



# Corporate Plan

2024-25



Artwork from Luke Duffy

Airservices Australia acknowledges the Traditional Owners of Country of the lands on which we operate. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

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# Overview

## Airservices Australia 2024-25 Corporate Plan

Effective 1 July 2024 for the period of 5 financial years ending 30 June 2029.

### Endorsement

I, John Weber, as Airservices Australia Board Chair, present the 2024-25 Corporate Plan which covers the 5-year period until 30 June 2029, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and section 13 of the *Air Services Act 1995*.



**John Weber**  
Airservices Australia Board Chair

We provide safe, secure, efficient and environmentally responsible services to the aviation industry and community.



FLIGHT	DESTINATION	SCHD.	BOARDING	GATE	STATUS
DP 128	BRISBANE	13:00	13:15	6	FINAL CALL
VA274	MELBOURNE	15:10	15:15	7	DEPARTURE
DP 122	SYDNEY	14:55	15:15	13	FINAL CALL
VA457	SYDNEY	14:20	15:00	3	DEPARTURE
DP 101	NEWCASTLE	14:35	14:15	13	DEPARTURE
DP 1527	MELBOURNE	14:45	14:55	13	DEPARTURE
DP 144	SYDNEY	14:45	14:25	14	DEPARTURE
DP 102	SYDNEY	17:05	17:25	9	DEPARTURE
DP 125	MELBOURNE	17:25	17:15	11	DEPARTURE
VA443	SYDNEY	17:35	17:35	11	DEPARTURE
DP 104	SYDNEY	17:40	17:25	14	DEPARTURE
DP 1457	SYDNEY	17:55	18:05	14	DEPARTURE
DP 1527	MELBOURNE	18:05	18:00	10	DEPARTURE
DP 1527	MELBOURNE	18:25	18:15	14	DEPARTURE
DP 1508	SYDNEY	18:30	18:30	12	DEPARTURE



*We manage 11 per cent of the world's airspace, including the upper airspace for Nauru and the Solomon Islands.*

# 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 600 remote and regional sites.

In our vital role we manage 11 per cent 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 first-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.

We are committed to reconciliation and envision a future where our organisation is enriched by collaboration, engagement and alignment with Aboriginal and Torres Strait Islander peoples and with First Nations communities across our vast national footprint.



## Legend

- Air traffic towers 29 locations
- Aviation rescue fire fighting stations 27 locations
- Air traffic services centres 4 locations



# 01 Purpose

Airservices Australia is a government-owned organisation established by the *Air Services Act 1995* (the Act). We are a 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.



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

Our purpose, as defined in the *Air Services Act 1995*, is to:

- provide facilities and services for the safety, regularity and efficiency of air navigation within Australian-administered airspace
- promote and foster civil aviation in Australia and overseas.

**In performing our functions and in accordance with the Act, we must:**

- regard the safety of air navigation as the most important consideration
- as far as practicable, protect the environment from the effects of, and the effects associated with, aircraft operations.

The key services we provide to fulfil our purpose are:



#### **Air traffic management services**

Focused on safe, predictable, and efficient air navigation services. We are always working behind the scenes to 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 always on stand-by to rescue people and property from an aircraft crash or fire, and from other fires and emergencies at airports.



#### **Enabling services**

Focused on providing the infrastructure and services necessary for our frontline teams to succeed. We build and sustain the broad capabilities every organisation needs to thrive through engaging with stakeholders, managing our workforce and facilities, establishing strategic suppliers, and delivering projects.

## Our people and culture

**Airservices is committed to ensuring our workplaces are diverse inclusive and respectful. We proudly celebrate, the culture and traditions of our people.**

Core to this commitment is our cultural transformation: continuously improving and building a culture in which all our people feel included and can bring their whole selves to work.

Our aspiration is to reflect a reconciled and inclusive Australian society where all our employees, our customers and our communities live and grow together in harmony.

One way we understand our people and culture is through our people engagement score, which measures levels of motivation and enthusiasm towards Airservices.

## Our values



*Our values reflect what is important to us at Airservices Australia. Embedded and shared throughout the organisation, they guide our daily interactions with our customers, communities and each other.*

## Environment, social and governance

**We are further embedding environmental, social and governance (ESG) principles into our ways of working to ensure we are stewards of the environment, good corporate citizens, and are led by accountable leadership with transparent and robust governance.**

Our commitment, as far as practicable, is to protect the environment from the effects of, and effects associated with, aircraft operations. Our aspiration is to foster an Australian aviation industry that maintains its social licence to operate, and where all stakeholders benefit from the value aviation brings to our nation.

We recognise that aircraft noise can have detrimental impacts on communities. We are committed to genuine and transparent engagement with our communities and industry stakeholders to shape sustainable solutions for managing aircraft noise.

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

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

We have a risk-management framework that includes managing the key risks set out in **Section 5**.





## 02 Operating context

Delivering services today while transforming for tomorrow is key to our success.

**In our vital role as a key service provider in the Australian aviation industry, we focus on providing safe, efficient and sustainable services as we connect people with their world safely.**

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 improve month-to-month service consistency, particularly around peak periods of travel. In providing these services, we regard the safety of air navigation to be the most important consideration, while protecting the environment from the effects of aircraft operations as far as practicable.

We continue to monitor economic and geopolitical uncertainties that may result in some volatility in the demand for services. We continue to see changes in operators in the domestic and international markets competing on key routes.



*Our performance influences the safety, regularity and efficiency of the whole industry.*

# Today's challenges



## Unpredictable and evolving environment

The travelling public expect our industry to provide predictable and reliable services within an unpredictable and evolving environment. They expect to make their journeys on time and disruption free. Continued industry-wide effort to improve performance will be crucial to meeting those expectations and improving people's overall view of the industry. We recognise that our performance contributes to overall industry performance through providing predictable and reliable aerospace and ARFF services.



## Continued traffic volatility

We continue to see traffic volatility as our customers adapt their networks to meet the changing needs of the travelling public, respond to increased competition, and leverage their newly delivered aircraft capabilities. The ability to connect virtually for business purposes and the continued strong demand for leisure travel have resulted in a fundamental shift in traffic volumes and patterns from business-led to leisure-led, changing our revenue patterns. We now anticipate school holidays will be the busiest periods of the year, which will require us to change how we plan and operate.



## 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 future planned investments in growth.



## Changed workplace relationship

Changes in societal expectations following the pandemic have resulted in a shift in workplace relationships between employees and their employers. People are now prioritising work-life balance and family commitments. We continue to invest in enhancing our culture, and promoting inclusion and diversity. Our employee value proposition must be compelling enough to attract and retain talent.

