

SAMPLE EDITION

Australian Transport Safety Bureau Corporate Plan 2026–27

For the period 2026–27 to 2029–30

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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Australian Transport Safety Bureau

Postal address:

GPO Box 321, Canberra, ACT 2601

Office:

12 Moore Street, Canberra, ACT 2601

Telephone:

1800 020 616, from overseas +61 2 6257 2463

Email:

atsbinfo@atsb.gov.au

Website:

atsb.gov.au

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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 our priorities and key activities. They will guide the ATSB as we keep delivering on our purpose. That purpose is to improve transport safety across aviation, rail and maritime. We do this for the greatest public benefit. We do it in 3 ways:

- independent, no-blame investigations
- recording, analysing and researching safety data
- promoting safety awareness.

We focus our work where it can do the most for public safety. The ATSB can only fulfil this role through 3 things our people bring:

- specialist skills
- judgement
- commitment.

We will keep investing in those capabilities. We will also give our people the systems and tools they need. These help them carry out complex investigations. They also help them report their findings with clarity and authority.

The ATSB is the national transport safety investigator. That gives us a distinct and critical place in Australia's transport safety system. The law that set us up lets us take an independent, unfiltered, whole-of-system view. We can identify safety issues with relevance across transport sectors.

Our work is valuable because it can make future operations safer. We do this in 2 ways. First, through the quality and timeliness of our investigation products. Second, by always pushing for clear, practical and evidence-based safety messages. Open and constructive engagement with stakeholders is vital to this core value.

Over the year ahead, we will keep managing our resources efficiently and transparently. We will do this in line with government priorities. We will do it at a time when public money is tight. We will advance the responsible use of artificial intelligence (AI) and other technologies. This will improve how we work. We will strengthen the resilience of our cyber, data and critical systems. And we will support the wellbeing of our staff. Their commitment is central to improving transport safety.

We will also keep working with others. With them we will encourage action on the safety findings from our investigations. This includes more use of video and presentations. They make the safety messages from our reports easier to access. This helps safety staff 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

Part 1: About the ATSB

Our role

The ATSB is an independent statutory agency. It was set up under the Transport Safety Investigation Act 2003 (TSI Act). Under the TSI Act, the ATSB's core function is to improve safety. That covers aviation, rail and marine transport.

We are Australia's national transport safety investigator. Our specialist investigators work with our other teams. These teams cover:

- safety reporting
- data
- analysis.

Together, they help transport safety keep improving. Our corporate support teams back them up. Working together, we deliver our functions.

Under the TSI Act, it is not the ATSB's role to apportion blame. Nor is it our role to help decide liability. Our sole focus is to prevent future accidents and improve transport safety.

The ATSB is independent. This matters. We are independent of:

- operators
- manufacturers
- regulators
- government policy makers.

This independence lets us report in public and without bias. It lets us influence safety action based on evidence.

Our resources are limited. To make the most of them, we give priority to some investigations. These are the ones that could deliver the greatest public safety benefit. Figure 1 shows the transport modes we investigate and what each covers. Table 1 lists the same matters for each mode.

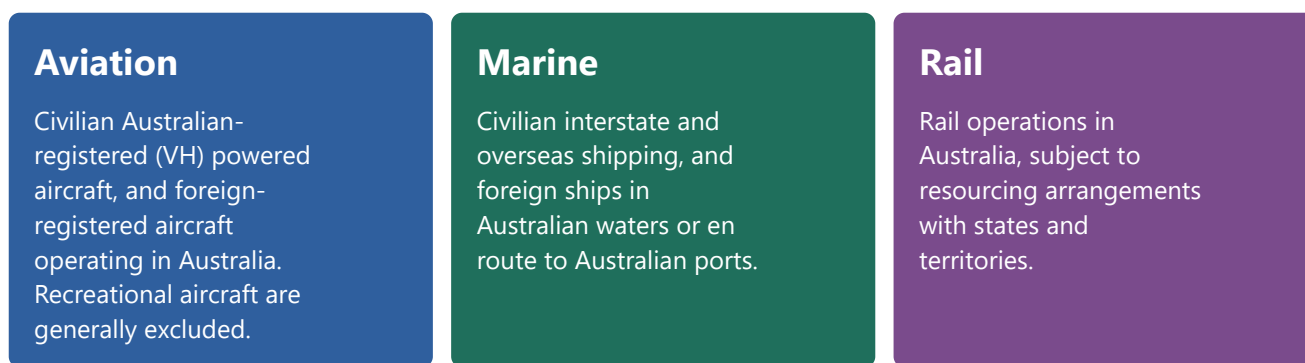


Figure 1: Transport modes the ATSB investigates and what each covers

Table 1: Matters the ATSB investigates, by transport mode

Mode	Matters investigated
Aviation	Civilian Australian-registered (VH) powered aircraft, and foreign-registered aircraft operating in Australia. Recreational aircraft are generally excluded.
Marine	Civilian interstate and overseas shipping, and foreign ships in Australian waters or en route to Australian ports.
Rail	Rail operations in Australia, subject to resourcing arrangements with states and territories.

