Australian Government
Australian Radiation Protection and Nuclear Safety Agency

arpansa

ARPANSA CORPORATE PLAN

2017–21

CEO Foreword

I am pleased to present the 2017–21 Corporate Plan of the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA). I will, together with ARPANSA's dedicated and highly capable staff, endeavour to deliver according to the targets outlined in this plan, with the aim of protecting the Australian community and environment from the harmful effects of radiation.

Radiation has always been a natural part of our environment. Every day we are exposed to radiation from natural sources as wide-ranging as outer space (cosmic radiation), the sun (ultraviolet radiation), bedrock (including radon gas entering homes and workplaces), and naturally occurring radioactive substances in food and drink.

With the exception of ultraviolet radiation exposure from the sun, our exposures to natural sources are low. However, more than a century of radiation use for different purposes has changed the exposure environment. The use of radiation in medical procedures is now the largest source of exposure to the population, and very powerful sources of radiation are used for cancer treatment. Radiation sources are used for a variety of purposes, such as materials testing and density measurement. Radiation is used in research and for production of medicines and for communication (radiofrequency radiation). There are also workplaces with elevated levels of radiation of either natural or artificial origin.

ARPANSA achieves its protection mission by various means. We regulate Commonwealth entities using radiation. We collaborate with the states and territories to develop policies, codes and guidance for national implementation. We provide advice to a range of stakeholders and provide information that enable individuals to make their own decisions in relation to radiation risks. We are involved in radiation research and provide services such as calibrations, audits and monitoring, for the purpose of protecting the community and environment.

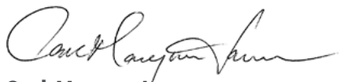
We are looking forward to continuing our delivery of services to the Australian community over the next four years, and to deal with the challenges we may face in doing so.

Carl-Magnus Larsson

Introduction

Statement of preparation

I, Carl-Magnus Larsson, as the accountable authority of the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), present the 2017–18 Corporate Plan, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This Corporate Plan covers the reporting periods of 2017–18 to 2020–21.



Carl-Magnus Larsson
CEO of ARPANSA

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Purpose

Vision

A safe radiation environment for the Australian community.

Purpose

The Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) is the Australian Government's primary authority on radiation protection and nuclear safety. Our purpose is to protect the Australian people and the environment from the harmful effects of radiation, through understanding risks, best practice regulation, research, policy, services, partnerships and engaging with the community.

Strategic objectives

The ARPANSA program of work entails six key strategic objectives that guide our priorities and contribute to delivering radiation protection and nuclear safety outcomes to the Australian community:

1. Protect the public, workers and the environment from the harmful effects of radiation.

2. Promote radiological and nuclear safety and security, and emergency preparedness.

3. Promote the safe and effective use of ionising radiation in medicine.

4. Ensure risk informed and efficient regulation.

5. Strengthen engagement with community and government.

6. Enhance organisational innovation, capability and resilience.

Capability

Objectives five and six above are included in the 2017–21 Corporate Plan for the first time to reflect the important work of our supporting capabilities. The performance of our supporting capabilities will be measured and reported alongside our other four objectives; details of these measures can be found in the performance section of this Corporate Plan.

Environment

Under the *Australian Radiation Protection and Nuclear Safety Act 1998* (the Act), ARPANSA regulates Commonwealth entities using radiation with the objective of protecting people and the environment from the harmful effects of radiation. Under the Act, ARPANSA also carries out a number of additional functions such as provision of advice, research and services, with the aim of promoting radiation safety across all Australian jurisdictions.

ARPANSA is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), within the Health portfolio, and operates under the *Public Service Act 1999*.

ARPANSA works closely with medical, educational, environmental and scientific institutions, industries, and with its licence holders, to achieve radiation protection and nuclear safety outcomes for the Australian community. This includes engaging with community groups and other stakeholders with a legitimate interest in such matters. Our ambition is to be available and provide advice (e.g. our 'Talk to a Scientist' program), as well as to participate within our means and mandate in the public debate.