# Tomorrow's challenges



## Growing long-term traffic

Over the medium to long term, we expect growth in both domestic and international traffic to return to more stable and sustainable traffic patterns. We anticipate growth opportunities will likely be driven by new technologies and aircraft types entering the market that are capitalised on by existing and new operators.



## 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 urban air mobility (air taxis) will be increasingly valued as economic and decarbonisation benefits are realised and road traffic congestion continues to worsen. Government, regulators, air navigation service providers and industry need to collaborate and innovate to support pandemic recovery, maintain safety and ensure resilience.



## Minimising environmental impacts

Decarbonisation benefits will assist the industry in minimising the environmental impacts of aircraft operations. The Australian aviation industry will collaborate to collectively become more efficient and environmentally sustainable, while balancing community expectations related to noise. Our industry is committed to net zero emissions with Airservices committed to meeting that target by 2050.



## Evolving the aviation value chain

Industry collaboration will extend to evolving the aviation value chain, 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 aspects will include the need for more decision-making and collaboration opportunities using real-time data and insights, removing pain points, and being proactive as new technologies and customers emerge in non-traditional areas.



## 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 customer journeys while improving our financial sustainability.

# 03 Key activities

Connecting people with their world safely through targeting service delivery improvement and sustainment.



Our strategy responds to today's challenges over the next 2 years, while preparing for and responding to tomorrow's challenges.

## Responding to today's challenges

### Short-term priorities

We are enhancing our service performance through building resilience and flexibility to meet the needs and expectations of our customers and community.

We will continue to build service resilience and sustainability to match the needs of our customers. A fundamental aspect to this will be our cultural transformation. This cultural shift is crucial for ensuring a safe, inclusive and respectful workplace that truly values and empowers our people to reach their full potential. We will deliver on our workforce plan, ensuring the right people with the necessary skills are available to deliver resilient services.

We will drive continuous improvement in our ways of working, implementing service-level upgrades to deliver safe, efficient and scalable air navigation and ARFF services. To meet the structural shifts in the aviation market and provide a more streamlined experience for our frontline teams, customers and partners; we will continue to mature our business model, modernise our systems and processes and collaborate with industry partners.

We will focus on delivering timely, meaningful and transparent engagement, in line with evolving community expectations, working with our customers and the community to minimise the impact of aviation operations on the environment and communities.

Supporting sustainable industry expansion, we will invest in capabilities and infrastructure to provide new services to Western Sydney International Airport.

We will foster new partnerships to support achievement of these performance outcomes, working to be efficient and effective in our internal service delivery, and laying the foundations to respond to tomorrow's challenges.

## Preparing for and responding to tomorrow's challenges

### Medium-term priorities

We are sustaining our service performance levels and transforming how we deliver our services through digitalisation and automation.

We are embracing new technologies that will enable us to deliver our services more effectively, support future air traffic growth and meet national security imperatives through prioritising digital investments such as digital aerodrome services and implementing our core investments of OneSKY and the Enterprise Network Modernisation Program.

We will continue to implement new and emerging technologies for our next-generation services such as progressing fleet renewals for our ARFF services, facility upgrades for our frontline teams and investment in intelligent systems to manage increased airspace complexity and evolve the aviation value chain to deliver a better overall passenger experience.

While this is happening, we will continue to build a pipeline of talent ready to navigate future industry, technology, regulatory and workforce trends.



*We are embracing new technologies that will enable us to deliver our services more effectively, support future air traffic growth and meet national security imperatives.*

# Next 2 years 2025–2026

Connecting people with their world safely

Today's priorities

**Service delivery performance and resilience improvement**



**Service level upgrades:** optimising our services through endorsement reform and resilience enhancement measures, airspace improvements, implementing noise and community action plans.



**People management and cultural transformation:** optimising workforce planning, recruitment and training (speed to competence), resource allocation, people engagement and utilisation.



**Service digitisation:** leveraging the benefits of Digital Twin, A-CDM, OneSKY early implementation to deliver more benefit for customers.



**Systems and process renovation:** implementing National Operations Management Centre and enhanced air traffic flow management.

Transformative changes for tomorrow



**Western Sydney International Airport and aerodromes:** new aerodrome and ARFF services at Western Sydney, investing in new tower automation and enabling technology to improve service performance resilience and increase capacity and planning for future growth at Melbourne and Perth Airports.



**Uncrewed services integration:** delivery of a flight information management system (FIMS) to safely implement uncrewed aircraft in a shared airspace and foster industry growth.



**ARFF nexGen, facilities and environment:** 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 outcomes delivered



**Reduce the impact of aircraft noise** on communities.



Establish **Western Sydney International Airport** delivering essential services and supporting infrastructure.



**Optimise Australian network decision-making** to improve overall capacity, minimising delays and cancellations.



**Build safer aircraft operations** in and around Ballina.



**Improve collaborative decision-making** with stakeholders to streamline airport operations.



**Establish a new ARFF service** in Kalgoorlie to support increased traffic.



**Reduce the health and environmental impacts** of PFAS for communities.



**Implement digital aerodrome services at Canberra** to enhance safety by improving controller capabilities.



**Deliver enhanced service in the Pilbara region** to improve safety.



**Trial continuous descent operations** to save fuel and decrease noise over Sydney and Perth.

**Ongoing deliverables and capability uplifts:**



Ongoing identification, management and **remediation of PFAS** from our historical operations.



**Commitment to community engagement standard** driving initiatives to address and mitigate aircraft noise concerns.



**Improving cyber-resilience** keeping our people, systems and processes safe from cyber threats.



**Improving our ways of working** and empowering our people.



**Enterprise Network Modernisation Program (ENMP):** capacity to enable benefits for enhanced airspace management, addressing cyber security and enhancing resilience.



**OneSKY:** delivering on the committed benefits to industry of user preferred routes, continuous descent operations and enhanced service resilience and flexibility.



**Service delivery technology and sustainment:** modernising technology to improve resilience and sustainability.



**Standardise airspace** to deliver predictable, efficient and effective airspace services.



**Enable better delay-management** capability and minimise delays for our customers and the travelling public.



Enable more efficient systems, **improving the ways of working** for our first responders.



**Reduce last minute disruptions and optimise controller utilisation,** improving our resilience.



Prepare our skies for the **safe integration of uncrewed aircraft** in traditional airspace.