The ATSB may also investigate occurrences overseas that involve Australian-flagged vessels. And we may support overseas agencies that are 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.

Our principles

We protect our independence. At the same time, we work closely with transport safety regulators. We also work closely with the aviation, marine and rail industries. We approach our work through 5 key principles. They are meant to maintain trust.

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

Through these principles we foster a culture where we:

- treat each other with dignity and respect. We value our people as our greatest resource
- work together across the ATSB
- search for the truth to improve transport safety.

Minister's Statement of Expectations

Under the TSI Act, the Minister may give the ATSB a notice of strategic direction. The Minister does this through a Statement of Expectations (SOE). The Minister issued the current SOE to the ATSB in 2025. It covers the period 1 September 2025 to 30 June 2027. The SOE gives greater clarity about the ATSB's:

- governance
- strategic direction
- key initiatives
- stakeholder engagement.

The ATSB makes sure our work and strategic direction are in line with the SOE. The ATSB has published a Statement of Intent (SOI) in response to the Minister's SOE.

Governance

The ATSB has a governance framework. It sets out what supports us to pursue our purpose in line with these principles:

- structures
- systems
- processes
- policies
- procedures.

The framework also helps us stay accountable. We are accountable to the government and the wider public. To maintain high standards of governance, the ATSB will:

- keep clear and open communication with the Minister and the department. Raise any issues promptly. The department is the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
- keep giving the Minister quarterly progress reports. These detail the ATSB's performance and its work during the reporting period

- report publicly on our work, including through investigation reports and the Annual Report
- apply the elements of the ATSB Governance Framework. This maintains integrity, transparency and accountability
- keep managing perceived and actual conflicts of interest properly by:
 - making sure the ATSB Commission reports any material personal interests to the Minister, as the PGPA Act and the TSI Act require
 - publishing the ATSB's conflict of interest policy on the ATSB website
 - regularly reviewing the conflict of interest policy, processes and procedures
 - keeping a conflicts of interest register.

Strategic direction

The ATSB's main function is to improve transport safety. As we do this, we will keep following the laws and government policies that apply to us. We will keep our strategic approach in line with the SOE. We will also keep it aligned with the rules Australia has agreed to with other countries. These include the rules 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. We will publicise safety information from our investigations, research and data analysis. We will do this in a timely way. And we will use the channels and forums that reach key groups for safety messages and education
- focus our resources on the investigations most likely to deliver the greatest public transport safety benefit. This fits our jurisdiction (see Our role)
- complement and add value to the work of transport regulators, policy agencies, Defence and industry. This work sits in Australia's transport safety policy and regulatory framework. We will do this while keeping our independence
- pursue global leadership in transport safety investigation, research and analysis. We will do this by taking part in global forums. We will also work with tertiary institutions
- review, improve and promote best practice investigation policies and practices. We will benchmark ourselves against like bodies.

Overall, the ATSB's strategic focus is to get the best safety outcomes. This spans the aviation, marine and rail sectors. We do this in 2 ways. We influence stakeholders to foster safety awareness, knowledge and action. And we position the ATSB as a lasting, adaptable agency. That agency invests in its people, systems and partnerships. The ATSB directs its resources to investigations and other work. It chooses the work that can deliver the greatest improvements to

transport safety. This focus lets the ATSB make the best use of its resources. It also lets us respond quickly to change.

Key initiatives

The ATSB will keep using 3 documents to tell the Minister about key initiatives and progress:

- the corporate plan
- the annual report
- the quarterly performance report.

Over the period of the SOI, the ATSB will focus on 4 priorities. These are consistent with the SOE.

- **Partnerships and collaboration.** Keep investing in partnerships with education providers such as the Royal Melbourne Institute of Technology (RMIT) University. This improves transport safety education and learning. Keep working with other countries to improve accident investigation capability. We do this through programs funded by the Department of Foreign Affairs and Trade (DFAT).
- **Staff development.** Keep focusing on how our staff develop and grow. This includes good workforce planning and training. It makes sure the ATSB has the skills and know-how it needs. These meet current and new challenges in transport safety investigation. It also includes building leadership skills and applying transport safety investigator competencies. That way, we have a capable, technical and engaged workforce.
- **Research, data and communication.** Keep investing in research. This includes collecting and analysing data on transport safety topics for the greatest public benefit. Focus on new ways to communicate, such as video. Video highlights safety messages for industry and the travelling public.
- **Fiscal sustainability.** Work closely with the department on options. These options aim to keep the ATSB's finances sound in the long term. At the same time, keep working efficiently and well. Make sure our resources are used well for the greatest public benefit.

