airservices
australia

Corporate Plan

2025–26

Publication details

This Corporate Plan has been varied to include minor
changes to Appendix A: Ministerial expectations from
pages 39-46.

Contents

01
Overview

Airservices Australia 2025–26 Corporate Plan

Effective 1 July 2025 for the period of 5 financial years ending 30 June 2030.

Endorsement

I, Anne T. Brown, as Airservices Australia Chairperson, endorse the 2025–26 Corporate Plan which covers the 5-year period until 30 June 2030, as required under section 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 13 of the *Air Services Act 1995*.

Anne T. Brown
Airservices Australia Chairperson

02
About us

We are Australia's air traffic management and aviation rescue fire fighting provider operating at 29 air traffic control towers and 27 fire stations across Australia with more than 500 remote and regional sites.

In our vital role we manage 11% of the world's airspace, including the upper airspace for Nauru and the Solomon Islands.

Our people go above and beyond every single day to safeguard lives and livelihoods. **We connect people with their world safely** through our world-class services – linking families and friends, generating economic activity, creating jobs, and facilitating trade and tourism.

Airservices Australia acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, waters, skies and community. We pay our respects to their people, cultures and Elders past, present and emerging.

This map names the Traditional Owner groups for each Airservices site across Australia.

We are committed to reconciliation and continue to build an organisation that is enriched through meaningful collaboration, engagement and alignment with Aboriginal and Torres Strait Islander peoples and the First Nations communities we work with across our vast national footprint.

Yawuru (Broome) ▲●

Kariyarra (Port Hedland) ▲●

Ngarluma (Karratha) ▲●

Nyiyarparli & Martu (Newman) ▲

Whadjuk Nyoongar (Perth) ◆▲●
Whadjuk Nyoongar (Jandakot) ●

Legend

● Air traffic towers 29 locations

▲ Aviation rescue fire fighting stations 27 locations

◆ Air traffic services centres 4 locations

Nauru and
Solomon Islands

Larrakia (Darwin)

Yidinji (Cairns)

Wulgurukaba of Gurambilbarra and Yunbenun,
Bindal, Gugu Badhun and Nywaigi (Townsville)

Gia (Whitsundays)   Ngaro (Hamilton Island)

Yuwibara (Mackay)

Arrente (Alice Springs)

Daraumbal (Rockhampton)

Bailai, Gurang, Gooreng Gooreng
& Taribelang Bunda (Gladstone)

Pitjantjatjara (Yulara, Ayers Rock)

Gubbi Gubbi/Kabi Kabi (Sunshine Coast)

Jagera (Archerfield)   Turrbal (Brisbane)

Yugambeh of Bundjalung (Gold Coast)

Bundjalung (Ballina)

Gumbaynggirr (Coffs Harbour)

Kamilaroi/Gomeroi (Tamworth)

Kaurna (Parafield)   Gadigal of Eora (Sydney)

Kaurna (Adelaide)   Dharawal (Camden)   Dharug & Dharawal (Bankstown)

Waveroo (Albury)   Ngunnawal (Canberra)

Wurundjeri Woi-wurrung (Essendon)

Wadawurrung (Avalon)   Wurundjeri Woi-wurrung (Melbourne)

Bunurong of Kulin (Moorabbin)

Kanamaluka (Launceston)

Muwinina (Hobart)

Our culture

We are committed to fostering a collaborative, high-performing, safe and respectful culture, grounded in trust and in service of our people, customers and community.

Our target culture design

Our values

Our values underpin our culture and guide our daily interactions with our customers, communities and each other.

03
Our purpose

Airservices Australia is a government-owned organisation established by the *Air Services Act 1995* (the Act). We are a designated corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and operate in accordance with the minister's Statement of Expectations and Ministerial Directions.

In simple terms, we exist to connect people with their world safely.

In accordance with the Act, our key purposes are to:	In fulfilling our purposes in accordance with the Act, we must:
Provide facilities and services for the safety, regularity, and efficiency of air navigation within Australian-administered airspace.	Regard the safety of air navigation as the most important consideration.
Promote and foster civil aviation in Australia and overseas.	Where appropriate, consult with government, commercial, industrial, consumer, and other relevant bodies and organisations including the International Civil Aviation Organization (ICAO).
Carry out activities to protect the environment from the effects of, and the effects associated with, aircraft operations.	As far as practicable, protect the environment from the effects of, and the effects associated with, aircraft operations.

Our customers and partners

Our customers are those who derive value from our services. We have a diverse range of customers and close partners across both airspace and airport operations, and these stakeholders include:

Airspace stakeholders:
- commercial (international and domestic) airlines
- freight services
- general aviation operators
- sports and recreational aviation operators
- military operations
- uncrewed aircraft and air mobility operators.

Airport stakeholders:
- major capital city hubs
- metropolitan airports
- regional airports
- military operations
- remote airfields.

By working closely with our customers and close partners, we ensure the safe, efficient and sustainable management of Australia's airspace and airport operations.

04
Operating context

We play a vital role as a key service provider in the Australian aviation industry, which represents around 5% of Australia's gross domestic product (GDP) and supports around 6% of full-time equivalent jobs.[1]

Our performance influences the safety, regularity and efficiency of the whole industry. We strive to increase the resilience and flexibility of all our services to match our customer needs, and to provide month-to-month service consistency, particularly around peak periods of travel.

We continue to monitor economic and geopolitical uncertainties that may result in volatility in the demand for services. This volatility moderates our ability to forecast future activity, revenue, and financial outcomes.

We also recognise the role of the Aviation White Paper (2024) in setting national priorities that shape Airservices' service delivery, including airspace reform and community engagement through initiatives such as the Aircraft Noise Ombudsman Scheme and Aviation Industry Ombudsman Scheme.

Microeconomic and macroeconomic environment

Short-term volatility, long-term growth

We continue to see traffic volatility as our customers adapt their networks to meet the changing needs of the travelling public and continually shape their services to the needs of the resources sector. We also continue to see a fundamental demand shift in traffic volumes and patterns from business-led to leisure-led, changing our revenue patterns. While domestic and international traffic is returning to more stable and sustainable traffic patterns, growth opportunities over the long-term will likely be driven by the supply of new airframes entering the Australian market.

Evolving the aviation value chain

Industry collaboration will expand, delivering a better overall passenger experience to the travelling public. This will involve close cooperation and integration between suppliers, service providers, airports and airlines. Key factors will include the need for more decision-making and collaboration opportunities using real-time data and insights, removal of pain points preventing effective collaboration, and being proactive as new technologies and customers emerge in non-traditional areas.

Technological factors

Increasing airspace complexity

We continue to see an increase in airspace complexity as traditional and emerging aircraft types operate alongside each other, increasing congestion. Innovative and expanding use of uncrewed aircraft systems (UAS) and the introduction of advanced air mobility (AAM) will be increasingly valued as economic, productivity and decarbonisation benefits are realised and road traffic congestion worsens.

Government, regulators, air navigation service providers and industry need to collaborate and innovate to support pandemic recovery, maintain safety and ensure resilience.

Harnessing intelligent systems

New technology will also realise intelligent systems that have the potential to increase situational awareness and create hyper-personalised services for customers. Bringing together inputs from a range of different systems and assets, processing large-scale data sets, and simulating millions of scenarios will allow us to optimise our capabilities from individual assets through to international networks. We will use these technologies to transform our customers' journeys while improving our financial sustainability.

Social environment

Unpredictable and evolving environment

The travelling public expects predictable and reliable services within an unpredictable and evolving environment. They expect to make their journeys on time and disruption free. Continued industry-wide efforts to improve performance will be crucial to meeting these expectations and improving people's overall view of the industry. Our performance will contribute to overall industry performance through providing predictable and reliable aerospace and aviation rescue and fire fighting (ARFF) services.

Increased community expectations

People's views of the aviation industry are affected by the impacts of noise associated with aircraft operations. Increasing community expectations for engagement and action have brought additional scrutiny of the aviation industry's ways of working. In response, we will continue to improve our community engagement practices and elevate the importance of community outcomes in remediating historical and planned investments in growth.

Environmental factors

Minimising environmental impacts

Decarbonisation benefits will assist the industry in minimising the environmental impacts of aircraft operations. The Australian aviation industry will need to collaborate to collectively become more efficient and environmentally sustainable, while balancing community expectations related to noise. As an integral part of Australia's aviation ecosystem, we are in a unique position to facilitate flightpaths that can reduce fuel burn and minimise the impact of aviation noise on communities, wherever practical. Our industry is committed to net zero emissions with Airservices committed to meeting that target by 2050.

Capability

Our people

Our people are central to us delivering on our purpose to connect people with their world safely. With a diverse geographic footprint across city, remote and regional locations, we are committed to ensuring our workplaces are safe, inclusive and respectful.

We employ more than 3,700 people across Australia. As the principal civil air navigation service provider (ANSP) in Australia, we are home to air traffic controllers, aviation rescue fire fighters, engineers, technicians and trade specialists, as well as those working in enabling services functions. Our provision of both air navigation services and aviation fire rescue makes us unique globally.

Our workforce operates from 2 major air traffic service centres in Melbourne and Brisbane, as well as in 29 control towers and 27 fire stations at airports across Australia.

Performance alignment: culture and health of our people.

Culture improvement

Our organisational culture is fundamental in enabling us to deliver our purpose and strategy. We are committed to delivering our culture improvement program, which provides a strategic framework and prioritised initiatives to support continuous progress towards our desired culture.

We will continue to implement the program with a focus on enhancing employee experience and addressing cultural challenges, while promoting a respectful, inclusive and psychologically safe workplace. This requires leaders who are accountable, inspire trust and can provide clarity to our people on their roles and responsibilities, thereby raising their ability to deliver on outcomes. We are committed to improving engagement with our people, targeting an engagement score of 65% in FY2025–26.

Air traffic management services

Focused on safe, predictable, and efficient air navigation services. We ensure that all aircraft make it safely to their destination when operating into, around and out of Australian aerodromes and in Australian-administered airspace.

This includes aeronautical information, radio navigation, and telecommunication services.

Aviation Rescue Fire Fighting (ARFF) services

Focused on being safe and effective aviation first responders. We are on stand-by to rescue people and property from an aircraft crash or fire, and from other fires and emergencies at 27 airports across the country.