The use of radiation in medicine is the largest source of radiation exposure to the Australian population, and the range of techniques involving radiation in medicine is increasing. ARPANSA works with the medical sector to ensure that only justified imaging procedures are carried out, and that the radiation exposures from such procedures do not exceed what is required for a satisfactory diagnostic outcome. Approximately 50,000 Australians receive radiation therapy every year and the safety of such treatment is intrinsically linked to ARPANSA's calibration and audit services. ARPANSA pro-actively audits providers to ensure the safe and accurate delivery of this therapy across all of Australia.

The production of radiopharmaceuticals in Australia is planned to increase three-fold with the Australian Nuclear Science and Technology Organisation (ANSTO) Nuclear Medicine Facility, currently under construction. It will, contingent on ARPANSA's approval, satisfy a significant portion of the global demand for molybdenum-99 for diagnostic procedures. ARPANSA will take its decision regarding licensing, based on careful analysis of the safety and security aspects of the facility, in the 2017–2018 financial year.

Production of radiopharmaceuticals not only leads to generation of radioactive waste, but also to the generation of spent nuclear fuel from the OPAL Reactor at ANSTO. Our operating environment is currently influenced by discussions about final management of radioactive waste, including disposal. The Australian Government has initiated a process to establish a national disposal facility for low level radioactive waste and a storage facility for intermediate level waste held by the Commonwealth, in both cases only intended for management of waste of domestic origin. The facility may also receive radioactive waste held by other jurisdictions. ARPANSA will continue its engagement with communities that have been identified as potential site(s) for the national facility.

Skin cancer incidence and mortality rates in Australia are among the highest in the world, posing a significant health burden and economic cost. Caused by ultraviolet (UV) radiation, skin cancer is also one of the most preventable forms of cancer and, if detected early, the vast majority of cases can be treated successfully. ARPANSA works with a number of stakeholders to promote 'sun smart' behaviours, with the aim of providing information and other services that will promote people's understanding of the risks associated with tanning or exposure to UV radiation more broadly, thus contributing to prevention of skin cancer.

Exposures to other sources of radiation found in our environment are low but variable. Their application and purpose, for example in medicine, industry and communication, is constantly changing. Scientific research is constantly seeking how these exposures may impact our health and the world around us. ARPANSA continually reviews emerging science about risks from ionising and non-ionising radiation and engages with stakeholders, including community groups, to inform about any such risks.

ARPANSA publishes Fundamentals, Codes and Guides in the Radiation Protection Series (RPS), which promote national policies and practices that protect human health and the environment from harmful effects of radiation. ARPANSA develops these publications jointly with state and territory regulators through the Radiation Health Committee (RHC), which oversees the preparation of draft policies and standards with the view of their uniform implementation in all Australian jurisdictions. To the extent possible and relevant for Australian circumstances, the RPS publications give effect in Australia to international standards and guidance. The sources of such standards and guidance are varied and include the International Commission on Radiological Protection (ICRP), the International Commission on Non-Ionizing Radiation Protection (ICNIRP), the International Atomic Energy Agency (IAEA) and the World Health Organization (WHO).

As an advocate and leader in international best practice, ARPANSA will receive an IAEA Integrated Regulatory Review Service Mission in 2018. This review will focus on Australia's legal and regulatory framework against the IAEA safety standards. The mission will also report upon ARPANSA's licensing, inspection and enforcement processes, as well as other national arrangements for radiation protection. ARPANSA will work together with states and territories in preparing for the mission, in order to allow for a fully representative review of regulation of radiation practices and nuclear installations in Australia.

Through our engagement with the IAEA, WHO, ICNIRP, ICRP and the United Nations Scientific Committee on the Effects of Atomic Radiation (UNSCEAR), we integrate scientific knowledge and international best practice into our regulatory activities, advice and services, and into our promotion of national uniformity of policies and practices across Australia.

We continue to develop our people, governance, infrastructure and technology to ensure our processes and systems provide the appropriate capability to support the achievement of our strategic objectives in this operating environment. To that end, we are developing our Integrated Management System to cover all aspects of delivering radiation protection and nuclear safety outcomes to the Australian community.

Performance

Planning

Our Corporate Plan is a central part of our business planning and performance framework and will support planning activities across the agency. The plan spans four annual reporting periods and will be updated each period. The plan is expected to evolve over coming years as the agency works toward its vision and adapts to emerging priorities.