Stakeholder engagement

The ATSB works with a wide range of stakeholders to fulfil its functions under the TSI Act. We take part in:

- national and global conferences
- industry events
- other forums.

There, we spread safety messages. We also build public confidence in aviation, marine and rail transport. The ATSB will keep engaging with:

- the department and other government agencies. This gives full safety advice to government, industry and the public
- industry bodies. This shares safety advice and influences better safety practices
- regulators and policy makers. This makes sure safety information is shared and used properly
- education providers such as RMIT University. This provides a centre of excellence for teaching transport safety investigation
- the travelling public and the wider community. This builds public awareness and knowledge of transport safety
- state, territory and local governments. Together we carry out joint investigations there, where this applies
- our counterparts overseas, above all in the Asia Pacific region. This builds knowledge and transport investigation skills.

The ATSB will use many channels and methods to influence safety action. We will also use them to build public confidence. That means confidence in aviation, marine and rail transport.

Key activities

The ATSB achieves its purpose through 4 key activities:

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

Investigating transport safety matters

We carry out independent, no-blame investigations into aviation, marine and rail incidents. We give priority to those that could do the most for the public. They do this through better transport safety.

We do not investigate to take administrative, regulatory or criminal action. Our investigations focus on determining the factors that led to an accident or safety incident. That way, people can learn the lessons. And transport safety can improve in the future.

Figure 2 shows the key phases of an investigation. Table 2 lists what happens in each phase.



Figure 2: Key phases of an investigation

Table 2: Activities in each phase of an investigation

Phase	Activities
Occurrence	n/a
Evidence collection	• site observations • component, materials and data analysis • interviews • testing and examination
Examination and analysis	• evidence interpretation • safety factor analysis • risk analysis • analysis review activities
Reporting	• drafting • internal review • external review • approval • dissemination

Note: n/a means the source diagram lists no activities under that phase.

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

Collecting, analysing and sharing safety data

Our job is to collect the safety data and reporting information we need. We:

- operate the voluntary and confidential reporting scheme (REPCON). Anyone with an aviation, marine or rail transport safety concern can report it in confidence. The scheme aims to identify unsafe procedures, practices and conditions.
- process mandatory reports of transport accidents and incidents. We get aviation reports directly. The relevant regulator passes on rail and marine ones.
- maintain the National Aviation Occurrence Database (<https://www.atsb.gov.au/avdata>). It is open to the public on our website. The data in

it comes from the mandatory aviation reporting rules. Those rules are in the TSI Act and the associated Regulations.

- publish statistics on aviation wildlife (bird and animal) strikes through the National Aviation Wildlife Strike Dashboard (<https://www.atsb.gov.au/national-aviation-wildlife-strike-dashboard>). These strikes are still the most common aviation occurrence reported to the ATSB.

We also carry out safety studies. These look at many similar occurrences. Or they look at a safety issue that may be emerging. And we publish occurrence briefs. These 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 by influencing change in transport systems. How well we can do this depends on 3 things:

- our knowledge
- our reputation
- our engagement with key stakeholders.

We engage with a broad range of stakeholders across the transport system. They include:

- government
- industry
- regulators
- operators
- the media
- the public.

Through our investigations, we identify safety issues and recommendations. Once we publish an investigation, we monitor and track safety action. This is the action taken by the parties involved. We make sure safety action is timely. We also make sure it properly addresses the risk of the issue we found.

We publish detailed investigation reports. We also make people aware of safety issues in other ways. These include:

- video and animations
- media engagement
- social media

- taking part 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

As Australia's national transport safety investigator, we lead the way in best practice investigation. We do this both in Australia and overseas.

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

We keep reviewing our investigation policies, practices and techniques. This keeps them at the forefront of global best practice. We also represent Australia at global forums on transport safety. And we use our subject matter expertise to help with investigations in other countries. We do this above all in the Asia Pacific region.

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

Part 2: Operating context

Many factors affect how well we can achieve our purpose. Some are within our control and some are not. They include:

- our operating environment
- the skills and capability of our staff
- the systems that support them.

Operating environment

The ATSB works in a complex operating environment. It spans the aviation, marine and rail industries. Trends in these industries bring both challenges and opportunities. They do so as we deliver on our purpose. So do broader trends. These include:

- changes in technology
- the financial climate
- how complex investigations are in general.

