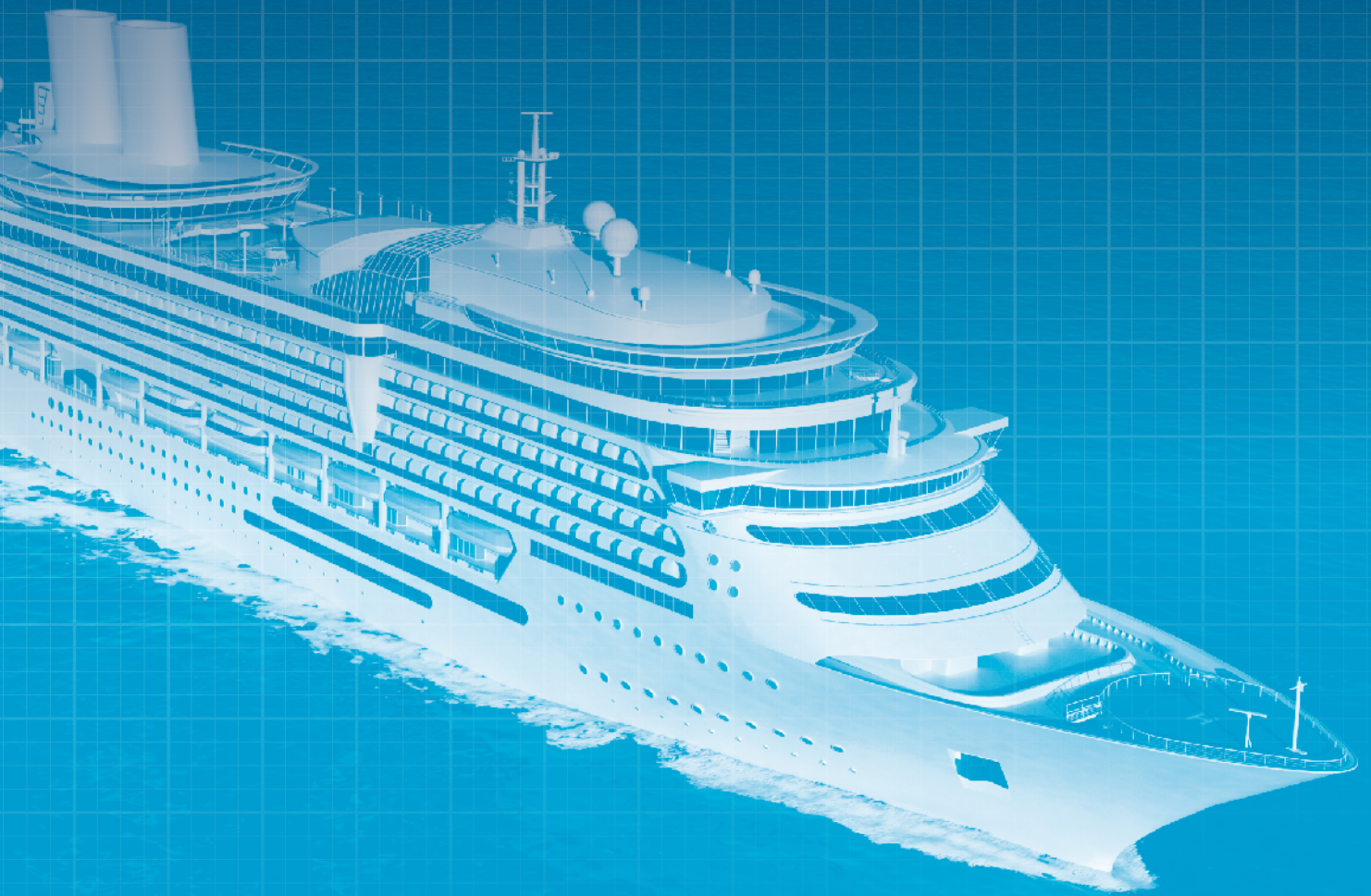
The following quantitative key performance indicators (KPI) help measure our effectiveness:

Key Performance Indicators	2016–17 Results	2017–18 Budget	2018–19 Forward estimate	2019–20 Forward estimate	2020–21 Forward estimate
Safety actions completed that address safety issues identified by ATSB investigation reports:					
Critical safety issues.	1 outstanding	100%	100%	100%	100%
All other safety issues.	67%	70%	70%	70%	70%
Complex investigation reports are published within 12 months.	32%	90%	90%	90%	90%
Short investigation reports are completed within four months.	88%	90%	90%	90%	90%
Investigation briefs completed within one month.*	N/A	90%	90%	90%	90%
An increase from 2016–17 in the overall number of safety issues identified from safety studies and complex investigations.*	N/A	Up to 10%	Up to 10%	Up to 10%	Up to 10%
Occurrence and safety study investigations to be initiated on the basis of data driven analysis.*	N/A	Up to 15%	Up to 15%	Up to 15%	Up to 15%
Safety action is taken by stakeholders to address valid safety concerns identified in confidential reports.	57% actioned	70% actioned	70% actioned	70% actioned	70% actioned
Through an annual stakeholder survey, stakeholder respondents recall ATSB products related to the Safety Watch priorities affecting their industry.*	N/A	70%	70%	70%	70%
An increase in the overall number of social media followers.*	N/A	Up to 10%	Up to 10%	Up to 10%	Up to 10%
ATSB safety messages disseminated by independent media channels.*	N/A	5 per month (average)	5 per month (average)	5 per month (average)	5 per month (average)

* New KPI measures

Capability

The ATSB's capability is enhanced through the Government's recent Budget measures and the organisational change program implemented by the ATSB to improve its efficiency and effectiveness.



BUSINESS PLANNING

The ATSB has a business planning process that analyses the anticipated strengths, weaknesses, opportunities and threats over the forward years. From this process, priorities, activities, targets and risk treatments are developed. The Corporate Plan, which is reviewed each year, is underpinned by the Annual Business Plan and individual staff performance plans. Other key documents which complement and inform this business planning process include the 2015–19 Strategic Workforce Plan, 2015–19 Information and Communications Technology (ICT) Capability Plan and the 2015–19 Capital Investment Plan.

WORKFORCE PLANNING

The ATSB's Strategic Workforce Plan is designed to outline the agency's approach to meeting and maintaining its future workforce needs, within the level of available financial resources, over the next four years. It also aligns the ATSB with whole-of-government workforce planning strategies.

Given the finite nature of ATSB human resources (capital), representing an associated employee cost of approximately 65 per cent of the agency's current and projected budgets, it is imperative that strategies are developed and implemented to maximise the utilisation of these resources.

THESE STRATEGIES INCLUDE:

- > **Reshaping the workforce** – designed to maintain our operational efficiency and bring to bear the collective core skills and attributes within the agency's possession.
- > **Developing a pool of capable staff** – with a particular focus on our technical staff (Transport Safety Investigators) and establishing a contingency arrangement where there is an identified shortfall of available staff with the required industry-based technical skills and knowledge.
- > **Attracting and retaining high quality staff** – despite increasing market forces and our salary rates being below the APS median, and less competitive in comparison with other portfolio agencies.
- > **Building management and leadership capability** – through enhancing leadership and management skills to enable our managers to utilise and harness our workforce's capabilities to greater effect.
- > **Fostering our mature culture and key principles** – through careful analysis of a range of health and wellbeing indicators including the APS Census results and other benchmarked data sets.
- > **Addressing workforce risks** – through the established risk controls and treatments, particularly in respect to maintaining sufficient resources to effectively deliver prescribed functions and priorities.
- > **Increasing our core appropriations** (out-years) – not only to fund a range of initiatives designed to maintain our current effectiveness, but to provide opportunities to better respond to the changing environment and our future workforce needs.
- > **Creating tools to support a more systemic and rigorous workforce planning process** – ensuring these advancements are fully integrated within our business and risk management planning processes.

