

Thank you, Chair and Senators.

It has now been just over 14 months since I commenced as Chief Executive Officer of Airservices Australia.

Over this time, we have recorded our highest levels of service in three years, off the back of significant efforts to improve our staffing levels, rostering and operational efficiency.

In July and August, we recorded the lowest levels of airspace service variations since January 2022 and between September 2024 and August 2025, 0.1 per cent of total delays were attributable to Airservices. This coincides with the aviation industry recently recording its best on-time performance in five years.

We recognise, there is still more work to do in some locations to enhance resilience. We are continuing however, to recruit with an additional 85 air traffic controllers (ATC) expected to be endorsed by the end of 2025. This will allow ATC standby arrangements, improving resilience at peak times.

We have also completed a major program of organisational transformation. This work has streamlined our structures, sharpened our focus, and delivered a more efficient and effective organisation. Importantly, it has positioned us to sustain performance gains and invest in future capabilities.

We continue to make progress on strengthening organisational culture. The independent review led by Elizabeth Broderick and Co. provided important recommendations, which have now been substantially addressed. This work has provided important foundations on which we continue to build as part of our Culture Improvement Program.

This year we will complete our program of detailed site investigations into PFAS at aviation facilities nationwide. With this work nearing conclusion, we are moving into the remediation phase. We have completed a successful remediation initiative at Launceston Airport with a number of other projects underway.

More than \$40 billion is being invested by industry to upgrade and expand airports across Australia, allowing for a 40 per cent increase in network capacity by 2032. Airservices is supporting this growth by investing in the necessary infrastructure and capability to ensure we can continue to enable safe access to our skies for all users.

The OneSKY program, which will harmonise civilian and military air traffic control for the first time in Australia, is ahead of planned milestones under the revised delivery strategy agreed with Defence in 2023.

The Civil Military Air Traffic Management System (CMATS) which will replace our current air traffic control system is now installed at our Melbourne campus and integrated with live surveillance and flight plan data across more than 80 terminals.

The CMATS Air Traffic Service Centre facilities in Melbourne, Brisbane and Perth are complete, with works progressing on refurbishing the existing facilities, to be used as CMATS Support facilities.

A Defence site installation at East Sale is supporting verification for military operations. Software development and testing will continue through 2026, followed by operationalisation

from 2027. Governance through the Commonwealth Project of Concern process continues to ensure alignment of all parties on delivery while keeping safety and efficiency front of mind.

We launched Australia's first Airport Collaborative Decision Making system (A-CDM) at Brisbane in May and Perth in July. Deployment is planned for Sydney in October and Melbourne in November. Early benefits include more predictable operations, reduced taxi times and less apron congestion delivering improved industry On Time Performance.

Our air traffic flow management digital twin predictive network planning tool, which allows us to model demand and capacity to reduce delays, is delivering measurable operational value, avoiding an estimated \$2.6 million in ground delays during the past financial year.

The Enterprise Network Modernisation Program to deliver next-generation digital communications infrastructure has completed 446 site upgrades since 2022, increasing bandwidth, security and resilience to support new services such as CMATS and Western Sydney International Airport.

Our board has recently approved our ARFFS NexGen program, a multi-year, national infrastructure investment to modernise our ARFFS stations, training facilities and our firefighting vehicle fleet.

The nationwide program encompasses Queensland, New South Wales, Victoria, and South, Western Australia, Tasmania and the Northern Territory, and is essential to ensure we provide legislated firefighting and rescue services to support the aviation industry and meet the needs of growing passenger numbers.

ARFFS NexGen will also ensure we continue to meet our regulatory obligations under the Civil Aviation Safety Regulations and Work Health and Safety requirements.

The Public Works Committee is currently considering our proposal for the first major works under ARFFS NexGen, a \$163m investment focused on upgrading our assets in, particularly in Queensland, so that we can provide a higher category of service to meet growing demand while keeping our team safe.

Phase 1a proposes fire station rebuilds at Cairns, Rockhampton, and Mackay, to replace physical assets at their end-of-life and deliver modern fit-for-purpose facilities.

It will also include the construction of cold drill training grounds at Cairns, Mackay, Rockhampton, Gladstone and Sunshine Coast. In addition, stations will be upgraded at Gladstone, Sunshine Coast, and our Melbourne Learning Academy to accommodate the new fire vehicle fleet in order to support operational readiness and training capability.

In summary, Airservices has made progress in strengthening its operations, completing transformational change, embedding cultural reform, and advancing critical environmental responsibilities.

We will continue to work with government, industry and communities to ensure Australia's aviation system remains safe, resilient and ready to support national growth.

Thank you. I am happy to take your questions.