Industry and technological trends

Trends across the aviation, marine and rail industries affect how likely incidents are. They also affect how well the ATSB can achieve its purpose. Table 3 sets out these factors and what they mean for us.

Table 3: Industry and technological trends and their implications

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. This can make a safety incident more likely.
Regulatory changes	Regulatory changes target improvements to safety. However, change can also create organisational influences. These affect safety management processes and risk controls in the regulated industries.
Trends towards environmentally sustainable practices	Innovative technologies and initiatives can reduce emissions and make operations more efficient. One example is the International Maritime Organization 2050 net zero greenhouse gas emissions target. This may also bring new organisations into the transport industry.
Digital technologies	Digital technologies can aid safety, but they also create new risks. Safety practices need to keep pace with new technologies and new ways of working.
Automation and remotely piloted technologies	Automation is increasing. So is the use of remotely piloted technologies in the transport sector. Both create challenges and opportunities. These affect the systems and processes that support these technologies.
Data and analysis	More data and information are available. Analysing and reporting on them can identify emerging trends and risks. This means these risks can be reduced early through safety improvements.

Financial environment

The ATSB's funding varies by transport mode. We get Commonwealth funding for:

- aviation work
- certain civilian interstate and overseas shipping work.

We apply the ATSB's budget in line with long-standing policies. These policies limit investigations into:

- domestic commercial vessels
- recreational and sport aircraft without a VH registration
- drones.

Most of the ATSB's rail funding is meant to come from state and territory governments. Their role in this differs a great deal from place to place. New South Wales and Victoria have collaboration arrangements with us. Under these, investigations can use 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 areas. The ATSB keeps working with governments. The aim is greater certainty about its role in the rail industry. We use Commonwealth funding for a very limited number of investigations. These are on the Defined Interstate Rail Network.

The Portfolio budget statements (https://www.atsb.gov.au/about_atSB/portfolio-budget-statements) give details of ATSB funding for 2026–27. They also give the forward estimates. Public money is tight. So the ATSB must keep directing resources to the investigations, safety analysis and support work that offer the greatest transport safety value and public benefit.

Over 2026–27, the ATSB will keep making disciplined changes to how it operates. The aim is to work as efficiently and well as possible. This includes:

- aligning workforce and activity levels with the funding we have
- managing hiring and optional spending with care
- scoping investigations to match the resources we have
- giving priority to the safety work most likely to deliver the greatest public benefit.

The ATSB will keep monitoring these settings. This makes sure resources go to the statutory functions that matter most. At the same time, we will work with the department and other relevant authorities. With them we will develop options to keep our finances sound in the long term. These options are for the government to consider.

Capability

The world we work in is changing fast. The ATSB must apply strategies and plans. They give us the capabilities we need to achieve our purpose. We keep building those capabilities by carrying out key strategies and work plans.

People

Our people are critical to achieving our purpose. That purpose is to improve transport safety for the greatest public benefit. Our world is ever more complex, digital and fast-changing. So we will keep strengthening our:

- workforce skills
- leadership
- culture
- ways of working.

This will keep us adaptable, productive and responsive. Over this reporting period, we will focus on key people strategies that will:

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

The ATSB is a specialist agency with a highly skilled workforce. We have embedded a strategic approach to workforce development and planning. It includes joined-up learning and development. This focuses on 2 things:

- staying at the forefront of technical skill
- fostering ongoing learning.

We uphold a strong organisational culture. The ATSB principles drive it. It focuses on a positive and safe workplace for our people. Our Health and Wellbeing Strategy and our Diversity and Inclusion Action Plan have achieved positive outcomes. We will build on them. We will keep investing 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. It also aims to strengthen the capability of the Australian Public Service (APS).

The ATSB operates in line with the framework. We outsource very little work. We do so only in the limited cases the framework allows.

Information and communications technology

We keep exploring ways to use information and communications technology (ICT) to work better. We want to:

- work more efficiently
- make our data more secure
- make our staff and our investigations more capable.

Over the period of this corporate plan, we will:

- explore how AI can support ATSB processes
- use cloud technology. This makes our systems more efficient. They respond faster and work well together
- improve our modern and supportable standard operating environment
- provide a strong, resilient and reliable IT environment to fight growing security and cyber threats
- keep embedding our digital record-keeping policies and procedures. These meet business needs. They also meet accountability rules and what stakeholders expect

- keep building our data and analysis skills for both internal and external use.

Several factors drive this work, including:

- the need to better support ATSB core work where staff work with others
- a greater emphasis on using data and publishing findings. These drive changes in behaviour and policy. Those changes improve transport safety outcomes
- whole-of-government initiatives, such as the Data and Digital Government Strategy, to deliver simple, secure and connected public services.