ICT CAPABILITY

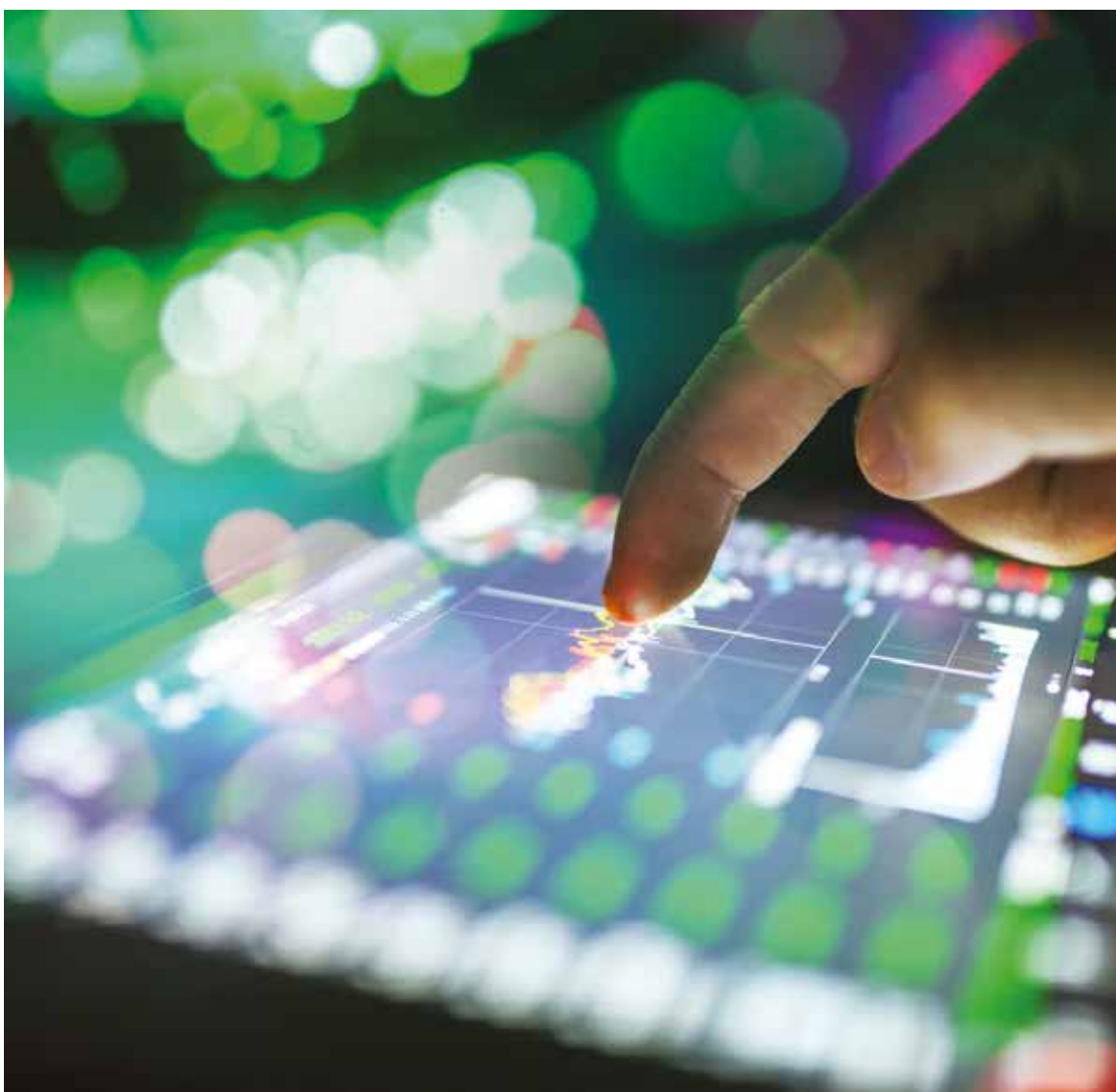
The ATSB's ICT Capability Plan is designed to provide a roadmap for the information, communications and technology in support of our organisational objectives. It covers all applications and technology supporting investigation, research and corporate functions such as finance, human resources, legal, and corporate communications. It also covers the people, processes and technology as they apply to the ICT function of the agency. When taking into account the main business drivers including active participation in National Transport Safety Reforms, sharing safety information and regional and international engagement, the primary ICT objectives and goals for the agency are as follows:

Our ICT objectives:

- > Capture data once, publish many
- > Increase the capability and capacity of underlying ICT infrastructure
- > Enable use of knowledge assets
- > Enable the investigation workforce

Our ICT goals:

- > Higher data quality
- > A reduction in operating costs Information which is more accessible to stakeholders
- > Reduced business risk
- > Timely solutions