Enabling services

Focused on providing the infrastructure and services necessary for frontline teams to succeed. These teams build and sustain the broad capabilities needed for high performance, through engaging with stakeholders, managing our workforce and facilities, establishing strategic suppliers, and delivering projects.

Engineering, technical and trade services

Focused on providing and maintaining air navigation technology and equipment critical to our aviation services at major and regional airports, aerodromes and airstrips. This workforce is critical in supporting new products, sites and services, through systems engineering, field technicians and network staff.

Diversity and inclusion

We acknowledge and embrace a work environment that fosters diversity, inclusion and equality for all. In order to develop, attract and retain a skilled workforce, as well as reflect and support the communities in which we operate, we require greater diversity of thinking and experience across our teams.

We are focusing on increasing the representation of women in our ARFF (currently 6%) and broader operational workforce, as well as increasing the representation and experience of First Nations people. The focus on diversity in our pipeline of future talent will also help to increase the number of high calibre applicants who possess the abilities and attributes required for our highly skilled roles.

To this end, we are enhancing our diversity and inclusion strategy, gender equality action plan, reconciliation action plan, and our employee networks. Investment in new technologies, equipment, facilities and rostering practices will improve our environment. Key initiatives will include: developing strategic partnerships with educational institutions, industry bodies and regional communities; implementing a targeted sourcing strategy for regional roles; and building a pipeline of diverse future early careers talent and successors for critical roles.

Enhancing our employee value proposition

Advances in digital tools together with the pandemic experience have changed society's expectations about workplaces. There is an increased focus on purpose, flexibility and wellbeing. We continue to enhance our employee value proposition by recognising and nurturing the outstanding talent shaping our future, while fostering a supportive environment for our people and their families through our wellbeing and mental health programs. We are also providing increased clarity about how people's work contributes to our organisation's compelling purpose.

Workforce planning

The global aviation industry is challenged by critical workforce shortages, compounded by the rapid growth in air travel and cargo demand. Our strategic workforce plan ensures we deliver essential services as we continue to build our workforce capability and resilience by recruiting additional air traffic controllers and aviation fire fighters, while also optimising the deployment and availability of our current workforce.

Our approach to workforce planning considers both current and future capability needs. It is informed by operational forecasts and technological advancements. The roles that deliver our key services require capabilities in operational decision-making, adherence to technical standards, critical incident response, and the use of technologies and equipment specific to the location and role. We forecast 100 air traffic controller trainees will be recruited and 96 fire fighter trainees will become operational over FY2025–26.

More broadly, science, technology, engineering and maths (STEM), systems engineering, cyber security, critical thinking and analysis capabilities are increasingly important not only in aviation, but in many industries, leading to a competitive talent market. We shape our strategic workforce plan to proactively cultivate the critical skills and roles required to deliver our future services through training, multi-skilling, and targeted recruitment.

Work health and safety

We are committed to ensuring a safe and healthy work environment by embedding strategic safety management, a critical risk focus, and a proactive risk-management approach. By fostering a strong safety culture, we seek to minimise hazards, while prioritising both the physical and mental wellbeing of our people, thereby ensuring our people are able to perform their roles safely and optimally. We strive for continuous improvement in safety performance by enhancing critical controls, reducing injuries, and fostering resilience. Our goal is to have no serious incidents and achieve a lost time injury frequency rate (LTIFR) of less than 5.

Investing in environment, social and governance (ESG) principles and practices

Our aspiration is to promote an Australian aviation industry that maintains its social licence to operate and where all stakeholders benefit from the value aviation brings to our nation. As a provider of safe, secure, efficient and responsible services to the aviation industry, we recognise the long-term nature of our responsibilities. We are embedding environmental, social and governance (ESG) practices into our ways of working to ensure we act as stewards of the environment and good corporate citizens, with accountable leadership and transparent and robust governance.

Environmental sustainability

Our approach to environmental sustainability covers 4 key pillars, each with their own ambition, activities and targets:

Aircraft emissions

Supporting the aviation industry's transition to net zero emissions by 2050.

Aircraft noise

Supporting the aviation industry's efforts in minimising the impact of noise on communities.

Ecological stewardship

Protecting the ecological sustainability of our operational environment by preserving biodiversity and preventing or minimising pollution.

Sustainable resource management

Reducing our consumption of resources and improving our climate resilience as we work towards reducing our scope 1 and 2 emissions by at least 43% below baseline levels by 2030 and reaching net zero scope 1 and 2 by 2050.

Our commitment extends to the responsible management of the environmental impacts of our historical operations including per- and poly-fluoroalkyl substances (PFAS) and asbestos contaminated sites.

Socially aware practices

We foster a respectful, diverse and inclusive workplace that is physically and psychologically safe. We promote reconciliation, and work to prevent any human rights violations, including modern slavery, resulting from our activities. As a key part of the aviation ecosystem, we continue to build partnerships in Australia and abroad.

We recognise that aircraft noise can have a significant impact on communities. We are committed to genuine and transparent engagement with our communities and industry stakeholders to shape sustainable solutions to aircraft noise management.

Good governance

We have a robust corporate governance model with a focus on adapting in response to the evolving obligations and expectations from our owner, our customers and the community.

Service and enabling technology

We have significant technological capabilities and platforms that are required to provide our services and our business operations.

Service delivery

We are deploying enhanced technology to enable reliable, sustainable and secure services for our customers and stakeholders, and to improve our efficiency and resilience. This technology includes:

- aviation rescue fire fighting systems that further enable our valued first-responders to effectively monitor and respond to aviation incidents
- air traffic management system enhancements to improve our air traffic controllers' operational efficiency and situational awareness to effectively manage aerodromes.

Digitalisation

We are progressing transition and change management for our service digitalisation initiatives, thereby realising safety and efficiency benefits to our organisation and the Australian aviation industry. These initiatives include:

- airport collaborative decision-making (A-CDM) — making it faster, simpler and more efficient to manage aircraft movements through the collaborative sharing of accurate, real-time data and insights
- digital flight planning services (DFPS) — modernising and replacing our traditional flight planning services to enable digital delivery of flight plans and flight briefing products, ensuring alignment with the evolving needs of the aviation ecosystem.

Enabling business systems

We continue to invest in our business operations to improve the efficiency and resilience of our internal systems and processes, and enable improved outcomes for our frontline teams, customers and stakeholders. Specifically, our enterprise technology refresh will sustain the resilience of our business information systems, including enterprise resource planning, rostering, and risk-management tools and automation.

Cyber

We continue to invest in maturing our cyber capabilities by using contemporary technologies to improve our cyber resilience and keep our people, systems and processes safe from cyber threats.

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Risk

Key risks

We perform an integral role in the Australian aviation industry and continue to operate in an inherently volatile, uncertain and complex environment.

This environment creates both risk and opportunity for our business, as we invest in our people, systems and assets to ensure delivery of safe, efficient, reliable, and environmentally responsible services to the aviation industry and to the broader community.

We manage a wide range of risks associated with our operational activities, including air navigation safety, physical and cyber security risks, and risks related to our people. We mitigate these risks by proactively identifying and assessing them, implementing controls, and adapting strategies to maintain operational stability and resilience.

In addition, we identify, monitor and manage the risks associated with our change program, as our organisation evolves to meet new demands and opportunities. As we continually adjust and adapt our operating model and transformation portfolios to fulfil our purpose and meet the expectations of our stakeholders efficiently, our risk profile may also change. We maintain vigilance in relation to emerging risks so that we can incorporate them into our active risk-management activities as they develop.

Material key risk areas and mitigating actions are summarised below:

Risk	Mitigation
There is an inherent and enduring **air navigation safety** risk which must be managed in the delivery of air traffic management (ATM) and ARFF services.	We regard the safety of air navigation as the most important consideration in everything we do. We have a mature safety-management system embedded into all aspects of our operations including workforce and fatigue management, regulatory compliance, workplace health and safety, and technological systems.
Our commitment to **quality of service**, to delivering the service level our customers and stakeholders expect, relies upon our ability to: • grow, maintain and efficiently deploy a workforce of air traffic controllers and aviation rescue fire fighters capable of meeting demand • foster a culture of high performance built on principles of engagement, diversity and inclusion • maintain facilities and equipment that are reliable, resilient and available.	We have a range of strategies to manage the supply and availability of our operational workforce. We continue to increase our team of air traffic controllers through a pipeline of new trainees and targeted international recruitment. Additionally, we are maturing our leadership capabilities to enhance productivity and engagement. We have commenced a program of cultural transformation, which includes embedding a culture of trust, care and accountability, and promoting our reconciliation action plan and employee networks. We continue to mature our systems and processes to manage our facilities and equipment. This ensures that they are maintained effectively to be reliable and available when needed.
We operate in an evolving threat landscape and are exposed to a range of **protective security** risks including information, cyber, personnel, and physical security that could compromise safety, disrupt our services, and impact operational resilience.	We continue to uplift our protective security including to ensure mitigations remain current as the threat landscape changes. Our cyber secure by design principle and processes ensure we have appropriate cyber controls in place across our technology. We have active security and threat monitoring and detection in place with response plans supported with ongoing staff training and awareness.

As part of our commitment to minimising the environmental and community impacts of aircraft operations, we maintain measures and practices to minimise associated risks, including **aircraft noise**.

We continue to enhance our people capabilities and systems with new and updated methodologies as they are researched and adopted by industry. This enhances our ability to understand and accurately forecast the effects of aircraft operations including noise.

A significant focus for Airservices is on improving genuine engagement with affected communities. We are committed to operating in accordance with our Community Engagement Standard, which was jointly developed with our communities.

We take a community-by-design approach to flightpath and airspace design which recognises that communities are not equally affected by noise, thereby creating a more sustainable and equitable solution for managing aircraft operations and the resulting noise.

We continue to improve outcomes for communities through our noise action plans and post-implementation reviews.

Climate change poses significant risk to our services as increasing frequency and severity of **significant weather events** disrupt services, limit capacity, and/or damage our infrastructure.

We are committed to operating in an environmentally sustainable way and ensuring our environment is protected, while striving to mitigate the impacts of climate change.

We are taking direct action to improve the efficiency of our facilities, increase the use of renewable energy, reduce resource use, and improve our management of wastewater.

We are undertaking work to assess, anticipate and manage the effects of climate change, and to create resilience in our operations and infrastructure as we modernise our services and invest in assets, and ensure efficient management of natural resources, targeting net zero emissions by 2050.