Improve resilience by **modernising our network** and communication infrastructure and services.



**Plan for the proposed Perth runway expansion,** ensuring flight path design with best practice community engagement.



**Handle more complex air traffic** in Australia for both civilian and military operations, while maintaining safety.



Provide modern, safer, and more secure **workplaces for our people.**



Enable the use of a **satellite-based augmentation system (SBAS),** enhancing safe access to aerodromes.



Provide safer, more capable and reliable **fire fighting vehicles.**



Streamline aviation operations through **digital Notice to Airmen (NOTAM),** providing real-time updates and easily accessible, accurate information.

# Responding to today's challenges

Over the next 2 years we are investing in our people, our services and our processes to ensure the needs of our customers and communities are met, improving our service flexibility and performance.

## Prioritising service-level upgrades and aerodrome expansion

Establishing essential services to match our customer needs, while balancing outcomes for all our stakeholders.

### Key activities

- Supporting industry expansion at **Western Sydney International Airport**, while delivering a balanced outcome for all stakeholders.
- **Community engagement** through continuous improvement of our processes to deliver noise and flight-path-change information to the community through active engagement such as the Noise Action Plan for Brisbane.
- **Ballina approach and aerodrome services** enhancements to improve safety.
- Establishing **Kalgoorlie** Aviation Rescue and Fire Fighting service.
- **Pilbara region** opportunities to enhance our capabilities and operations, and improve safety in Western Australia.
- **Airspace standardisation** to increase flexibility and enable better management of our skies, including volume, flow and optimising runway use.



**Unpredictable and evolving environment**



**Increasing community expectations**



**Traffic pattern volatility**

**Zero significant attributable safety occurrences**

**100% planned aerodrome capacity delivered**

**People engagement score**

**Community acceptance of the value of aviation**

## Prioritising our people and cultural transformation

Creating a work environment that is diverse, inclusive, and respectful - where our people feel proud and empowered to reach their full potential. We will continue to develop and enhance our culture, with a focus on creating an employee experience that attracts, retains and nurtures the outstanding talent shaping our future.

### Key activities

- **Cultural transformation** through embedding a culture of trust, care and accountability by adopting all recommendations from the Elizabeth Broderick & Co. 2023 Progress Review. We will also continue to develop and embed our reconciliation action plan as well as other key diversity and inclusion activities.
- **Talent and capability** enhancement through building and supporting development for our workforce with strategic workforce planning, thereby advancing skills and capabilities, and cultivating the critical competencies to enable succession planning and manage talent risks.
- **Workforce resilience** through building our workforce capability to deliver services by recruiting additional air traffic controllers and fire fighters, and optimising the deployment and availability of existing workforces.

### Elizabeth Broderick & Co. 2023 Progress Review

Airservices commissioned Elizabeth Broderick & Co (EB&Co) in 2019 to undertake a review into workplace culture, to better understand what we needed to do to ensure Airservices is a diverse, inclusive and respectful workplace for all our people. In 2022, we invited EB&Co to undertake a review of our progress and provide insights into the execution of our ongoing cultural transformation. Our response plan forms part of our key activities.



**Changing workplace relationships**

**Fostering the drive towards zero harm**

**People engagement score**

## Prioritising the systems and processes renovation

Improving customer outcomes by improving our ways of working and digital simplification.

### Key activities

- **National operations management centre (NOMC)** providing a national focus to network operations, enhancing network management and planning, and disruption response capability.
- **Air traffic flow management (ATFM)** identifying and managing demand and capacity imbalances both at airports and in airspace volumes to reduce airborne delays.
- **Modernising endorsements** ensuring our services are resilient to the day-to-day challenges by improving the way our air traffic controllers and technical officers maintain and develop operational competencies.



**Predictable and reliable services**



**Traffic volatility**

**100% planned aerodrome capacity delivered**

**Community acceptance of the value of aviation**

## Prioritising service digitalisation

Making significant investments into digitalising our services to realise safety and efficiency benefits for our organisation and the Australian aviation industry.

### Key activities

**Transition and change management** for our service digitalisation initiatives including:

- Aeronautical information management
- Airport collaborative decision making (A-CDM)
- Digital twin
- OneSKY.



**Predictable and reliable services**

**100% planned aerodrome capacity delivered**

# Preparing for and responding to tomorrow's challenges

Sustaining our service performance levels and transforming service delivery through digitalisation and automation.

## Aerodromes

Enabling the sustainable growth of Australian aerodromes, including supporting new runway developments at our major aerodromes and progressively improving our services at existing aerodromes now and into the future.

### Key activities

- Opening of **Western Sydney International Airport** in late 2026.
- **Planning for the proposed Perth runway expansion** and ensuring flight path design aligns with best-practice community engagement. Consideration of any impacts on flight path design in Melbourne if there is a decision to proceed with the proposed Melbourne Third Runway.
- Streamlining our air traffic management with **digital aerodrome services (DAS)**, boosting safety through real-time monitoring, and improving operational efficiency at Canberra. Creating a digital pathway for all our aerodromes to leverage into the future.



**Long-term growth**



**Intelligent systems**



**Traffic volatility**



**Predictable and reliable services**

**100% planned aerodrome capacity delivered**

**Real reduction in cost to serve**

**Community acceptance of aviation**

## Aviation rescue fire fighting (ARFF) nexGen, facilities and environment

Transforming our ways of working by using new and emerging technologies in the ARFF service environment.

### Key activities

- Establishing **Western Sydney International Airport ARFF** service.
- **Replacing fleet** to improve our vehicle capabilities and associated training infrastructure with safer, more suitable and reliable fire fighting vehicles.
- **Upgrading facilities** to accommodate our new fleet.
- **Improving work environments** to provide an inclusive, safe and engaging environment for our people.
- Identifying and managing **per- and poly-fluoroalkyl substance (PFAS)** and, where practicable, remediation including minimising human health and environmental impact.



**Minimise environmental impacts**



**Strong and sustained traffic patterns**

**Fostering the drive towards zero harm**

**Net zero emissions by 2050**

**Zero significant attributable safety occurrences**

**People engagement score**

## Enterprise network modernisation

Enabling digitalised service provision with a next-generation telecommunications and surveillance network.

### Key activities

- **Enterprise network modernisation** to deliver a next-generation network designed for service expansion providing greater network bandwidth, security and resilience, enabling the introduction of new features and functionality, and a platform for future services. This is a key dependency for OneSKY.