Infrastructure

We keep giving priority to infrastructure, both ICT and physical, for our workforce. Our workforce is spread across many places. This makes sure staff can work well with each other and with our stakeholders. Over the period of this corporate plan, planned infrastructure investments include:

- exploring ways to use AI across the agency, to make staff more efficient and effective
- decommissioning legacy systems and operating systems that are approaching end of life.

These investments will help the ATSB use its resources better. They will also support the agency's core work on transport investigations. The ATSB keeps a careful approach to its capital investment strategy. We give priority to maintaining plant and equipment. This makes sure the agency has the right infrastructure to do its investigative work.

Cooperation

We work closely with many stakeholders. Through them we influence and deliver safety advice and messages. Our main aim is to use these relationships to influence safety action. We also use them to build public confidence in aviation, marine and rail transport.

These relationships can be formal or informal. Formal ones have one of these in place:

- a memorandum of understanding
- a collaboration agreement.

The relationships that contribute most to our purpose include:

- regulators, transport service bodies and agencies. We engage with them on transport safety policy and regulatory frameworks. This makes sure safety information is shared and used properly

- state, territory and local governments. Together we carry out joint investigations there, where this applies
- the travelling public and the wider community. This builds public awareness and knowledge of transport safety
- industry bodies. This shares safety advice and influences better safety practices
- education providers such as RMIT University. This provides a centre of excellence for teaching transport safety investigation
- our counterparts overseas, above all in the Asia Pacific region. This builds knowledge and transport investigation skills.

Identifying safety risks is a job we share. Regulators, industry and others investigate, research and analyse data where the ATSB cannot. For the safety system to work, the ATSB needs confidence in others. It needs to know that they are properly identifying the hazards and risks. This applies to the occurrences and data that the ATSB is not involved in.

Through our investigations, we engage with many organisations, industry bodies and governments. We will keep working together with them. This is how we achieve the greatest safety outcomes.

Risk oversight and management

The ATSB engages with risk to promote 3 things in how we work:

- efficiency
- innovation
- effectiveness.

Effective risk management improves our performance. It supports our purpose. And it makes sure we can deal with the challenges and opportunities that arise.

Risk approach

The ATSB aims to create a positive risk culture. This culture comes from our behaviours, attitudes and values towards:

- risk awareness
- risk management
- controls.

Through this culture, the ATSB aims to become more:

- resilient
- adaptable
- innovative

- responsive to change.

That helps the ATSB achieve its goals.

The Functional Reference Group (FRG) is made up of the senior leadership team. It oversees and applies the ATSB's Risk Management Framework. The FRG reviews our enterprise risks every quarter.

The Audit and Risk Committee helps the Chief Commissioner perform their role as the accountable authority. The PGPA Act requires this. The committee gives the Chief Commissioner independent advice on whether these are appropriate:

- the ATSB's financial and performance reporting
- its systems of risk oversight and management
- its system of internal controls.

Staff at all levels must understand, identify and manage risk from day to day.

Our risk appetite and tolerance

Risk appetite is the amount of risk we are willing to accept or keep. We accept or keep it to achieve our goals. The ATSB defines its risk appetite on a 4-point scale:

- **Controlled (little to none):** avoiding risk is the main treatment.
- **Cautious (low):** we prefer safe options with little risk of adverse exposure to the ATSB or the government.
- **Accepting (medium):** we are willing to consider all options. We choose the one most likely to succeed. We also keep a reasonable degree of protection from high risks.
- **Open (high):** we are eager to engage with risks and opportunities when the potential benefit is great.

Risk tolerance is the level, or levels, of risk-taking we accept. We accept it to achieve a specific goal or to manage a category of risk. It is how we apply risk appetite in practice. Table 4 sets out the ATSB's appetite and tolerance for each risk category.

Table 4: Risk appetite and tolerance by risk category

Category	Risk appetite	Tolerance	Tolerance statement
Delivery	We have a cautious (low) risk appetite for risks relating to the delivery of outputs and outcomes.	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.	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.	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.	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.	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.

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

Note: Table 4 quotes the ATSB's risk appetite and tolerance statements as written.

Enterprise risks

The ATSB has identified 5 risks that it manages at enterprise level. Table 5 sets them out. It also gives the strategies we are now applying to manage them.