We are committed to the efficient and effective delivery of key **transformational projects** delivering benefits to the aviation industry including our OneSKY program and our contribution to Western Sydney International Airport.

We are focused on portfolio and project delivery capabilities and work collaboratively with key stakeholders to ensure program benefits are realised.

We continually review our progress on these major projects through internal and external assurance.

Constraints around our revenue and pricing model, and our heavy reliance on external factors beyond our control (such as traffic volumes) present a risk to our commitment to **financial sustainability**.

Performance alignment: financial sustainability.

We are using an independent expert to assist in modelling our corporate financial outlook, including understanding traffic sensitivities and economic impacts.

We are actively pursuing opportunities to become more efficient and reduce transaction costs. We are achieving this by making our business model and capabilities more efficient, seeking to increase capacity and identify cost efficiencies.

We are reviewing alternate approaches to our capital structure to better underpin financial sustainability into the future. We are actively engaging with industry stakeholders and the Australian Competition and Consumer Commission (ACCC) on regulated pricing.

We face a number of challenges in relation to **contaminated land**, including funding the significant costs associated with PFAS management and remediation.

We continue to work closely with our stakeholders to ensure we are all aligned on the strategies for the responsible identification, management, and remediation of PFAS-affected locations.

We are currently funding these activities through our operating budget; however, we are actively working with our stakeholders to devise a more suitable funding model.

We recognise that the full cost of remediation is beyond the capacity of our current funding model. Consequently, it is likely that we will need support from the Commonwealth Government and the airports.

Risk oversight and management

We are committed to a culture and practice of proactive, effective risk management, supported by robust and transparent governance and reporting.

Our risk culture

Our Board's Risk Appetite Statement supports effective risk management and decision-making through clear articulation of the level of risk that we are willing to accept and tolerate in pursuit of our strategic objectives. This supports our commitment to achieving best practice risk-management, in alignment with s.16 of the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Policy.

Our approach to risk

We take a principle-led and continuous improvement approach towards risk management, consistent with the International Standard ISO 31000:2018 Risk Management – Guidelines.

We continually review our enterprise risks and monitor emerging risks as our operating environment evolves to ensure that they accurately reflect the most significant business risks, which could affect achievement of our strategic objectives. We incorporate sound risk practices into our decision-making as we pursue both our business-as-usual activities and our strategic agenda. We have established effective mechanisms to communicate, escalate and report risk information for management attention and decision-making.

Risk oversight and assurance

Quarterly reporting is provided to the Executive in relation to risk, compliance and assurance across our business. This incorporates data and insights in relation to our enterprise-wide risk-management performance and risk trends.

The Board Audit and Risk Committee assists the Board to discharge its responsibility to ensure that an appropriate system of risk oversight and management (including effective internal controls) is maintained and is operating effectively. The committee receives regular reporting on matters such as: governance; risk and compliance; fraud and other integrity matters; insurances; and business continuity; as well as focused 'deep dive' reports on specific risks and other matters within its terms of reference.

A '3 lines' approach ensures that our day-to-day risks are managed in accordance with our Risk Management Standard which sets out the accountabilities for managing risk, with assurance provided by specialist teams. A further layer of independent assurance comes from internal and external audit processes.

Assurance activities are layered and embedded within our organisation. Our third-line internal audit function provides an independent layer of assurance regarding the effective design and operation of internal controls, while working closely with the second-line risk function to ensure that risk and compliance information is appropriately shared, and audit activity is appropriately focused.

Airservices and the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts have established a shared risk register. The shared risks and controls are reviewed and monitored on a regular basis.

Cooperation

Cooperation and collaboration with our owner, other government departments and agencies, customers and key stakeholders are crucial in achieving our purpose. We actively engage with Commonwealth, state and local government entities, industry stakeholders, and international partners to drive innovation, improve service delivery outcomes and strengthen governance.

By working collaboratively, we collectively enhance safety standards, improve air traffic management and support the growth of the aviation industry.

Federal government

Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCSA)

The department is responsible for delivering Australian Government policy and programs for infrastructure, transport, regional development, communications, cultural affairs, sport and the arts. The Minister for Infrastructure and Transport, on behalf of the Australian Government, outlines the priorities for Airservices in a publicly available Statement of Expectations (SOE).

As a member of the Aviation Policy Group, we work collaboratively with the DITRDCSA, the Department of Defence, and the Civil Aviation Safety Authority (CASA) to enhance cooperation and coordination across aviation policy, regulation and service provision.

Civil Aviation Safety Authority (CASA)

CASA's primary role, as outlined in the *Civil Aviation Act 1988*, is regulating the safety of civil aviation operations in Australia, and of Australian-registered aircraft operating overseas. Airservices maintains a close and cooperative relationship with CASA as our industry safety regulator. We actively cooperate on the timely resolution of safety findings in alignment with our minister's expectations. We also engage regularly at both the strategic and tactical levels, working through matters related to the safety of air navigation and including our service levels and new services, proposed airspace changes, implementation of new systems, and strategic workforce management.

Australian Competition and Consumer Commission (ACCC)

The ACCC is Australia's national competition, consumer, fair trading and product safety regulator. Airservices maintains a regulatory relationship with the ACCC to oversee and guide our pricing strategies. This involves providing feedback and guidance on our pricing notifications.

Australian Transport Safety Bureau (ATSB)

The ATSB is Australia's independent transport safety investigation agency. Airservices and the ATSB work closely to enhance aviation safety, including cooperation on safety investigations as required under our Act. This cooperative relationship ensures incidents are thoroughly investigated, supporting continuous improvements in air traffic management and operational safety.

Department of Defence

Defence, primarily through the Royal Australian Air Force, provides air navigation services and infrastructure as well as air traffic services and rescue and fire fighting services at military air bases. Airservices and the Department of Defence maintain a cooperative relationship to ensure the safe, secure and efficient management of Australian airspace. The OneSKY program is a key collaboration between Airservices and Defence, integrating civil and military air traffic management to enhance operational capability and national security. This cooperative relationship also extends to shared communications, navigation and surveillance (CNS) infrastructure, joint operations centres for coordinated responses, and the management of shared airports.

Other government entities

Airservices maintains cooperative relationships with various state and local government entities to ensure effective delivery and integration of our services to fulfil both local and regional needs and priorities. This includes partnering with local councils that operate regional airports to ensure safe and efficient air traffic management, while supporting regional traffic growth.

We also work closely with emergency services, including fire, police and medical services, to prevent aviation safety incidents through planning, joint training and streamlined incident response.

Our customers and key stakeholders

We are committed to continuing to improve our business by providing our customers with services they value, and by embedding new ways of working and technology investments to further innovate and optimise our business.

Our customers include domestic and international airlines, and general aviation, from which we recover fees for our services. We collaborate with our customers through a number of forums.

We are committed to working with the regional and capital city airports, offering both domestic and international capability, to ensure we deliver services.

Development activities at and around airports may have the potential to impact air safety and limit the scope of aviation operations at an airport. We work closely with industry to ensure developments do not penetrate protected airspace, interfere with critical communication, navigation and surveillance equipment or create other hazards.

International

International Civil Aviation Organization (ICAO)

Airservices cooperates with ICAO to ensure we align with global aviation standards and practices. We actively participate in ICAO forums to ensure our operations are consistent with Australia's international obligations.

Civil Air Navigation Services Organisation (CANSO)

Airservices is an active member of CANSO which aims to advance global air navigation, safety, efficiency and sustainability. This cooperative arrangement includes participation in key forums, committees and initiatives focused on air traffic management, best practices and alignment with international standards.

Other boundary border air navigation service providers (ANSP)

Airservices works closely with our neighbouring ANSPs to align operational strategies, share best practices and ensure safe and efficient airspace management across international boundaries.

Industry bodies

Airservices cooperates with various industry bodies, to enhance aviation safety, efficiency and service delivery. Through collaboration with organisations such as the International Air Transport Association (IATA), the Board of Airline Representatives of Australia (BARA), the Regional Aviation Association of Australia (RAAA), the Australian Airports Association (AAA), and others, we ensure industry needs are considered in operational planning, airspace management and future developments.

Communities

Community bodies

Airservices actively participates in community forums to address and manage the impact of aviation noise. We engage with local communities and stakeholders on flightpath and associated airspace changes under our community engagement framework. Our Noise Complaints and Information Service (NCIS) answers questions about aircraft operations and records complaints about aircraft noise. As part of our commitment to responsiveness and transparency, we aim to respond to all complaints and enquiries as quickly as possible, within 21 days. Complex complaints and enquiries may take longer.

Connecting people

Our

Key purposes

Provide facilities and services for the **safety, regularity and efficiency** of air navigation within Australian-administered airspace.

Key activities

Our strategy

Air traffic management (ATM)

Aviation rescue fire fighting (ARFF)

Fostering new markets

Noise abatement

Community engagement

Aircraft emissions

Increasing airspace accessibility

Capital investments

Our enablers

ARFF NexGen facilities and environment

Service level upgrade

OneSKY

Enterprise Network Modernisation Program
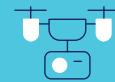
Uncrewed services

Western Sydney International

Performance

Community impact

Environmental protection

Culture and health of our people

Operating Environment Public expectations for predictable and reliable services   Market volatility

Increased airspace complexity

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with their world safely

purpose - - - - - - - - - - **Customers**

Carry out activities to **protect the environment** from the effects of, and associated with, aircraft operations.

Promote and foster **civil aviation** in Australia and overseas.

Priorities

Within 2 years (2025-2027)

Return towards profitability

Upgrade infrastructure and expand services

Transform organisational culture

Within 5 years (2025-2030)

Improve service efficiency and effectiveness through digitalisation

Build a future-ready workforce

Capabilities

Reporting and governance

Risk oversight and management

Financial management and plan

Service and enabling technology

People capability

Environmental, social & governance (ESG)

Air navigation safety

Financial sustainability

Service efficiency

Increasing need for industry collaboration and integration

Emerging technology opportunities

Decarbonisation benefits assisting in minimising environmental impacts

06
Our priorities

Our priorities shape Airservices' strategic direction, and reflect a clear link between our purpose, our investment profile, and our operational decision-making. The priorities outlined below provide the high-level roadmap for our Corporate Plan to ensure our efforts are focused on what matters most.

Within 2 years

1. Return towards profitability through service excellence, continuous refinement, cost control and sustainable pricing

We will return towards profitability by concentrating on core service delivery excellence and continuous refinement, while ensuring our service offering focuses on our statutory obligations and regulatory requirements. We will also strengthen financial discipline and ensure fair and sustainable pricing. More information on our pricing refer to our financial outlook section.