### Intelligent systems

**100% planned aerodrome capacity delivered**  
**Enabling 30% increase in Australian air traffic movements**

## OneSKY

Realising significant strategic and economic benefits by transforming traditional air traffic management to meet the needs of the future, harmonise defence capability and meet national security imperatives.

### Key activities

- **Civil military air traffic management system (CMATS)** delivering a national integrated and common product for Australian-administered airspace.



### Strong and sustained traffic patterns



### Intelligent systems



### Minimise environmental impacts

**Enabling 30% increase in Australian air traffic movements**

**Real reduction in cost to serve**

**Net zero emissions by 2050**

**100% planned aerodrome capacity delivered**

## Service delivery technology and sustainment

Delivering technology that enables reliable, sustainable and secure service performance for our customers and improves our resilience.

### Key activities

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



**Evolving the aviation value chain**



**Intelligent systems**

**100% planned aerodrome capacity delivered**

**Zero significant attributable safety occurrences**

**People engagement score**

**Real reduction in cost to serve**

## Uncrewed services

Preparing our skies for long-term integrated air traffic management to foster growth of uncrewed aircraft in a shared airspace.

### Key activities

- Developing the backbone of the **uncrewed aircraft systems** (UAS) ecosystem including deployment of a flight information management system (FIMS), developing fit-for-purpose data sets for UAS stakeholders, and strengthening existing surveillance capabilities to detect UAS around airports. This will enable a safe integration of uncrewed services into our existing operations.



**Increased airspace complexity**



**Intelligent systems**

**Zero significant attributable safety occurrences**

**100% planned aerodrome capacity delivered**

**Enabling 30% increase in Australian air traffic movements**

**Community acceptance of the value of aviation**

## Enterprise technology and sustainment

Improving the efficiency and resilience of our internal systems and processes to enable improved outcomes for our frontline teams, customers and stakeholders.

### Key activities

- **Enterprise technology refresh** to sustain the resilience of our business information systems, including enterprise resource planning, rostering, and risk management tools.
- **Cyber capabilities** upgrade using contemporary technologies to improve our cyber resilience and keep our people, systems and processes safe from cyber threats.



**Intelligent systems**

**People engagement score**

**Real reduction in cost to serve**





# 04 Performance

We are committed to providing world-class performance across all of our services.

Performance details how we will measure and assess our achievements over the course of this plan. We recognise that achievement of our goals contributes to the overall performance of the industry as we are a critical service provider in the aviation value chain.

In fulfilling our goals, we must consider safety as the most important factor, while also balancing the interests of our stakeholders including communities, customers, government, our regulators, and our people.

Our performance outcomes reflect our ambition to significantly improve our performance through prioritising initiatives targeting service delivery improvement and sustainment.

Our medium-term key performance indicators (KPIs) assess the achievement of our purpose and progress towards our performance outcomes. The baselines are set using our most recent performance metrics and our targets drive improvement in our performance over time.

Table 1: Corporate KPIs

Performance outcomes	KPIs	FY2025 Target	FY2026 – FY2029 Targets
Zero significant attributable safety occurrences	Significant attributable safety occurrences	0	No significant attributable safety occurrences
	<b>Planned capacity delivered as a percentage of time</b>	<b>&gt;83%</b>	
	Sydney	>81%	Meet planned capacity greater than 85% of time as traffic grows
	Melbourne	>79%	
	Perth	>83%	
	Brisbane	>89%	
	<b>Airservices attributable cancellations</b>	<b>&lt;14</b>	
100% planned aerodrome capacity delivered	Sydney	<9	Monthly average, year-on-year improvement trending towards zero
	Melbourne	0	
	Perth	0	
	Brisbane	<4	
	<b>Airservices attributable ground delay (hours)</b>	<b>&lt;67</b>	
	Sydney	<36	Monthly average, year-on-year improvement trending towards zero
	Melbourne	0	
	Perth	<7	
	Brisbane	<23	
Real reduction in cost to serve	Real price growth (5-year trend)	< 0%	Less than 0%
	Return on assets	> 0%	Improve our return to match a reasonable rate over time
People engagement score	People engagement	>=70	Improve engagement to be greater than 80 over time
Fostering the drive towards zero harm	Total recordable injury frequency rate (TRIFR)	<10	Less than 4
	Lost time injury frequency rate (LTIFR)	<5	Zero
Net zero emissions by 2050	Net carbon emissions	<150,596 tCO <sub>2</sub> e	Reduce net carbon emissions year-on-year, trending towards zero by 2050
	Significant environmental events	0	Zero significant environmental events
Community acceptance of the value of aviation	Total annual change in complainants	<b>Δ complainants / Δ movements &lt; 1</b>	Reduce number of complainants relative to movements
	Total annual change in movements		
	Aircraft noise ombudsman complaints investigations initiated	<36	Monthly average

**Enabling 30% increase in Australian air traffic movements** measured through our successes in enabling industry growth particularly developments at Western Sydney International airport, plans for the proposed Perth runway and consideration of any impacts on flight path design in Melbourne, if there is a decision to proceed with the proposed Melbourne Third Runway.

# Our 5-year financial plan

This financial plan ensures the ongoing funding of our critical and essential services while also building on the strategy and programs established in previous plans, to transform our business and match services to customer needs into the future.

Domestic revenues have now rebalanced at pre-pandemic levels and we now expect international revenues to reach pre-pandemic levels during financial year 2024-25 and continue to improve our level of profitability.

The economic outlook suggests inflationary and supply-chain pressures are showing some signs of improvement but with overall economic growth continuing to remain below historic levels.

We are prioritising the safety and reliability of our current services while investing in key strategic programs and will fund \$1.7b over the 5 years in delivering our transformation ambition. The 5-year operating projections and performance measures are shown in **Table 2**.

## Our pricing

We set our prices for core airways services in consultation with our customers under long-term pricing agreements. Under the provisions of the *Competition and Consumer Act 2010* any increase in prices must be communicated to the Australian Competition and Consumer Commission for review.

We last increased our prices on 1 July 2015 and have therefore delivered a 24% price reduction in real terms as at end of 2023-24.

