



Appendices

Appendix A: Ministerial expectations

The portfolio Minister regularly issues a Statement of Expectations (SOE) as a notice of strategic direction to the Airservices Board according to section 17 of the *Air Services Act 1995*. In addition to the SOE, the Minister can issue directions which inform the performance of our functions. These, together with the Board's Statement of Intent, are provided within this section.

Ministerial directions

During this reporting period, the Minister made no new formal directions to Airservices Australia under section 16 of the *Airservices Act 1995*.

There are 4 ministerial directions that remain current.

Year	Date of issue	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

Our statement of intent 2023–2025

Overview

Statement of Expectations

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

This Statement of Expectations (SOE) applies in respect of the period commencing 1 July 2023 and ending 30 June 2025 and replaces the previous 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 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 Australia **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.

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 ARFF 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
- 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 Australia will 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.

Airservices is committed to providing safe, secure and efficient Air Traffic Services through our skilled and experience workforce without the regular use of demand management practices, unless specified by regulations or legislation.

Airservices will provide ARFF Services to the category listed on the CASA-issued ARFF 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) and 4e), 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 Australia 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 ARFF service policy. We support the planned shift from the current regulatory framework to a more outcomes-based approach. Airservices will ensure ARFF services 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 Australia 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 Flight Information Management System (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).

- 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

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 stakeholder.

Airservices Australia 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 Australia will deliver essential infrastructure and services to support the opening of Western Sydney International (WSI) airport in 2026.

In designing airspace and flight paths, Airservices Australia 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 Australia Noise Complaints and Information Service will continue to be resourced to provide quality information and manage noise complaints to a high standard.

Airservices Australia 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.

Airservices Australia 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, including participating in the Commonwealth inter-departmental committee.

Airservices Australia will provide regular advise on PFAS risks and liability, provide updates on investigations and management actions, and remediation options and cost.

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

Airservices Australia 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 Australia 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 Australia 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 Australia has established mechanisms to share information with CASA in relation to the performance of its regulatory functions.

Airservices Australia 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 Australia is committed to providing key service performance results publicly through our website.

Airservices Australia 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 Australia 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 Australia 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.