This will enable us to concentrate our resources where they deliver the most value to the industry, helping us to:

- improve service efficiency
- establish a sustainable cost base by reducing the number of focus areas
- lay the groundwork for the right future investments in safety, technology and innovation.

Simultaneously, we are introducing cost-management measures and exploring new commercial revenue streams that leverage our operational strengths and national footprint.

To ensure we operate efficiently and responsibly, we are implementing efficiency initiatives across the organisation, including:

- strengthening external procurement and workforce planning disciplines
- improving internal service delivery to enhance accountability, agility and value for money
- embedding a culture of continuous improvement to drive productivity and responsiveness to stakeholder needs.

Our capital investment program will be guided by a strict prioritisation framework, cascading down from our strategy and directly linked to delivering against our KPIs, ensuring reduced capital requirements and maximum return on invested capital, while supporting critical safety and capacity outcomes. Targeted, prioritised and strictly managed investments, combined with operational efficiencies, will reduce our overall cost base and position us for long-term value.

A key enabler of financial sustainability will be a transparent and principled pricing framework for our regulated services. We will continue to work closely with industry and government stakeholders to ensure pricing for our regulated services supports full cost recovery, reflects efficient service delivery, and enables long-term investment in safe and reliable infrastructure.

2. Upgrade infrastructure and deliver new services to meet the evolving needs of the aviation industry

While continuing to focus on financial discipline and sustainability, Airservices is also modernising the infrastructure that enables its service offerings to support a safe, scalable and sustainable aviation ecosystem. This will enable us to continue to meet our commitments under our Environmental Sustainability Strategy 2024–2030, including its 4 pillars of supporting net zero emissions by 2050; minimising noise impacts on communities; ecological stewardship; and sustainable resource management.

A range of initiatives will ensure our infrastructure and services remain fit for purpose, future-focused, and capable of meeting the aviation industry's evolving needs.

Key activities and investments underpinning this priority include:

- phased rollout of the Civil Military Air Traffic Management System (CMATS) under the OneSKY program to unify civil and military air traffic operations, enhancing interoperability, capacity and resilience
- modernisation of enterprise technology platforms and service delivery systems to improve digital capability, customer experience, operational resilience and service integration across the network
- enhancement of aviation rescue and fire fighting capabilities under the ARFF NexGen program, including fleet and facility upgrades to improve safety, compliance, and response capabilities at key airports
- implementation of the flight information management system (FIMS) to support the entry of uncrewed aircraft into controlled airspace, laying the foundation for future uncrewed aircraft traffic management (UTM) frameworks
- targeted service-level upgrade improvements to ensure air traffic management and ARFF services remain safe, efficient and responsive to growing operational demands
- investment in infrastructure and services at Western Sydney International and Ballina airports, including new air traffic control, ARFF and digital aerodrome (DAS) services.

3. Transform our culture through organisational health and capability enhancement

We will accelerate our cultural transformation to build a safe, inclusive and high-performing workplace that enables our people to thrive, and delivers lasting organisational resilience.

We are delivering a suite of initiatives designed to enhance organisational capability and strengthen strategic clarity, including:

- launching targeted organisational transformation initiatives focused on enhancing role clarity, alignment with strategic priorities, and effective internal collaboration
- continuing to invest in leadership development and inclusive workplace practices. Our diversity and inclusion agenda will be advanced through regular audits of recruitment and promotion pathways to ensure equity, transparency and fairness
- implementing our workforce plan to ensure we have the right capability in the right place at the right time. Through targeted recruitment, succession planning and skills development, we will deliver resilient, safe and sustainable aviation services
- improvement initiatives to build workforce resilience, for example, through developing our air traffic controller capabilities and assessing opportunities for resource allocation efficiencies across ARFF stations and towers. These opportunities are expected to improve operational efficiency, while maintaining service resilience.

Finally, we remain committed to delivering on our 2024–2027 Reconciliation Action Plan. We will focus on building meaningful and enduring relationships with Aboriginal and Torres Strait Islander communities, increasing cultural capability, and embedding cultural awareness across the organisation.

Within 5 years

4. Improve service efficiency and effectiveness through technology enhancement and transformation

We will continue to enhance the long-term efficiency and effectiveness of our organisation by investing in advanced technologies and future-ready infrastructure, and by driving internal transformation to improve agility and performance.

We will focus on 2 key areas:

a. **Embracing next-generation technologies** to enhance our operational scalability, modernise service delivery, supporting future air traffic growth and national security imperatives, and future-proofing our national infrastructure.

   Key initiatives and investment include: implementation of OneSKY, Enterprise Network Modernisation Program, and rollout of digital aerodrome services.

b. **Continuing to transform Airservices' infrastructure and services** to advance the capability and resilience of our frontline services.

   Key initiatives and investment include: fleet renewals for our ARFF NexGen service, upgrades to facilities to better support our operational teams, and deployment of systems that can manage increased airspace complexity.

Underpinning these efforts will be a strong focus on tighter fiscal control. We will apply rigorous cost management across both operational and capital expenditure, prioritising high-impact investments, streamlining internal processes, and supporting long-term infrastructure and service needs while maintaining financial sustainability.

5. Develop a skilled, adaptable workforce able to meet future demands

While this transformation unfolds, we will continue to build a strong pipeline of talent equipped to meet the challenges and opportunities of a rapidly evolving aviation landscape. Our focus will be on cultivating future skills – particularly in high-demand areas such as systems integration, data analytics, automation and cyber security – strengthening leadership, and embedding a culture of continuous learning. Through these efforts, we will build a future-ready workforce capable of being innovative, that is inclusive and aligned with Airservices' long-term strategic direction.

Our priority is to enhance the efficiency, effectiveness and responsiveness of our services – delivering long-term value for the aviation industry, government and the Australian public.
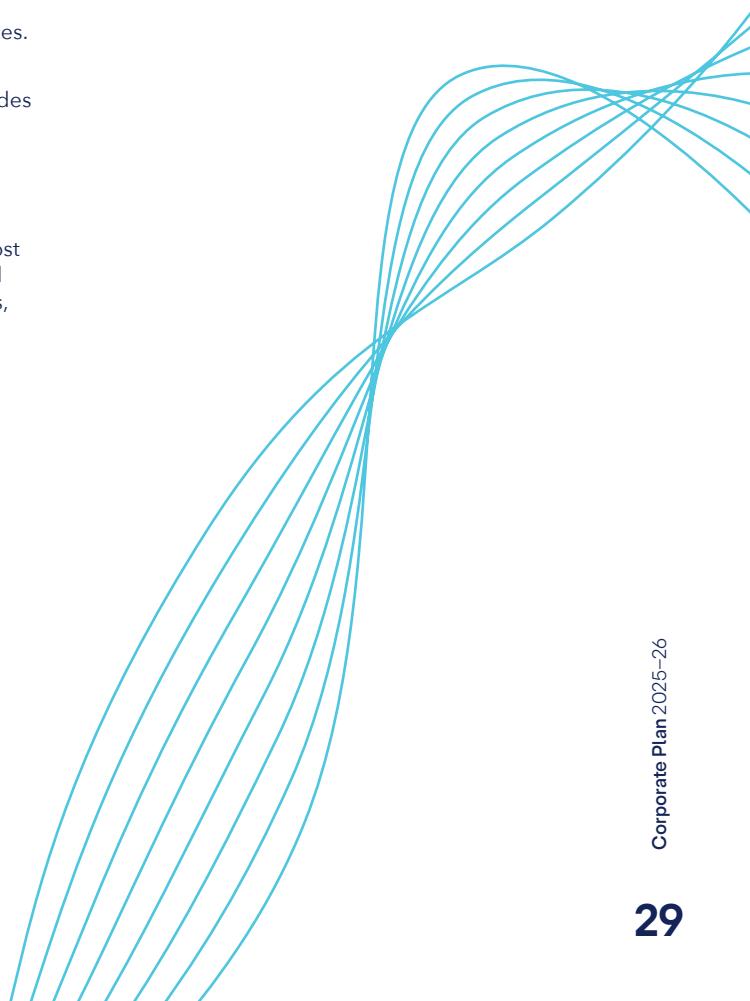
07
Key activities

We undertake a range of distinct key activities to fulfil our purpose. These activities include investment in enhancing our business-as-usual operations, as well as in capital projects to establish new capabilities.

Alignment to our purpose

Earnings before interest, taxes, depreciation and amortisation, people engagement score and lost time injury frequency rate reflect overall organisational performance and therefore are not linked to any specific purpose.

Purpose 1

Provide facilities and services for the safety, regularity and efficiency of air navigation within Australian-administered airspace

Performance alignment

Significant attributable safety occurrences, service availability, Airservices attributable cancellations, Airservices attributable ground delay, and cost per instrument flight rules flight hour.

Air traffic management (ATM)

Air traffic management ensures the safe and efficient movement of aircraft operating into, around, and out of Australian aerodromes and within Australian-administered airspace.

This includes air traffic services, airspace management, and air flow traffic management, supported by aeronautical information, radio navigation, and telecommunication services. Our air traffic controllers play a critical role in keeping our skies safe by providing an air traffic control service at controlled aerodromes, within a terminal control area and our enroute sectors. Together, these services provide seamless, integrated services at all phases of flight – from pre-flight to parking at the destination. Through collaboration with all our stakeholders, we dynamically manage airspace and traffic flow to maintain safety, efficiency and service delivery.

> **Related capital investments and capabilities:** OneSKY, Western Sydney International airport, service level upgrade, service and enabling technology, enterprise network modernisation program, and people capability.

Aviation rescue fire fighting (ARFF)

Aviation rescue fire fighting focuses on being the safest and most effective aviation first-responders. We are always on stand-by to rescue people and property from an aircraft crash or fire, and other fires and emergencies at airports.

We operate in alignment with strict international key performance indicators, including our response times. We must be able to respond to an aircraft incident at either end of a runway within 3 minutes of the initial call, and be able to apply fire fighting agent at the required discharge rate. Additionally, we maintain an objective to respond to any part of the airport movement area within 3 minutes.

> **Related capital investments and capabilities:** service level upgrade, ARFF NexGen, facilities and environment, service and enabling technology, and people capability.