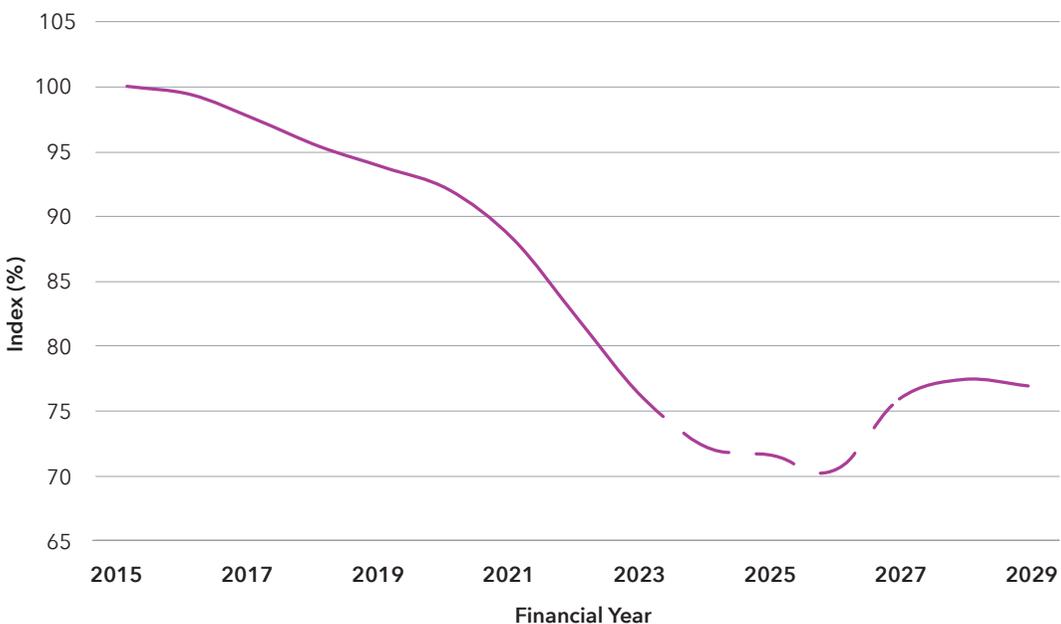
From 2024-25 we are proposing modest pricing increases to fund the significant investment required to deliver a once-in-a-generation infrastructure change program to support the network's

ongoing recovery and future growth, alongside enhancements in front-line service delivery. We anticipate these increases to be manageable, affordable and realistic for industry with limited impact on industry costs.



*We are prioritising the safety and reliability of our services while investing in key strategic programs and will fund \$1.7B over the next 5 years*

## Real airways price change 2015–2029



## Our financial operating performance

We continue to support the aviation industry with valued services and foster its growth into the future. Although industry continues its recovery with lower revenue losses forecast in the near term, the costs to deliver our services and transform our business will outweigh the forecast revenues, meaning that operating losses will continue for the next 2 years. We use debt to finance our investments. Given the size of our investments to meet

the growth in airport infrastructure and replenish end of life assets, there is some misalignment between our expenditure and our current revenue base. We are reviewing alternate approaches to our capital structure to better underpin financial sustainability into the future.

From 2026-27, profits are planned to return, with the transition and delivery of investment enabling benefits and growth in traffic.

Importantly, as our financial performance improves our transformation will also ensure our long-term financial sustainability, while positioning us to manage the inflation and supply-chain cost-pressures forecast over the planning horizon.

The plan proposes to recommence paying dividends in line with our minister's expectations.

**Table 2: Operating projections and performance measures – financial years ending 30 June**

(\$m)	2024	2025	2026	2027	2028	2029
	Forecast	Plan	Plan	Plan	Plan	Plan
<b>Revenues</b>	<b>1,036.5</b>	<b>1,179.4</b>	<b>1,332.2</b>	<b>1,514.5</b>	<b>1,638.6</b>	<b>1,721.5</b>
Staff costs	762.1	809.0	843.1	878.0	908.1	937.0
Supplier costs	360.1	259.1	279.3	289.8	299.7	304.6
Depreciation	111.6	126.6	141.0	154.2	170.4	175.6
<b>Total expenses before interest and tax</b>	<b>1,233.9</b>	<b>1,194.7</b>	<b>1,263.4</b>	<b>1,322.1</b>	<b>1,378.2</b>	<b>1,417.2</b>
Earnings before interest and tax (EBIT)	(197.4)	(15.3)	68.7	192.3	260.4	304.2
<b>Net profit/(loss) after tax (NPAT)</b>	<b>(161.2)</b>	<b>(55.3)</b>	<b>(18.6)</b>	<b>55.1</b>	<b>96.7</b>	<b>131.1</b>
Gearing	66%	74%	78%	78%	76%	74%
<b>Return on assets</b>	<b>(8%)</b>	<b>1%</b>	<b>4%</b>	<b>7%</b>	<b>9%</b>	<b>10%</b>
Return on equity after tax	(23%)	(9%)	(3%)	10%	15%	19%
<b>Dividends</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>45.5</b>	<b>68.3</b>

## Our investment

To deliver our service provision for our customers, communities, environment and travelling public, this plan funds the delivery of **\$1.7b in investment over the next 5 years**. This is driven by our key activities as detailed in **Section 3**.