Table 5: Enterprise risks and high-level risk management strategies

Enterprise risk	Risk statement	High-level risk management strategies
Sustaining the ATSB's contribution to improving transport safety	Three things affect the ATSB's ability to sustain its contribution to improving transport safety. It makes that contribution through the effective delivery of its statutory functions. The 3 things are: • resource constraints • increasing demand • changes in the operating environment.	• Maintain an operating model that can last. Do this by matching 3 things to the safety outcomes that matter most: ◦ our investigation work ◦ our workforce ◦ our support functions. • Use these to set priorities, manage trade-offs and identify residual risks: ◦ evidence-based planning ◦ risk appetite ◦ performance data ◦ regular review of controls. • Give clear advice to the government where limits on resources or mandate affect the ATSB. That means where they affect how well it can 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. They limit its ability to provide a sustainable and effective national rail safety investigation capability.	• Seek clarity on the ATSB's national rail investigation role. Do this by defining: ◦ what is expected ◦ the mandate ◦ service levels ◦ policy dependencies ◦ who owns each risk ◦ what funding is needed. • Keep the smallest rail safety investigation capability that still works. Do this within the current settings and limits. Monitor residual risk. Escalate material changes for decision.
Cyber, data and critical systems resilience	Cyber threats, and vulnerabilities in data and critical systems, affect the information and technology systems the ATSB relies on. It relies on those systems to deliver investigations and corporate functions. The threats affect the integrity, confidentiality and availability of those systems.	• Protect critical systems and information. Put these first: ◦ better cyber security ◦ data governance ◦ lifecycle management ◦ cutting technical debt. • Focus effort on the controls that matter most. These protect: ◦ investigation and business continuity ◦ protected information

Enterprise risk	Risk statement	High-level risk management strategies
		◦ trusted use of digital services and new technologies. • Regularly test and report: ◦ how well controls work ◦ the key weak points ◦ residual risks.
Readiness for emerging transport technologies	Transport systems are increasingly automated, AI-enabled and connected. The ATSB's ability to investigate them may be affected. That risk arises if 4 things do not keep pace with these technologies. That is, with the way they are designed, integrated and used across transport operations. The 4 things are: • its specialist skills • its investigation methods • its technical tools • its access to operational data.	• Maintain readiness for automation, AI and connected, data-intensive transport systems. Do this by: ◦ identifying priority capability gaps ◦ building specialist skills ◦ improving access to technical tools and operational data ◦ strengthening relationships with relevant stakeholders and technical experts. • Use these to set priorities: ◦ horizon scanning ◦ occurrence analysis ◦ annual planning. • These tools decide which of the following matter most to future transport safety investigation outcomes. They do so within the resources we have: ◦ capability investments ◦ guidance ◦ partnerships ◦ external expertise.
Staff psychosocial wellbeing and organisational resilience	Three things affect staff health and wellbeing, and organisational resilience: • demanding workloads • organisational change • potential exposure to traumatic material and challenging field environments.	• The ATSB has a mature health and wellbeing framework and strong controls. Even so, this remains an enterprise risk. It needs active oversight and timely escalation. • The ATSB will keep managing psychosocial risk as a core work health and safety (WHS) and enterprise risk. It will maintain the ATSB health and wellbeing strategy. It will apply practical controls for known psychosocial hazards. And it will regularly test whether those controls still work. • Use the sources below to identify emerging issues early, adjust controls and record residual risk. They also help to escalate material

Enterprise risk	Risk statement	High-level risk management strategies
		changes through staff consultation and senior leadership forums. The sources are: ◦ staff feedback ◦ workload and fatigue indicators ◦ deployment patterns ◦ leave trends ◦ capability demands ◦ WHS reporting.

Part 3: Performance

Our performance

We have set performance measures. They aim to show how well we can improve transport safety. These measures balance effectiveness, efficiency and outputs.

Key activities

We achieve our purpose through 4 key activities:

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

Part 1 gives more detail on our key activities (see [Key activities in Part 1](#)). The section below sets out the performance measures and targets. There is a set for each key activity.

Performance measures

We keep reviewing our performance measures and practices. This makes sure they are fit for purpose. It also shows transparency and accountability to:

- the parliament
- the public
- other stakeholders.

We make sure our performance measures meet the requirements in section 16EA of the Public Governance, Performance, Accountability Rule 2014 (PGPA Rule). We also make sure they are consistent with the Minister's Statement of Expectations.

We measure performance with a mix of numbers and descriptive information. We use a balance of 3 kinds of measure:

- efficiency measures
- effectiveness measures
- output measures.

Where it makes sense, we also use proxy measures. These stand in for the efficiency and effectiveness of our work. The impact and efficiency of our work

are hard to measure. So we use timeliness as a proxy for efficiency. And we use engagement as a proxy for effectiveness.

Key activity 1: investigating transport safety matters

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

Performance measure 1

Table 6 sets out performance measure 1. It gives the targets, the tolerances and how we measure it.