Purpose 2

Promote and foster civil aviation in Australia and overseas

Performance alignment

ANO recommendation response time (days), monthly noise abatement procedure reporting for major airports, service availability.

Increasing airspace accessibility

We are improving the safe and efficient access for all airspace users to Australian skies. We provide services to many different types of customers: international, domestic, and regional airlines; fly-in fly-out operators servicing the Australian mining industry; flight schools and general aviation; medical and mercy operators; and others.

We are supporting a once-in-a-generation increase in aviation capacity in Australian capital cities. This will enable our industry to increase movements by 30% per year. This includes the opening of Western Sydney International (WSI) airport by the end of 2026 and commencing planning for the approved runways at Melbourne and Perth.

Additionally, we continue to support regional Australia with the planned provision of new air traffic services at Ballina.

> **Related capital investments and capabilities:** service level upgrade, Western Sydney International airport, enterprise network modernisation program, and people capability.

Fostering markets

Encouraging new growth in the uncrewed aviation market. We are preparing our skies for long-term integrated air traffic management to safely accommodate uncrewed aircraft in shared airspace. This includes developing a FIMS to provide authoritative data and decision-making within the uncrewed aircraft traffic management (UTM) ecosystem.

> **Related capital investments and capabilities:** uncrewed services.

Purpose 3

Carry out activities to protect the environment from the effects of, and the effects associated with, aircraft operations

Performance alignment

Monthly noise abatement procedure reporting for major airports, Noise Complaints and Information Service response timeframe, scope 1 and scope 2 carbon footprint (tCO$_2$e).

Noise abatement

We continue to implement new and enhanced noise abatement procedures designed to minimise the impact of aircraft operations on communities, as far as practicable. We monitor complaints at all airports, and we review complaints at key airports against current noise abatement procedures to understand where improvements can be made. We monitor and report on noise abatement procedure use at Brisbane, Sydney, Melbourne, Adelaide, Perth, Hobart, Canberra, Gold Coast and Cairns airports.

Related capital investments and capabilities: service level upgrade, service and enabling technology, and people capability.

Aircraft emissions

We continue to work with our customers to reduce aircraft emissions and positively contribute to the achievement of net zero emissions. Through improved ATM practices – such as user preferred routes – this will enable a reduction of 145,000 tonnes of (CO$_2$) aircraft emissions by 2030 within Australian flight information regions.

Related capital investments and capabilities: OneSKY, service and enabling technology, enterprise network modernisation program, people capability and ESG.

Community engagement

We actively engage with communities on flightpath and airspace changes and current aircraft noise and operations. We are committed to clear, inclusive, accessible, responsive and transparent engagement with communities who may be affected by proposed changes. We conduct these engagements in accordance with our national Community Engagement Standard so communities can contribute to and influence our flightpath change decisions.

Related capital investments and capabilities: service level upgrade, service and enabling technology, people capability, and ESG.

Capital investments

Many organisational capabilities are necessary for our frontline teams to succeed. We continue to build and sustain our capabilities, while undertaking significant investments through our transformation program. In this section, we discuss our key strategic investments.

OneSKY

OneSKY, a partnership between Airservices and the Department of Defence, will replace Australia's separate and ageing civil and military air traffic management systems with a common and next-generation system known as the Civil Military Air Traffic Management System (CMATS) to achieve national harmonisation in air traffic management. OneSKY represents a significant capability enhancement in national airspace management – enhancing safety, resilience, efficiency and national security while meeting the growing needs of future air traffic. OneSKY Australia is estimated to deliver significant strategic and economic benefits over 20 years (valued at $2.7 billion).

ARFF NexGen, facilities and environment

Transform our ways of working by using new and emerging technologies in the ARFF service environment, including new fire vehicles and supporting equipment to enhance industry and our people's safety, modernising facilities and sustainably managing per- and poly-fluoroalkyl substances (PFAS).

Key activities include:

- establishment of a new ARFF service at WSI airport, scheduled to commence operations from June 2026
- delivery of 10 new ultra-large fire fighting vehicles (ULFV) from 2026, as part of our national fleet replacement program
- upgrading facilities to accommodate our new fleet, while improving work environments to support better outcomes for our people, our customers, the industry, the community and the environment
- identifying and managing PFAS and, where required, remediation including minimising human health and environmental impact.

Service level upgrade

Establish and support our airspace and aerodrome services through airspace improvements, implementing noise and community action plans. This includes Brisbane airspace reviews, Ballina approach and aerodrome services enhancements to improve safety, establishing and exploring opportunities in the Pilbara region to enhance our capabilities and operations, and improve safety in Western Australia. We are focused on balancing stakeholder priorities and adapting to the evolving demands in the aviation industry.

Western Sydney International (WSI) airport

Establish essential aerodrome and ARFF services and the supporting airfield infrastructure (such as instrument landing systems (ILS), radio communications, and surface and airborne surveillance) at WSI airport. We will modernise our air traffic management capabilities with safe and efficient digital aerodrome services (DAS), allowing our controllers to manage the aerodrome from a secure remote tower centre (RTC). We will equip our ARFF service capabilities with next-generation hybrid electric aviation rescue fire fighting vehicles and a digital fire control centre.

Uncrewed services

Prepare our skies for longer-term integrated air traffic management and foster growth of uncrewed and advanced air mobility (AAM) aircraft in shared airspace.

We will implement the FIMS as the backbone of Australia's open-market uncrewed aircraft traffic management (UTM) ecosystem, providing authoritative data and automated decision-making. We will support third-party app developers known as UAS service suppliers (USS) to connect to FIMS and deliver their tailored services to UAS operators. These initiatives will ensure the safety of the broader aviation ecosystem, facilitate efficient and equitable access to airspace, and help decarbonise the transport ecosystem.

Enterprise Network Modernisation Program

Enterprise Network Modernisation Program (ENMP) is building a new network and telecommunication platform that will deliver the future service capability required for our customers. Continuous enhancement of the existing network is being undertaken as the new network is built, ensuring optimised service availability and bandwidth for main and backup network operations. This capability will also enable OneSKY and modernised services for WSI airport, while improved resilience, cyber security and communications technology will deliver safer airspace operations.

08
Performance

We are committed to providing world-class performance across all of our services. In fulfilling our purpose, we consider safety as the most important factor, while also balancing the interests of our stakeholders, including communities, customers, government, our regulators, and our people.

Clear and transparent key performance indicators (KPI) measure and assess our performance in achieving our purpose. After 3 years of maintaining the same performance indicators, we have followed best practice and undertaken a full review of our KPIs, with a focus on strengthening their alignment with legislative obligations.

As a result, a number of KPIs from our previous Corporate Plan have been adjusted or changed, to better reflect our evolving context and align with our purpose under the *Air Services Act 1995*. These metrics ensure accountability, drive continuous improvement, and enhance the efficiency and effectiveness of our services. Further information on our KPIs can be found in Appendix C.

Table 1: Corporate Plan KPIs

Performance outcome	FY2026 Corporate Plan metric	FY2025 baseline	FY2026 target	FY2027– FY2030 target
Air navigation safety	Significant attributable safety occurrences (SASO) (#)	1	0	0
Service efficiency	Service availability			
	ATC tower & airspace	98.99%	≥98.99%	≥99.50%
	ARFF	99.85%	≥99.85%	≥99.85%
	Airservices attributable cancellations (%)	0.02%	0.02%	<0.02%
	Airservices attributable ground delay (seconds)	2	2	<2
Financial sustainability	Earnings before interest, taxes, depreciation & amortisation (EBITDA) ($m)*	(49.3)	61.6	–
	Cost per instrument flight rules (IFR) flight hour ($)*	270	<=260	–
Environmental protection	Scope 1 & 2 carbon footprint (tCO$_2$e)	28,500	28,000	16,500
Community impact	Monthly noise abatement procedure (NAP) reporting for major airports	N/A	100%	100%
	Noise Complaints and Information Service (NCIS) response timeframe (days)	21 days	21 days	21 days
	Aircraft Noise Ombudsman (ANO) recommendation response time (days)	28 days	28 days	28 days
Culture and health of our people	People engagement score (%)	59	65	>=75
	Lost time injury frequency rate (LTIFR)	~5	<=5	4

* It is currently not reasonably practicable to set targets for EBITDA and cost per IFR flight hour due to uncertainties in our financial outlook as detailed in section 9.

09
Financial outlook

We continue to support the aviation industry with valued services to foster future growth. Our financial outlook is focused on ensuring the long-term financial sustainability of Airservices, while positioning us to manage forecast challenges, including those related to inflation and continued supply chain cost-pressures.

Our pricing

Airservices prices for regulated services are subject to price notification requirements under the *Competition and Consumer Act 2010*. We last increased our prices on 1 July 2015 and have therefore delivered a 25% price reduction in real terms as at the end of the 2024-25 financial year.

We are engaging with industry stakeholders and the Australian Competition and Consumer Commission (ACCC) to develop a long-term pricing agreement that will inform a formal price notification to the

ACCC for the five-year period from FY2026-27 to FY2030-31. This process is intended to support the recovery of costs associated with major investments aimed at enhancing service levels and supporting future growth in the aviation industry.

Separately, a weighted average 6% price increase – developed through its own notification process – was implemented on 1 August 2025, following the ACCC decision not to object and subsequent Ministerial approval.

Graph 1: Real price change (2016–2026)
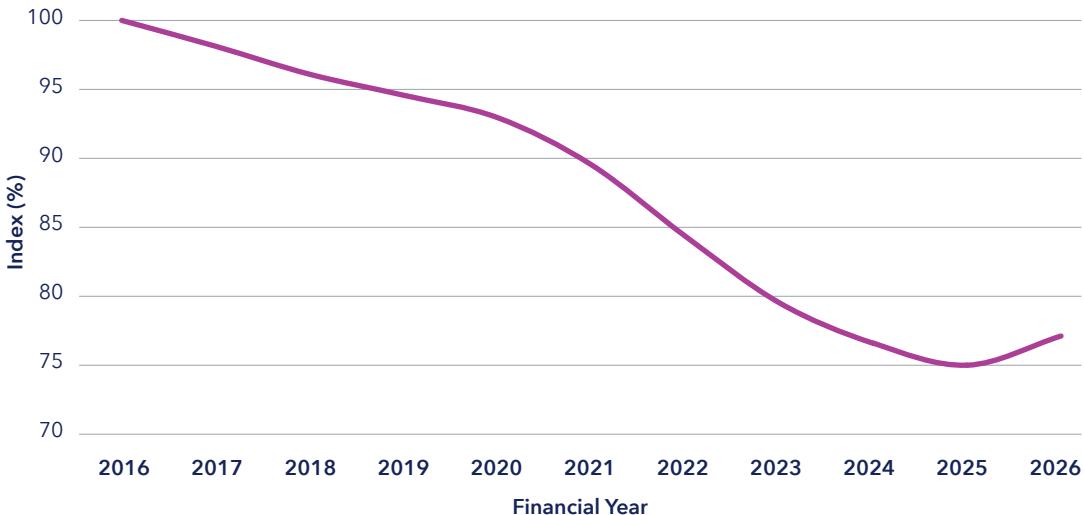
Financial outlook

Our FY2025–2026 financial outlook looks to incorporate new pricing, reduced costs and a re-prioritised capital investment program. We continue to take decisive steps to manage our costs, including refining our operating model, while continuing to invest in critical infrastructure and services.