**\$1,081m**

Aerospace Services

**\$338m**

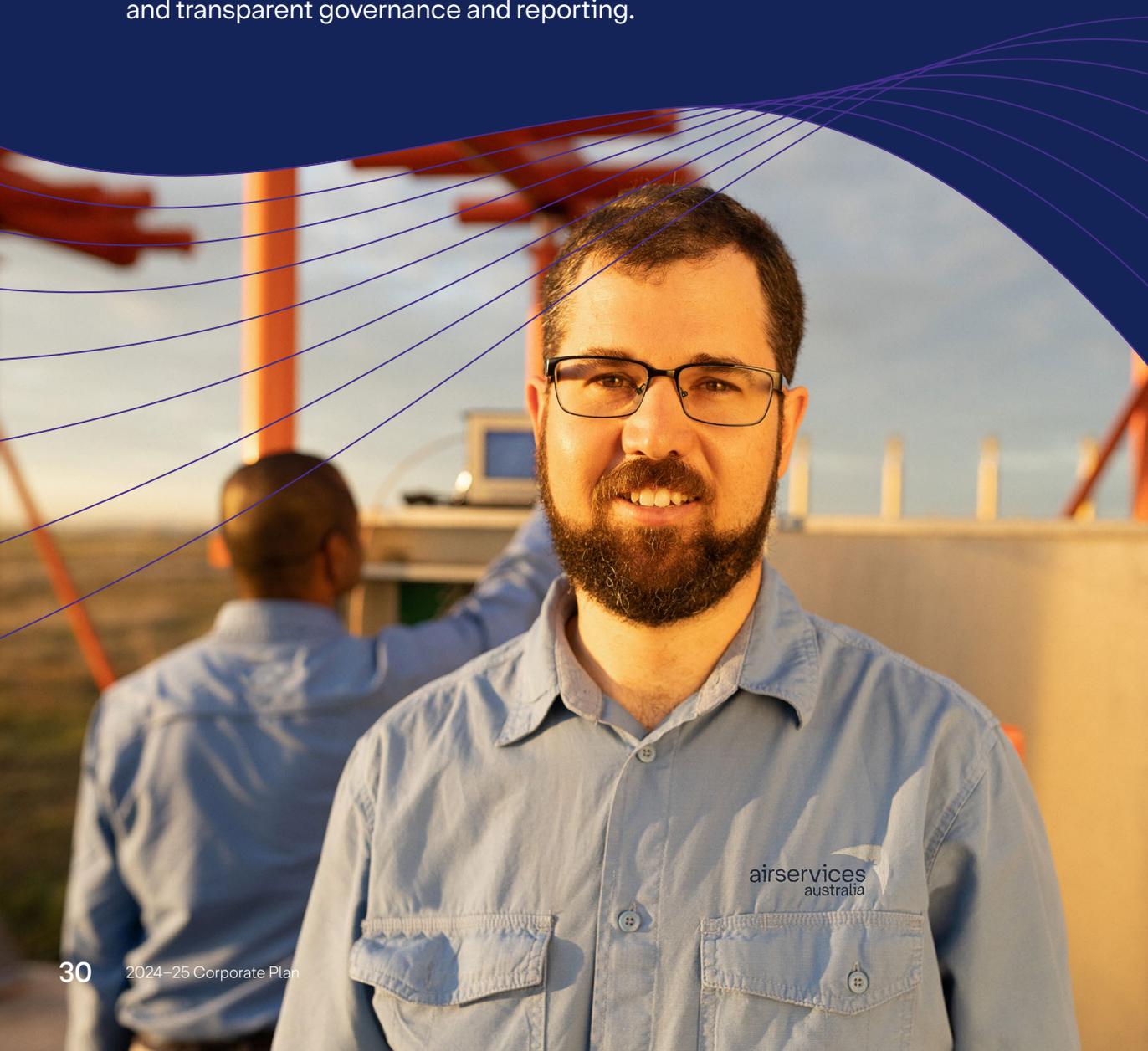
Aviation Rescue Fire Fighting Services

**\$305m**

Enabling Services

# 05 Risk oversight and management

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



## Our proactive 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 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 dynamic and continuous improvement approach towards risk management that aligns with better practice principles and is consistent with the International Standard ISO 31000:2018 Risk management - Guidelines.

We review our enterprise risks as our operating environment evolves, to ensure that they correctly reflect the significant business risks and opportunities that have the potential to impact on achievement of our strategic objectives.

We incorporate sound risk intelligence into our decision-making as we pursue both our business-as-usual activities and our transformation agenda. We have established effective mechanisms to communicate, escalate and report risk information for management attention and decision-making.

We apply best practices to maintain and evolve our risk appetite, risk culture and the supporting standards and processes governing risk assessment, monitoring and reporting.

## Our risk environment

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. In addition, we identify, monitor and manage the risks associated with our transformation agenda, as our organisation evolves to meet new demands and opportunities. We also maintain vigilance in relation to emerging risks so that we can bring them within our active risk-management activities as they develop.



*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.*

## Risk oversight and assurance

Quarterly reports to the Executive on enterprise governance, risk and compliance demonstrate the principles of good governance, risk intelligence and compliance management being implemented across our business lines, performance outcomes, and transformation agenda. These reports are supported by various assurance activities and provide data and insights on our organisational risk performance and external risk trends.

The Audit and Risk Committee assists the Board in ensuring an appropriate system of risk oversight and management (including effective internal controls) is maintained and 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 aspects within its terms of reference.

We use a '3 lines' approach to manage our daily risks according to our risk-management strategy. This approach includes risk management by our internal specialist policy and assurance teams and an additional layer of assurance provided by internal and external audits.

Assurance activities are layered and embedded within our organisation. Our third-line internal audit function (sharing risk and compliance information with the second-line risk function to ensure appropriate focus for audit activity) provides a separate layer of assurance that our risk management, governance and internal control processes are operating effectively. The effective operation of these assurance activities informs our stakeholders that risks are being appropriately managed, controls are effective and operating as designed, and compliance obligations are being met.

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



*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 aspects within its terms of reference.*



# Key risks

We manage a variety of risks associated with the success of this corporate plan. We mitigate these risks by proactively identifying and assessing them, implementing controls, and adapting strategies to maintain operational stability and resilience.

We are also continually adjusting and adapting our operating model and transformation portfolios to fulfil our purpose and meet the expectations of our stakeholders efficiently. These actions may inherently change our risk profile, which we continue to monitor and manage. The key known risks and mitigations are summarised below:

Risk	Mitigation
<p>There is an inherent and enduring risk to the <b>safety</b> of air navigation in all our services.</p>	<p>We regard the safety of air navigation as the most important consideration in everything we do.</p> <p>We have a mature safety-management system embedded into all aspects of our operations including workforce and fatigue management, technological systems, and procedures and processes.</p>
<p>Our commitment to improving our <b>quality of service</b> delivers the service level our customers expect. This is reliant upon our ability to:</p> <ul style="list-style-type: none"> <li>• grow and maintain a sufficient number of and efficiently deploy a workforce of air traffic controllers and aviation rescue fire fighters</li> <li>• foster a culture of high performance comprised of engaged, diverse and inclusive people.</li> </ul>	<p>We carefully manage the supply and availability of our operational workforces. We have a broad range of strategies to maximise workforce availability.</p> <p>We are increasing our supply of air traffic controllers through an increased pipeline of ab initio's and targeted international recruitment.</p> <p>Additionally, we are maturing our leadership capabilities to enhance productivity and engagement.</p> <p>We are prioritising cultural transformation, which includes embedding a culture of trust, care and accountability, and promoting our reconciliation action plan and employee networks.</p>
<p>Our commitment is to, as far as practicable, protect the environment from the effects of, and effects associated with, aircraft operations including <b>aircraft noise</b>. This relies on our ability to:</p> <ul style="list-style-type: none"> <li>• understand and accurately forecast the effects of aircraft operations including noise</li> <li>• undertake genuine engagement with impacted communities</li> <li>• demonstrate that we minimise the impacts of aircraft operations on the environment and community in our end-to-end flight path design and airspace management.</li> </ul>	<p>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.</p> <p>A significant focus for Airservices is improving the way in which we undertake genuine engagement with impacted communities. We are committed to operating in accordance with our community engagement standard jointly developed with our communities.</p> <p>We take a community-by-design approach to flight path and airspace design which recognises that communities are not equally affected by noise. We consider community impacts on a case-by-case basis, with the ultimate aim of creating a more sustainable and equitable solution for managing aircraft operations and the resulting noise.</p> <p>We have, and continue to improve, outcomes for communities through our noise action plans and post-implementation reviews, including at Brisbane.</p>