Table 6: Performance measure 1, targets, tolerances and method

Element	Detail
Measure	Percentage of investigations completed within 18 months
Target 2026–27	65%
Targets 2027–28, 2028–29 and 2029–30	As per 2026–27
Achieved	At least 65% of investigations are completed within 18 months.
Substantially achieved	Between 60% and 65% of investigations are completed within 18 months.
Not achieved	Less than 60% of investigations are completed within 18 months.
Why we measure this	This measure relates directly to key activity 1. It measures the time taken to complete investigation reports. This is the best way for the ATSB to measure efficiency. Completed reports enable learning and safety improvements. They include the safety issues found. They also include the actions taken or planned to address those issues. This measure also aligns directly with the Minister's Statement of Expectations. The Minister expects the ATSB to work towards finishing investigations in a timely way. This supports continuous improvement in transport safety.
Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	We calculate the time taken to complete an investigation. The time starts on the date of the decision to investigate the occurrence. The ATSB's investigation system records that date. The time ends on the date the report is published on the ATSB website. The calculation includes occurrence investigations the ATSB conducts. It does not include rail investigations that these bodies conduct on behalf of the ATSB: • the Office of Transport Safety Investigations NSW • the Chief Investigator of Transport Safety Victoria. Nor does it include investigations that an outside party conducts with help from ATSB investigators.

Performance measure 2

Table 7 sets out performance measure 2. It gives the targets, the tolerances and how we measure it.

Table 7: Performance measure 2, targets, tolerances and method

Element	Detail
Measure	Percentage of investigations that have a report published within 12 months
Target 2026–27	80%
Targets 2027–28, 2028–29 and 2029–30	As per 2025–26
Achieved	At least 80% of investigations have a report published within 12 months.
Substantially achieved	Between 70% and 80% of investigations have a report published within 12 months.
Not achieved	Less than 70% of investigations have a report published within 12 months.
Why we measure this	This measure relates directly to key activity 1. It measures how quickly we release information to the public and relevant stakeholders. We release it through: • factual preliminary reports • interim reports • final reports • safety advisory notices. Industry and other stakeholders see timely information as a key consideration.
Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	We calculate the 12-month target from one of 2 dates, whichever is more recent. One is the date of the decision to investigate the occurrence. The ATSB's investigation system records that date. The other is the date the last report was published. The period ends on the date the report is published on the ATSB website. A report can be any of these: • a factual preliminary report • an interim report • a final investigation report • 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

Table 8 sets out performance measure 3. It gives the targets, the tolerances and how we measure it.

Table 8: Performance measure 3, targets, tolerances and method

Element	Detail
Measure	Percentage of non-investigation products that are published within set timeframes
Targets 2026–27	• 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
Targets 2027–28, 2028–29 and 2029–30	As per 2025–26
Achieved	All targets are met. At least 90% of non-investigation products are published within the required timeframes.
Substantially achieved	Either of these: • 2 of the 3 targets are met (achieving the 90% or greater target) • all 3 of the targets achieve a result between 80% and 90%.
Not achieved	Two or more targets do not meet the thresholds for achieved or substantially achieved.
Why we measure this	This measure relates directly to key activity 2. It measures how quickly we collect, analyse and publish non-investigation products. This is the best way for the ATSB to measure efficiency for these products. The measure also relates directly to our function under the TSI Act. That function is to receive and assess reports of: • transport safety matters • reportable matters • other safety information.
Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	This measure includes mandatory aviation notifications. It does not include rail and marine notifications. The ATSB gets aviation mandatory notifications directly. So we can measure how quickly we publish them. All rail mandatory notifications go directly to the Office of the National Rail Safety Regulator (ONRSR). All marine mandatory notifications go directly to the Australian Maritime Safety Authority (AMSA). ONRSR and AMSA then report them to the ATSB. Occurrence briefs let us share important safety messages and information. They reach industry and the public. They do this when there is no

Element	Detail
	investigation. We publish them on the ATSB website. They are not considered an investigation under the TSI Act. REPCON is a voluntary and confidential reporting scheme that the ATSB runs. It lets anyone with an aviation, marine or rail safety concern report it to the ATSB. We then publish the outcomes of these de-identified reports directly on the ATSB website. The timeframe starts when we receive the report (or notification). It ends when we publish the report or brief 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

Table 9 sets out performance measure 4. It gives the targets, the tolerances and how we measure it.