In this outlook, we have included a one-year financial forecast. Given the following uncertainties and presently unquantifiable factors, it is not possible to provide a financial outlook beyond the current financial year:

- **PFAS impacts:** The scope, cost, and timing of PFAS-related activities are still being determined, as is the scale and timing of any government assistance. This may also influence our FY2025-26 outlook

- **Capital restructuring:** The extent of balance sheet restructuring resulting from capital initiatives, as recommended by an independent capital structure review, is still being determined

- **Revenues & pricing:** The timing and magnitude of future pricing, and volatility in international and domestic traffic volumes driven by geopolitical factors, changing travel patterns, and the volume and size of airframes operating in the Australian market

- **Economic environment:** Continued stability of inflationary and supply chain pressures increases the cost of doing business. Whilst showing some signs of improvement, overall economic growth continues to remain below historic levels.

Table 2: Financial outlook

($m)	2024-25	2025-26
	Forecast	Plan
Airways revenue	1,036.4	1,140.8
Other revenue	34.2	25.1
Revenues	1070.6	1165.9
Staff costs	836.3	824
Supplier costs	272.3	280.2
Depreciation	119.2	108.6
Total expenses before interest and tax	1227.8	1212.8
Earnings before interest and tax (EBIT)	**(168.5)**	**(47.1)**
EBIT /Revenue %	(16%)	(4%)
Earnings before interest, tax, depreciation and amortisation (EBITDA)	**(49.3)**	**61.6**
EBITDA/Revenue %	(5%)	5%
Net profit/(loss) after tax (NPAT)	**(180.6)**	**(115.4)**
Gearing	79%	87%
Return on assets	(8%)	(5%)
Return on equity after tax	(31%)	(27%)
Dividends	0	0
Staff costs/Revenue (%)	78%	71%
Supplier costs/Revenue (%)	25%	24%
Depreciation /Revenue (%)	11%	9%
Total expenses/Revenue (%)	115%	104%

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Appendices

Ministerial expectations

The portfolio minister regularly issues a Statement of Expectations (SOE) as a notice of strategic direction to the Airservices Australia Board according to s.17 of the *Air Services Act 1995*. This — together with the Board's Statement of Intent — is provided within this section.

1. Overview

Statement of expectations	Statement of intent
This instrument is the Statement of Expectations for Airservices Australia for the period 1 November 2025 to 30 June 2027. This Statement of Expectations (SoE) applies from 1 November 2025 until 30 June 2027, and replaces the SoE issued on 30 June 2023. This SoE serves as a notice to Airservices Australia (Airservices) under section 17 of the *Air Services Act 1995* (the Act) and sets out my expectations for Airservices' appropriate strategic direction and the manner in which Airservices should perform its functions.	The Airservices Australia Board's Statement of Intent responds to each element of the Statement of Expectations and states Airservices commitment to meeting the Minister's expectations. Airservices **connects people with their world safely** by providing safe, secure, efficient, and environmentally responsible services that are valued by the aviation industry and community on behalf of our owner, the Australian Government. In accordance with the Act, the safety of air navigation is our most important consideration.

2. Governance

Statement of expectations	Statement of intent
a. I expect the Board and Chief Executive Officer (CEO) of Airservices to ensure Airservices has the necessary resources and capabilities in place: • to effectively manage Airservices' strategic direction, risks, corporate planning in accordance with section 21 of the Act; and • to provide Air Traffic Services and Aviation Rescue Fire Fighting Services to the service level articulated in this SoE.	The Board and CEO will ensure that its annual Corporate Plan positions the organisation to have the necessary resources and capabilities to provide safe, secure, efficient and environmentally responsible services that are valued by the aviation industry and community.
b. I expect the CEO to be responsible for managing the operations of Airservices, its organisational capacity and the exercise of its functions in accordance with section 35 of the Act.	We will focus on the provision of services in line with the service levels articulated in the SoE, customers' needs and Australia's international obligations. We will monitor performance and report transparently on our achievement of those outcomes.
c. I expect the Board of Airservices to notify me and the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the Department) of any significant decisions or issues as soon as practicable.	Airservices will continue to implement its transformation agenda to ensure we deliver world-best practice Air Traffic Services (ATS) and Aviation Rescue and Fire Fighting (ARFF) services.
d. I expect Airservices to keep me and the Department informed of Airservices' activities, and provide quarterly progress reports against the Corporate Plan, this SoE and reasonable additional reporting requested by me or the Department, including financial and performance metrics.	We will monitor and report on the effective delivery of our Corporate Plan ensuring the Department and Minister are informed of our actions in fulfilling this SoE, consulted on material risks, events, decisions or issues, and provided quarterly progress reports against the corporate plan, an annual report, and reasonable additional reporting requested.
e. I expect Airservices to monitor its progress towards strengthening its organisational capability and culture, engage in continuous improvement, and report on progress on these issues and relevant initiatives in its quarterly progress reports to me.	We actively participate in international forums including International Civil Aviation Organization (ICAO) and work closely with the Department and Civil Aviation Safety Authority (CASA) to ensure that Australia continues to influence the future of aviation in line with government policies.
f. I expect the Board of Airservices to invite a member of the Department's Senior Executive or a nominated Department official, to an annual strategic meeting to discuss Airservices' performance.	We will monitor and report on our progress towards strengthening our organisational capability and culture, engage in continuous improvement and report on relevant initiatives in our quarterly reports to the minister. We will invite a member of the Department's Senior Executive or a nominated Department official, to an annual strategic meeting to discuss Airservices' performance.

3. Strategic direction and manner of performance

Statement of expectations

I expect Airservices to:

a. operate as a world-best-practice provider of Air Traffic Services and Aviation Rescue Fire Fighting Services delivered in a safe, efficient and effective manner;

b. perform its functions and manage its finances in an efficient, economic and ethical manner, in accordance with the Act, *the Public Governance, Performance and Accountability Act 2013*, best practice principles and guidelines, other applicable legislation and relevant accounting standards, and appropriately managing, documenting and disclosing any conflicts of interest held by Directors;

c. comply with this SoE and all Ministerial Directions issued under the Act, and for Airservices to demonstrate it is on track to return to financial stability and pay a dividend to Government as agreed by Government;

d. arrange and pay for independent biennial reviews to assess Airservices' capital structure; and

e. function in conformity with Australia's international obligations, including the requirements of the International Civil Aviation Organization (ICAO) and obligations under the Chicago Convention.

Statement of intent

Airservices will continue to ensure we deliver world-best practice Air Traffic Services and Aviation Rescue and Fire Fighting (ARFF) services in a safe, efficient, and effective manner. The implementation of our transformation agenda will enhance our services.

We will ensure that we provide a service that meets our customers' needs and is consistent with Australia's international obligations, including through active participation in international forums including ICAO.

When performing our functions, we adhere to all relevant legislation including the *Air Services Act 1995* and the PGPA Act. We will manage our finances in an efficient, economic and ethical manner.

Airservices will comply with the SoE and all Ministerial Directions issued under the *Air Services Act 1995* and will demonstrate through its quarterly reporting that is on track to financial stability and pay a dividend to Government.

Airservices will arrange and pay for independent biennial reviews to assess Airservices' capital structure, which will be provided to the Department in the 2024-25 financial year.

4. Service level

Statement of expectations	Statement of intent
I expect Airservices to:	Airservices Australia will resolve safety findings issued by the Civil Aviation Safety Authority (CASA), including self-reported deficiencies, within a time period acceptable to CASA.
a. resolve safety findings issued by the Civil Aviation Safety Authority (CASA), including self-reported deficiencies, and satisfy all directions and conditions placed on authorisations, in accordance with the Civil Aviation Safety Regulation1998 and within a time period acceptable to CASA;	

Statement of expectations

I expect Airservices to:

a. resolve safety findings issued by the Civil Aviation Safety Authority (CASA), including self-reported deficiencies, and satisfy all directions and conditions placed on authorisations, in accordance with the Civil Aviation Safety Regulation1998 and within a time period acceptable to CASA;

b. provide Air Traffic Services commensurate with the airspace classification as determined by CASA, during the baseline hours of service determined by CASA unless there is an unforeseeable contingency;

c. ensure it has in place sufficient capacity and capability to:

- provide Air Traffic Services minimising the use of demand management practices due to staff availability or competency, unless specified by regulations or legislation; and

- support implementation of safe and efficient noise minimisation measures.

d. provide Aviation Rescue Fire Fighting Services to the category listed on the CASA-issued ARFFS Provider Certificate; in accordance with the provisions of Part 139H (Aerodrome rescue and firefighting services) of the Civil Aviation Safety Regulations 1998 and other relevant legislation, unless there is an unforeseeable contingency;

e. ensure it has in place sufficient, competent staff resources to provide rescue and firefighting services without a reduction of category due to staff availability or competency, unless this reduction is required in the delivery of services specified by applicable legislation; and

f. implement long-term strategies to maintain continuity of service, ensuring Air Traffic Services and Aviation Rescue Fire Fighting Services are delivered in accordance with the expectations outlined at 4 b), c), d) and e), and communicate these strategies to stakeholders in a frank and timely manner.

g. Should Airservices be unable to meet the Expectations under sections 4a), 4b), 4c), 4d), 4e) and 4f), Airservices should communicate these clearly and transparently to CASA, including its plans for remediation, and include a report on these issues in its quarterly progress reports to the Minister.

Statement of intent

Airservices Australia will resolve safety findings issued by the Civil Aviation Safety Authority (CASA), including self-reported deficiencies, within a time period acceptable to CASA.