Risk	Mitigation
<p>Our commitment to <b>environmental sustainability</b> and combatting climate change relies on our ability to reduce our net emissions. 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.</p>	<p>We recognise our responsibility to look after and safeguard our environment and ensure efficient management of natural resources, targeting net zero emissions by 2050.</p> <p>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.</p> <p>We are undertaking work to manage the effects of climate change and create resilience in our operations, as we modernise our services and invest in assets.</p>
<p>Our commitment to realise new and <b>improved capabilities</b> for the industry's benefit through our transformation portfolios relies on our ability to deliver projects and realise change. This includes delivering our contribution to the opening of Western Sydney International Airport and OneSKY.</p>	<p>We are focused on maturing our portfolio and project delivery capabilities with enhanced processes based on best practice.</p> <p>Additionally, we are prioritising our transformation portfolios to focus our change on a reduced number of high priority initiatives.</p>
<p>Our commitment to <b>financial sustainability</b> is built upon factors that are beyond the control of Airservices. The most significant unknowns are traffic volumes, regulated prices and inflationary costs.</p>	<p>We are using an independent expert to assist in modelling our corporate financial plan, including understanding traffic sensitivities and economic impacts.</p> <p>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 and increasing some capacity without significant increases in cost.</p> <p>We are reviewing alternate approaches to our capital structure to better underpin financial sustainability into the future.</p> <p>We are actively engaging with industry stakeholders and the ACCC on regulated pricing. Our prices have reduced by more than 24% in real terms since 2016.</p>
<p>Our commitment to the responsible management of <b>PFAS</b> relies upon our ability to:</p> <ul style="list-style-type: none"> <li>• execute strategies to identify, manage, and where practicable remediate contamination</li> <li>• fund the costs and liabilities associated with PFAS contamination and its remediation.</li> </ul>	<p>We continue to work closely with our stakeholders to ensure we are all aligned on the strategies for the responsible identification, management, and remediation activities for PFAS.</p> <p>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.</p> <p>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.</p>

# 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.*

## Overview

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### Statement of Expectations

This instrument is the Statement of Expectations for Airservices Australia for the period *1 July 2023* until 30 June 2025.

This Statement of Expectations (SoE) applies from 1 July 2023 until 30 June 2025, and replaces the SoE issued on 21 June 2021.

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.

### Statement of Intent

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.

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# Governance

## Statement of Expectations

I expect the Board and Chief Executive Officer (CEO) of Airservices to ensure Airservices has the necessary resources and capabilities in place:

- a. to effectively manage Airservices' strategic direction, risks, corporate planning in accordance with section 21 of the Act, and
- b. to provide Air Traffic Services and Aviation Rescue Fire Fighting Services to the service level articulated in this SoE.

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.

I expect Airservices to keep the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the Department) and myself informed of Airservices' actions in relation to the requirements of this SoE, and to promptly consult on any risks, events or issues that may materially impact upon Airservices.

I expect Airservices to provide myself and the Department with quarterly progress reports against the Corporate Plan, this SoE and reasonable additional reporting requested by me or the Department, including financial and performance metrics.

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.

I expect the Board of Airservices to invite me or my delegate, or a nominated department official, to an annual strategic meeting to discuss Airservices' performance.

## Statement of Intent

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.

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.

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.

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, or issues, and provided quarterly progress reports against the corporate plan, an annual report, and reasonable additional reporting requested.

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.

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 the minister, delegate, or a nominated department official, to an annual strategic meeting to discuss Airservices' performance.

# 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;
- 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 profitability and pay a dividend to Government in the 2027-28 financial year, or sooner;
- d. arrange and pay for independent biennial reviews to assess Airservices' capital structure.
- e. function in conformity with Australia's international obligations, including the requirements of the International Civil Aviation Organization (ICAO).

## 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 profitability and pay a dividend to Government in the 2027-28 financial year, or sooner.

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.



# Service level

## Statement of Expectations

I expect Airservices to:

- a. resolve Safety Findings issued by the Civil Aviation Safety Authority (CASA), including self-reported deficiencies, 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, competent staff resources available to provide Air Traffic Services without regular use of demand management practices due to staff availability or competency, unless specified by regulations or legislation;
- d. provide Aviation Rescue Fire Fighting 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;
- e. ensure it has in place sufficient, competent staff resources available to provide Aerodrome rescue and firefighting services without the reduction of category due to staff availability or competency, unless required in the delivery of services specified by regulations or 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) and (d), and communicate these strategies to stakeholders in a frank and timely manner.

Should Airservices be unable to meet the Expectations under sections 4a), 4b), 4c), 4d) and 4e), Airservices should communicate these clearly and transparently to CASA, including its plans for remediation, and include a report on these issues in its Quarterly Report 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 providing safe, secure and efficient Air Traffic Services through our skilled and experienced workforce without the regular use of demand management practices due to staff availability or competency, unless specified by regulations or legislation.

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.

# Key initiatives

## Statement of Expectations

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 my Department on the progress of the project, including early identification of risks to delivery and supporting reporting to Government;
  - achievement of program milestones; and
  - providing information as requested by me or my Department.

- 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;

- 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; and
  - to promote the integration of the above into Australian airspace.

- d. develop and implement a Flight Information Management System consistent with the policy objectives articulated by the Government, including those concerning Unmanned Aircraft System Traffic Management.

## Statement of Intent

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.

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.

Airservices will continue to work with the Department and CASA to:

- support of 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
- to promote and ensure the safe integration of emerging technologies into Australian airspace.

Airservices will continue the 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

- 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; and
  - applying sufficient resources to support the opening of the Western Sydney International (Nancy-Bird Walton) Airport in 2026, including but not limited to: air traffic control; rescue and firefighting services; navigational aids; and airspace planning, design, and implementation.
- f. advance the Government's environmental objectives, including by:
- minimising the impact of aircraft operations on communities where practicable;
  - applying sufficient resources to the Airservices Noise Complaints and Information Service, so that noise-affected communities can access needed information;
  - applying sufficient resources to independent Aircraft Noise Ombudsman, and give due consideration to all findings and recommendations made by the Aircraft Noise Ombudsman; 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);

### Statement of Intent

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.