Table 9: Performance measure 4, targets, tolerances and method

Element	Detail
Measure	Percentage of safety issues that are addressed within the required timeframes
Targets 2026–27	• 65% within 1 year • 85% within 2 years
Targets 2027–28, 2028–29 and 2029–30	As per 2025–26
Achieved	Both of these: • at least 65% of safety issues are addressed within 1 year • at least 85% are addressed within 2 years.
Substantially achieved	Both of these: • between 55% and 65% of safety issues are addressed within 1 year • between 75% and 85% are addressed within 2 years.
Not achieved	Both of these: • less than 55% of safety issues are addressed within 1 year • less than 75% are addressed within 2 years.
Why we measure this	This measure relates directly to key activity 3. It measures how effective the ATSB is at influencing safety action and improvement. The complexity of a safety issue plays a part. It affects how quickly the relevant stakeholders can address it. The ATSB relies on its reputation and its ability to influence. These make sure safety issues are addressed adequately and in a timely way.
Type of measure	Effectiveness
Methodology and data sources	This measure analyses the time taken to address safety issues. The safety issues come from: • the ATSB's occurrence and safety study investigations • rail occurrence investigations that these bodies conduct on behalf of the ATSB: 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). It also includes those partially addressed (count of 0.5).
Changes from previous year	None

Performance measure 5

Table 10 sets out performance measure 5. It gives the targets, the tolerances and how we measure it.

Table 10: Performance measure 5, targets, tolerances and method

Element	Detail
Measure	Stakeholder engagement with ATSB safety messages
Target 2026–27	Increased engagement with ATSB content on digital platforms
Targets 2027–28, 2028–29 and 2029–30	As per 2025–26
Achieved	There is an increase in engagement with ATSB content on digital platforms.
Substantially achieved	Engagement with ATSB content on digital platforms is maintained.
Not achieved	There is a decrease in engagement with ATSB content on digital platforms.
Why we measure this	This is a proxy measure for the effectiveness and awareness of the ATSB's safety messages. The impact or effectiveness of our work can be hard to measure. This is the best way the ATSB can measure how effective its safety messages are. The measure shows how well the ATSB can reach a growing number of people. We do this by releasing safety content on our website and on social media. Increased engagement with safety messages is an indirect measure of awareness.
Type of measure	Proxy effectiveness measure
Methodology and data sources	We assess 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. We will use 2025–26 to set a baseline. For future years, we will compare the total number of views with the prior year. It will determine whether engagement has increased.
Changes from previous year	None

Note: digital platforms means the ATSB website and social media channels.

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

Table 11 sets out performance measure 6. It gives the targets, the tolerances and how we measure it.

Table 11: Performance measure 6, targets, tolerances and method

Element	Detail
Measure	Demonstrated contribution towards best practice in transport safety investigation and reporting
Targets 2026–27 to 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.
Achieved	There is evidence of contribution towards all 4 elements of the measure.
Substantially achieved	There is evidence of contribution towards 3 of the 4 elements of the measure.
Not achieved	There is evidence of contribution to 2 or less elements of the measure.
Why we measure this	This measure shows the ATSB's contribution and leadership in transport safety investigation and reporting. It covers both Australia and overseas. We show this across 4 elements: • how the ATSB helps build knowledge and education in transport investigation through our ongoing partnership with RMIT University • evidence of improvements in investigation techniques and practices • how the ATSB contributes to, and represents Australia in, key international and domestic transport safety matters • the help the ATSB gives to external and international investigations.
Type of measure	Qualitative assessment of the ATSB's contribution towards improvements in domestic and international transport safety investigation and reporting practices.
Methodology and data sources	For this measure, we will analyse the actions taken. We will look for those that show contribution towards the elements of the measure. This will be a qualitative assessment, backed by evidence.
Changes from previous year	None

Appendices

Appendix A: Compliance requirements

The ATSB prepared this corporate plan in line with the requirements of:

- subsection 35(1) of the Public Governance, Performance and Accountability Act 2013
- subsection 16E of the Public Governance, Performance, Accountability Rule 2014.

Table 12 lists each requirement and where the corporate plan covers it. The page numbers are those of the source PDF.

Table 12: Compliance requirements and where the plan covers them

Requirement	Where it is covered
Introduction: • statement of preparation • reporting period for which the plan is prepared • reporting periods covered by the plan	<u>Statement of preparation</u> (page 3)
Purposes	<u>Our purpose</u> (page 5)
Key activities	<u>Key activities</u> (pages 8 to 10)
Operating context: environment; capability; risk oversight and management; cooperation	<u>Part 2: Operating context</u> (pages 11 to 20)
Performance	<u>Part 3: Performance</u> (pages 21 to 27)

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Prepared by Renzo Will, ABN 78 190 199 051. Rate card: the rate card on the portfolio page (<https://renzowill.au/#rates>).