Airservices will provide Air Traffic Services commensurate with the airspace classification as determined by CASA, during the baseline hours of services determined by CASA unless there is an unforeseeable contingency.

Airservices is committed to ensuring we have sufficient capacity and capability to:

- provide Air Traffic Services without the regular use of demand management practices due to staff availability or competency, unless specified by regulations or legislation; and,

- support the implementation of safe and efficient noise minimisation measures.

Airservices will provide ARFF Services to the category listed on the CASA-issued ARFFS Provider Certificate and in accordance with the provisions of Part 139H (Aerodrome rescue and firefighting services) of the Civil Aviation Safety Regulations (CASRs) and other relevant regulations and legislation, unless there is an unforeseeable contingency.

Airservices is committed to providing safe, secure, efficient, and environmentally responsible ARFF services through our skilled and experienced workforce without the reduction of category due to staff availability or competency, unless required in the delivery of services specified by regulations or legislation.

Airservices is committed to implementing long-term strategies to maintain continuity of service. In doing so, Airservices' workforce management plan will ensure the deployment of sufficient and competent resources for the provision of services. Airservices will communicate these strategies through our regular industry roundtables.

Airservices will communicate clearly and transparently to CASA if we are unable to meet the Expectations under sections 4a), 4b), 4c), 4d), 4e) and 4f) including our plans for remediation, and include a report on these issues in its quarterly report to the minister.

5. Key initiatives

Statement of expectations	Statement of intent
I expect Airservices to: a. work with the Department of Defence (Defence) to progress the implementation of the OneSKY Australia Program and the Civil Military Air Traffic Management System, including by: • advising the Department on the progress of the project, including early identification of risks to delivery, reporting on achievement of program milestones and otherwise supporting reporting to Government; and • providing information as requested by me or the Department.	The OneSKY Program remains the cornerstone of our commitment to deliver world-class air traffic management services into the future. Airservices will continue to work closely with the Department of Defence (Defence) to deliver a harmonised civil military air traffic management system for Australia. Airservices, in consultation with the Department and Defence, will provide comprehensive reporting on the progress of OneSKY to the Aviation Policy Group, quarterly reports to the Minister and other government reporting processes which will include early identification of risks to delivery and achievement of program milestones.
b. continue to work closely with the Department and CASA on implementing and supporting the development of the Government's approach to address Aviation Rescue Fire Fighting Services issues, consistent with relevant regulations and policies articulated by the Government;	Airservices will continue to work with the Department and CASA to implement the government's ARFFS policy. We support the planned shift from the current regulatory framework to a more outcomes-based approach. Airservices will ensure ARFFS are 'fit for the future' and positioned to leverage new technology to enhance service delivery, with a program of work focused around our people, facilities, vehicles, equipment and training.
c. work with the Department and CASA to: • develop and implement services to support emerging aviation technologies (including Remotely Piloted Aircraft Systems and Advanced Air Mobility) consistent with relevant regulations and policies articulated by the Government; • provide technical advice on emerging aviation technologies to support policy and regulatory development by the Government; • promote the integration of the above into Australian airspace; and • support the development and implementation of policy on a potential Automatic Dependent Surveillance-Broadcast (ADS-B) mandate, as articulated in the 2024 Aviation White Paper.	Airservices will continue to work with the Department and CASA to: • support emerging aviation technologies (including Remotely Piloted Aircraft Systems and Advanced Air Mobility) consistent with relevant regulations and policies articulated by the Government • provide technical advice on emerging aviation technologies to support policy and regulatory development by the government, through the Drones Inter-Departmental Committee • promote and ensure the safe integration of emerging technologies into Australian airspace • support the development and implementation of policy on a potential Automatic Dependent Surveillance-Broadcast (ADS-B) mandate, as articulated in the 2024 Aviation White Paper.
d. operationalise and iteratively develop a Flight Information Management System (FIMS), consistent with the policy objectives articulated by the Government, including those concerning Uncrewed Aircraft System Traffic Management (UTM).	Airservices will continue the operationalisation and iterative development and implementation of a FIMS to ensure the safe integration of RPAS in Australian airspace. The ongoing engagement with government agencies and key stakeholders through multiple forums will ensure the FIMS will deliver a capability for Australia that is consistent with the government's policy objectives and decisions on Uncrewed Aircraft System Traffic Management (UTM).

Statement of expectations	Statement of intent
e. work with the Department and CASA on Airspace Management Modernisation, consistent with the *Australian Airspace Policy Statement*, including by: • regularly reviewing instrument flight procedures to ensure suitability and relevance; • enhancing the safety and efficiency of Australian controlled airspace, including at major regional airports; • applying sufficient resources to support the opening of the Western Sydney International (Nancy-Bird Walton) Airport in 2026 and operations thereafter, including but not limited to: air traffic control; rescue and firefighting services; navigational aids; and airspace planning, design, implementation and post-implementation review; and • facilitating trials of UTM in volumes of airspace delivering FIMS services in defined airspace volumes.	We will regularly review our instrument flight procedures and continue the transition to performance-based navigation (PBN) as the primary means of navigation in line with the global aviation industry and in consultation with government agencies, the community and other stakeholders. Airservices airspace modernisation, will enhance the safety and efficiency of Australian airspace, including at major regional airports and to increase access to airspace for the aviation industry, through national standardisation and leveraging increased surveillance to enhance service provision. Airservices will deliver essential infrastructure and services, and airspace planning, design and implementation activities, to support the opening of Western Sydney International Airport in 2026, and conduct a post implementation review post opening. Airservices will facilitate trials of UTM using FIMS in volumes of airspace in defined airspace volumes.
f. commence development, including the completion of strategic planning documentation and supporting costings, to implement enhanced drone detection at civil controlled airports, proportionate to the complexity of each airport.	Airservices will commence development, including the completion of strategic planning documentation and supporting costings, to implement enhanced drone detection at civil controlled airports, proportionate to the complexity of each airport.
g. advance the Government's environmental objectives by: • minimising the impact of aircraft operations on communities where practicable; • ensuring timely completion and implementation of safe and efficient noise minimisation measures and noise sharing programs; • applying sufficient resources to the Airservices Noise Complaints and Information Service, so that noise-affected communities can access needed information; • applying sufficient resources to the Aircraft Noise Ombuds function and supporting the transition to an independent structure; and • continuing the commitment to the Sydney Airport Long Term Operating Plan as required by the Ministerial Direction dated 30 July 1997 (Federal Register of Legislation reference: F2009B00158).	In designing airspace and flightpaths, Airservices seeks to minimise the impact of aircraft noise on communities as far as practicable. We engage with communities when we make changes that will impact them. We are committed to ensuring timely completion and implementation of noise minimisation measures and noise sharing programs as agreed with communities and government. Airservices Noise Complaints and Information Service will continue to be resourced to provide quality information and manage noise complaints to a high standard. Airservices will continue to support the role and independence of the Aircraft Noise Ombudsman (ANO) and implement all agreed recommendations. The 1997 ministerial direction relating to the Sydney Long Term Operating Plan will continue to guide the operation of Sydney Airport.

Statement of expectations	Statement of intent

h. work with the Department, other Government agencies and industry to identify, manage and, where appropriate, remediate per- and poly-fluoroalkyl substances (PFAS) contamination arising from Airservices' operations on Airservices-impacted sites, in line with the Government expectations on this issue, including by:
 	
• advising the Department on risks of liability and damages arising from PFAS contamination at impacted sites, for both the Government and for Airservices, in:
 	
  - Airservices' quarterly progress reports to the Minister;
 	
  - reports to the Minister on significant matters considered at Airservices' Board meetings; and
 	
  - as requested by the Department.
 	
• providing the Department with regular updates on:
 	
  - investigations by Airservices of PFAS contamination;
 	
  - Airservices' current management of PFAS; and
 	
  - future management options and remediation costs, outcomes and methodologies.
 	
• working with the Department collaboratively on PFAS policy and implementation activities.
	Airservices will continue to implement a risk-based national PFAS management program, including site investigations, containment and monitoring as appropriate. Airservices will work closely with the Department, government agencies and industry on issues related to PFAS in line with Government expectations, and actively participate in Commonwealth forums and committees.
	
	Airservices will provide regular advice on PFAS risks and liability, provide updates on investigations and management, and remediation actions, options and cost through its quarterly reports to the Minister. Additionally, Airservices will provide reports to the Minister on significant matters considered at Airservices' Board meetings in alignment with 2(c) and as requested by the Department.
	
	Airservices will continue work with the Department collaboratively on PFAS policy and implementation activities.

i. work with the Department, and other Government agencies as appropriate, in providing assistance and advice in relation to the Government's Asia Pacific aviation capacity and capability building initiatives.	Airservices will work with the Department, and other government agencies as appropriate, in providing assistance and advice in relation to the Government's Asia Pacific aviation capacity and capability building initiatives. Airservices is continuing to proactively strengthen relationships within the Asia Pacific region by enhancing our capacity and capability initiatives to support closer cooperation and economic growth.

6. Stakeholder engagement

Statement of expectations	Statement of intent
I expect Airservices to: a. undertake effective and productive engagement with the community, industry and international air navigation agencies and forums, based on mutual understanding and respect; b. communicate clearly and regularly with the Department, CASA, industry and the community on the development and implementation of significant changes to air navigation and Aviation Rescue Fire Fighting Services; c. keep stakeholders informed about Air Traffic Services disruptions and actions being taken to address the causes of disruption, including through transparent and regular reporting and frank and timely communication; d. proactively provide information, assistance and advice to Government agencies for policy formulation, implementation activities and regulation purposes; e. contribute to the coordinated approach to airport planning and management of aircraft noise, including appropriate participation in planning coordination forums, community aviation consultation groups, and the National Airports Safeguarding Advisory Group; f. work closely with the Department and other Government agencies, including the Australian Transport Safety Bureau, CASA and Defence to deliver integrated and comprehensive advice to the Government, the aviation industry and the community; g. undertake and publish biennial reviews into the implementation of Airservices Community Engagement Standard, supporting implementation of the 2024 Aviation White Paper.	Airservices will engage with industry on its service delivery, strategic planning, pricing and other key initiatives via direct engagement with customers and stakeholders, engagement with industry and international air navigation agencies and participation in established industry forums. Airservices will engage with the community when we make changes that will impact them. Airservices has established mechanisms to share information with CASA in relation to the performance of its regulatory functions. Airservices is committed to keeping stakeholders informed about Air Traffic Service disruptions and actions being taken to address the causes of disruption, including through transparent and regular reporting and frank and timely communication. Airservices is committed to providing key service performance results publicly through our website. Airservices will keep the Department and Minister informed through regular reporting including quarterly progress reports and annual reporting and respond to requests for assistance and advice from government agencies. Airservices is committed to ongoing participation in the National Aviation Safeguarding Advisory Group and engaging via airport-led planning and management of aircraft noise planning coordination and consultation forums and technical noise working groups. Airservices will continue to work closely with the Department and other agencies to deliver integrated and comprehensive advice to the government and other stakeholders on emerging issues affecting aviation regulation and policy including airspace management and protection, UAS and UTM, ARFF services and aviation infrastructure planning and implementation. Airservices will undertake and publish biennial reviews into the implementation of Airservices Community Engagement Standard, supporting the implementation of the 2024 Aviation White Paper.