In designing airspace and flight paths, 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.

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.

# Key initiatives

## Statement of Expectations

- g. 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 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 Australian Government and for Airservices;
  - 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; and
  - working with the Department collaboratively on PFAS policy and implementation activities.

- h. 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.

## Statement of Intent

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.

Airservices will continue work with the Department collaboratively on PFAS policy and implementation activities.

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.

# Stakeholder engagement

## Statement of Expectations

I expect Airservices to:

- a. undertake effective and productive engagement with the community and industry 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, including appropriate participation in planning coordination forums, community aviation consultation groups and the National Airports Safeguarding Advisory Group; and
- 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.

## Statement of Intent

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 bodies 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 responds 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 coordination and consultation forums and technical noise working groups.

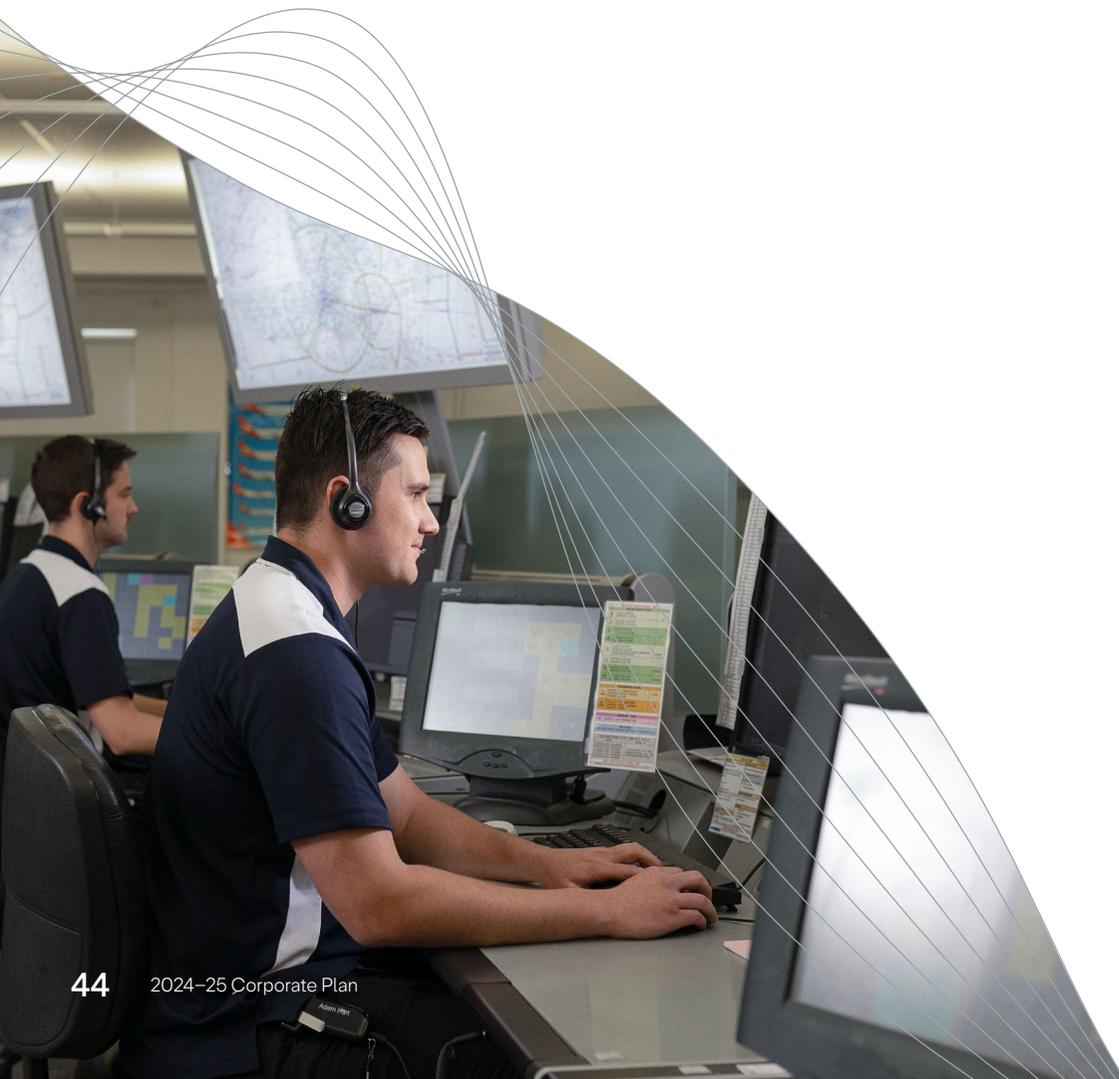
Airservices will continue to work closely with the Department and other agencies to deliver integrated and comprehensive advice to the government and other stakeholders on emerging issues affecting aviation regulation and policy including airspace management and protection, UAS and UTM, ARFF services and aviation infrastructure planning and implementation.

## 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



## Appendix C

## Acronyms

<b>Acronym</b>	<b>Meaning</b>
A-CDM	Airport collaborative decision making
ANO	Aircraft noise ombudsman
ARFF	Aviation rescue fire fighting
ATFM	Air traffic flow management
CASA	Civil Aviation Safety Authority
CEO	Chief executive officer
CMATS	Civil military air traffic management system
EBIT	Earnings before interest and tax
DAS	Digital aerodrome services
FIMS	Flight information management system
ICAO	International Civil Aviation Organization
KPI	Key performance indicator
NPAT	Net profit after tax
NOMC	National operations management centre
PBN	Performance-based navigation
PFAS	Per- and poly- fluoroalkyl substances
PGPA	Public governance, performance and accountability
RPAS	Remotely piloted aircraft systems
SoE	Statement of expectations
TRIFR	Total recordable injury frequency
UAS	Uncrewed aircraft system
UTM	Uncrewed aircraft system traffic management



## Appendix D

# List of requirements

<b>Requirements</b>	<b>Page</b>
Introduction	04
<ul style="list-style-type: none"><li>• Statement of preparation</li><li>• The reporting period for which the plan is prepared</li><li>• The reporting periods covered by the plan</li></ul>	
Purpose	08
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Performance	26





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