CAPITAL INVESTMENT STRATEGY

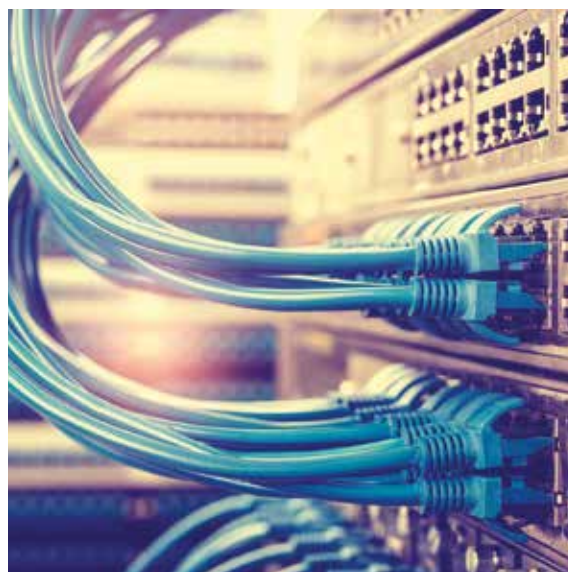
During 2016–17 the ATSB invested \$457,000 in capital expenditure. The investments include upgrades to infrastructure plant and equipment in relation to the agency's investigation function, along with corporate information technology systems, publishing equipment and supporting infrastructure.

THE ATSB'S INVESTMENT PROFILE FOR THE PERIOD OF THE CORPORATE PLAN IS:

- > 2017–18 – \$1,211,000
- > 2018–19 – \$745,000
- > 2019–20 – \$658,000
- > 2020–21 – \$367,000

The ATSB undertakes a conservative approach to its management of capital requirements that relate to emerging trends and its corporate strategy. The primary driver for the increase in capital investment for the forward years is the implementation of the COAG National Transport Reforms, requiring upgrades to a number of ATSB systems and equipment to assist with the implementation and on-going service delivery.

The Capital Investment Strategy for 2017–18 includes the purchase of a new electron microscope and an upgrade to the ATSB's data warehouse



Risk oversight and management

Risk management in the ATSB is about improving organisational performance and resilience, providing the ATSB with confidence to make difficult decisions and to identify and explore opportunities.



RISK OVERSIGHT AND MANAGEMENT

The ATSB has established a risk management framework which facilitates the assessment of risk across the ATSB's broad range of business activities. The ATSB uses its enterprise risk assessments to identify obstacles to achieving its objectives as well as to identify opportunities for improved service delivery.

The ATSB's Risk Management Policy and Guidelines are reviewed and updated annually and approved by the Chief Commissioner as the Accountable Authority, the Commission and the Audit Committee. The Policy and Guidelines are intended to be read in conjunction with the ATSB Enterprise Risk Register and Management Plan. These documents facilitate an agency-wide understanding of the ATSB's risk profile which, in turn, informs the identification, control and treatments of risk at both the Enterprise and business unit level.

As Australia's national aviation, rail and marine safety investigator, the ATSB is experienced in risk management for the purpose of identifying safety risks in the industry so that they can be effectively managed. In a risk management framework, these safety risks are shared risks where the ATSB, the regulator and industry participants need to work together to improve safety.



The ATSB continues to implement its risk management framework to assist the agency with overcoming major challenges related to growth and change. The ATSB risk managed its expansion to become the national rail investigator as part of the National Rail Safety Reforms. The ATSB is presently risk managing its position in relation to the National Maritime Safety Reforms to ensure it is prepared for any potential investigative role in the Domestic Commercial Vessel sector.

The ATSB has relied on its mature approach to risk management to guide its activities in the search for the missing Malaysia Airlines aircraft MH370. Searching for missing aircraft and planning for the recovery are not part of the ATSB's core business. However, the ATSB has been able to undertake the lead role in the search by ensuring that it is proactive in identifying the obstacles to a successful operation and adapting and mobilising resources expediently to overcome these obstacles.

Organisationally the ATSB identified the need for a restructure and change to multidisciplinary teams to improve its efficiency and effectiveness. The change will assist the ATSB with better managing its resources in a budget conscious environment.

To ensure the ATSB continues to overcome risks to its core business and take on challenges that require the agency to adapt and change, the ATSB will advance its risk management framework, consistent with the Commonwealth Risk Management Framework. The ATSB has aligned its risk management framework with its Corporate Plan and other business planning documents to ensure risk management is fully integrated into all the ATSB's business activities.

Australian Transport Safety Bureau

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