Appendix B

Ministerial directions

The minister has also issued the following ministerial directions:

Year	Date	Subject
1996	29 May	Handling of aircraft noise complaints at Sydney and other federal airports
1997	30 July	Progressive implementation of Sydney Long Term Operating Plan
1999	3 May	Responsibilities in relation to the environmental effects of aircraft
2004	31 August	Provision of approach radar services at specific airports
2024	16 September	Use of simultaneous opposite direction parallel runway operations at Brisbane airport

Appendix C

KPI background

KPI		Description	Methodology	Rationale for KPI
Significant attributable safety occurrences (#) *KPI carried over from 2024–25 Corporate Plan*		• ATM: this represents any loss of separation or runway incursion where the risk-assessment tool score is Category A • ARFF: any ARFF operational response to an aircraft incident where there is an inability to achieve operational objectives.	Quantitative – annual total count. Data source: CIRRIS	Measures our operational safety outcomes using industry standard measures.
Service availability (%) *New KPI*	**Towers/ Airspace**	The relative availability of airport ATC services and its resilience against insufficient staffing levels or unplanned technical issues, or contingency measures attributable to Airservices.	Quantitative – rolling 12-month percentage across all airspace sectors and airport towers. Data source: NOTAMS & ODAS	Directly measures Airservices' ability to deliver regulated ATM services.
	ARFF	The relative availability of required ARFF services and its resilience against reduced service from insufficient staffing levels or unplanned technical issues.	Quantitative – rolling 12-month percentage across ARFF locations, relative to all scheduled movements. Data source: TRAX & ODAS	Directly measures Airservices' ability to deliver regulated ARFF services.

KPI	Description	Methodology	Rationale for KPI
Airservices attributable cancellations (%) *Adjusted KPI to better reflect Airservices attributable impacts on the whole Australian aviation network*	Arrival cancellations are attributed to Airservices when the cancelled flight was planned to arrive during a period where, as result of service variation, capacity was reduced, resulting in excess demand. Represents a percentage of total scheduled arrivals during the period.	Quantitative – number of attributable arrival cancellations across the top 4 airports, divided by the number of flight arrivals. Metric is averaged over a 12-month period. Data source: ODAS	Measures Airservices' ability to provide consistent and reliable air traffic management into major airports.
Airservices attributable ground delay per flight (seconds) *Adjusted KPI to better reflect Airservices attributable impacts on the whole Australian aviation network ensuring alignment with our purpose of the safety, regularity and efficiency of air navigation within Australian-administered airspace*	The attributable ground delay is determined by assessing reduction in airport arrival capacity because of Airservices service variations, expressed as the number of seconds delay per flight.	Quantitative – total seconds of attributable ground delay across the top 4 airports, divided by the number of flight arrivals. Metric is averaged over a 12-month period. Data source: ODAS	Measures Airservices' effectiveness of air traffic management in minimising delays into major airports.
EBITDA ($) *New KPI*	Forecast earnings before interest, tax, depreciation and amortisation.	Quantitative – calculated based on assumptions around revenue and costs. Data source: SAP	Primary measure from the perspective of the operating business. EBITDA has been selected in preference to NPAT because it measures our underlying profit without the material bottom line impacts of financial uncertainties articulated in section 9 Financial outlook, including the funding of PFAS and capital restructuring.
Cost per IFR flight hour ($) *New KPI*	Average cost incurred by Airservices to provide airspace (enroute and approach) services for each hour of instrument flight rules (IFR) operation.	Quantitative – total operational expenditure costs divided by serviced flight hours. This KPI is in Australian dollars. Data source: SAP & Eurocat	Allows benchmarking to global peers in a unit-cost-to-serve metric. Gives additional insight to profitability drivers (e.g. top- or bottom-line growth).

KPI	Description	Methodology	Rationale for KPI
Scope 1 & 2 carbon footprint (tCO₂e) *Adjusted KPI to align with the Airservices Environmental Sustainability Strategy 2024–2030*	Measures greenhouse gas emissions across direct emissions, and indirect emissions from energy usage.	Quantitative – based on procurement of fuels and electricity (i.e. power-purchase agreements). Data source: SAP, Ariba & MEX	Measures Airservices' environmental impact in driving sustainability improvements across our operations.
Monthly NAP reporting for major airports *New KPI*	Publication of a monthly noise abatement procedure (NAP) compliance report for major Australian Airports.	Quantitative – completion rate of monthly reporting. Data source: internal desktop analysis	Improves transparency about Airservices' aircraft noise impacts to ensure stakeholders are regularly updated on NAP adherence. Within scope of 'minimising the impact of aircraft operations on communities' as part of our obligations in providing air traffic services.
NCIS response timeframe (days) *New KPI to better reflect Airservices' purpose under the Air Services Act 1995*	Standard questions and complaints submitted to the Noise Complaints and Information Service (NCIS) are responded to within a specified timeframe, including if there is an opportunity to consider an improvement.	Quantitative – timeline is reported and tracked, rolling 12-month average. Data source: noise complaints management system	Noise is a major focus of Airservices' engagement with the community, which demonstrates our ability to engage with the community in a timely manner through NCIS, within the direct control of Airservices.
ANO recommendation response time (days) *Adjusted KPI to better reflect Airservices' purpose under the Air Services Act 1995*	ANO recommendations are responded to within a specified timeframe. Recommendations are acknowledged, and next steps are advised back to ANO based on their direction.	Quantitative – outcomes are reported, auditable and tracked, rolling 12-month average. Data source: internal desktop analysis	Demonstrates reduced impact on community through our response to recommendations, and ensures management of external perception (e.g. signalling mechanism).
People engagement score (%) *KPI carried over from 2024–25 Corporate Plan*	The overall level of employee engagement reported and how happy people are at work (6-point agreement scale to the statement: 'I am happy working at Airservices'). Targets have been adjusted from the 2024–25 Corporate Plan, to reflect current operating context, including impacts of operating model changes expected to be embedded across the organisation over the short to medium term.	Quantitative – collected through independent survey (6-point score recalibrated to score out of 100). Data source: externally-provided survey	Signals workplace satisfaction and culture, with high levels of employee engagement important for optimal business productivity and performance.
Lost time injury frequency rate (LTIFR) *KPI carried over from 2024–25 Corporate Plan*	Number of lost time injuries (work-related incidents resulting in time off work) per one million hours worked.	Quantitative – rolling 12-month average. Data source: SAP, CIRRIS, Success Factors & Comcare	An industry standard measure to assess workplace safety performance.

Acronyms

AAM	advanced air mobility
ACCC	Australian Competition and Consumer Commission
A-CDM	airport collaborative decision-making
ADS-B	automatic dependent surveillance-broadcast
ANO	Aircraft Noise Ombudsman
ANSP	air navigation service provider
ARFF	aviation rescue fire fighting
ARFFs	aviation rescue fire fighting service
ATC	air traffic control
ATM	air traffic management
ATSB	Australian Transport Safety Bureau
CANSO	Civil Air Navigation Services Organisation
CASA	Civil Aviation Safety Authority
CEO	chief executive officer
CES	Community Engagement Standard
CMATS	Civil Military Air Traffic Management System
CNS	communications, navigation and surveillance
DAS	digital aerodrome services
DFPS	digital flight planning services
DITRDCSA	Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
EBIT	earnings before interest and tax
EBITDA	earnings before interest, tax, depreciation and amortisation
ENMP	Enterprise Network Modernisation Program

ESG	environment, social and governance
FIMS	flight information management system
GDP	gross domestic product
ICAO	International Civil Aviation Organization
IFR	instrument flight rules
ILS	instrument landing system
KPI	key performance indicator
LTIFR	lost time injury frequency rate
NAP	noise abatement procedures
NCIS	Noise Complaints and Information Service
NOTAM	notice to airmen
ODAS	operational data analysis suite
PBN	performance based navigation
PFAS	per- and poly-fluoroalkyl substances
PGPA	Public Governance, Performance and Accountability
RPAS	remotely piloted aircraft systems
RTC	remote tower centre
SAP	Systems, Applications & Products in Data Processing
SLUI	service level upgrade improvement
SOE	Statement of Expectations
STEM	science, technology, engineering and maths
UAS	uncrewed aircraft system
ULFV	ultra-large fire fighting vehicle
USS	UAS service suppliers
UTM	uncrewed aircraft traffic management
WSI	Western Sydney International airport

List of Corporate Plan requirements

The Corporate Plan has been prepared in accordance with the requirements of:

- 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- section 13 of the *Air Services Act 1995.*

The table below outlines each relevant requirement and where it is covered in the Corporate Plan.

Requirement	Document reference
Introduction To include the **statement of preparation**, and **the reporting period for which the Plan is prepared** and covers.	**Section 1**
Purpose **The purposes of an entity include objectives, functions or role of the entity.**	**Section 3**
Key activities **The plan must identify the key activities undertaken during the entire period of the plan in order to achieve the purposes of the entity.** A key activity is a distinct, significant program or area of work undertaken by an entity to assist in achieving the entity's purposes.	**Section 7**
Operating context **The operating context must include an overview of the following:** • the environment in which the entity will operate • the capabilities required to undertake key activities and to achieve stated purpose • the risk oversight and management system, and the key risks faced and how these will be managed • how and who the entity cooperates with to achieve its purpose.	**Section 4**
Performance **Performance measures** (and targets where practicable) showing how the organisation will measure and assess performance against achieving its purposes.	**Section 8**