This plan is directly aligned to the relevant outcomes and programs set out in the Department of Health 2017–18 Portfolio Budget Statements; specifically:

- Program 5.1: Protect the health and safety of the community through regulation.

The Department of Health has strategic regulatory policy and national leadership responsibility for radiation protection and nuclear safety with particular regard to the regulatory framework. This includes best practice for health technologies related to radiation and nuclear safety.

The plan is aligned with the six strategic objectives that will assist ARPANSA to protect the Australian people and the environment from the harmful effects of radiation. The 2017–18 agency business plans and individual performance agreements are also aligned with this plan.

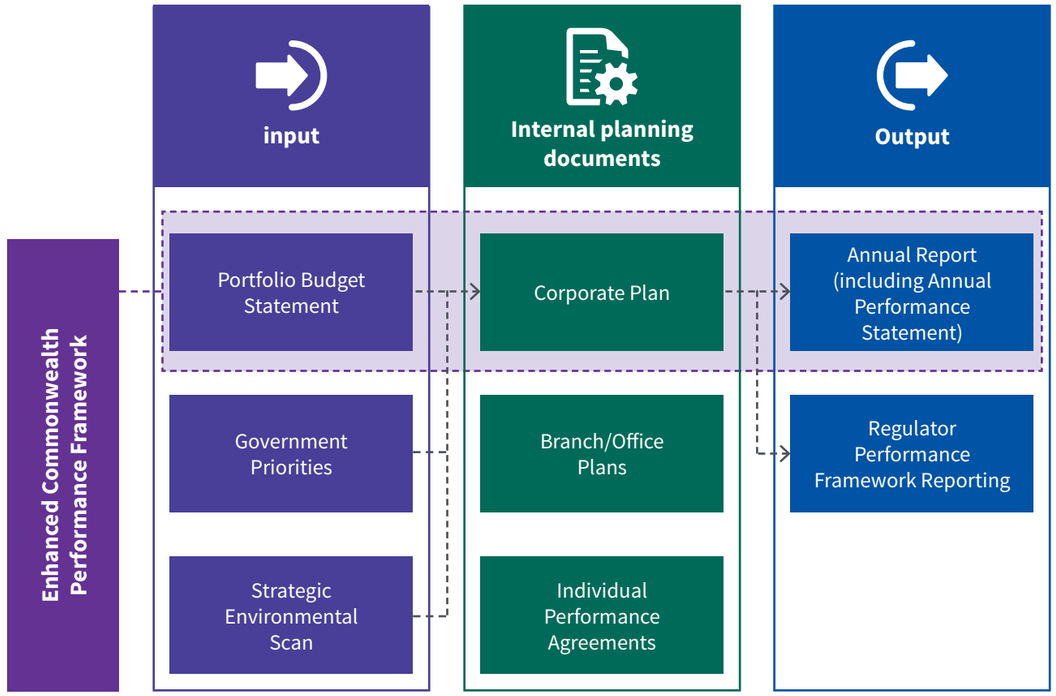
Performance

The plan outlines our six objectives, the strategies we will employ to deliver on these, and the activities and projects that will aid in this delivery.

In addition to ARPANSA's strategic objectives, the Commonwealth's Regulator Performance Framework (the framework) requires regulatory agencies to develop output or activity-based evidence measures for each of six Key Performance Indicators (KPIs). The framework encourages regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives and to promote positive, ongoing and lasting cultural change within regulators. These indicators have been incorporated into our performance monitoring and reporting.

Our performance measures are presented under each of the six objectives. Progress against the measures and other commitments outlined in our Corporate Plan and agency business plans will be monitored and reported to ARPANSA executive and the Audit & Risk Committee on a quarterly basis. Our results for the year against the performance criteria detailed in this Corporate Plan will be reported in our annual performance statement within the 2017–18 annual report.

Overview of ARPANSA's planning and performance framework



1. Protect the public, workers and the environment from the harmful effects of radiation

ARPANSA will acquire scientific knowledge to inform its regulatory activities and provide evidence-based, risk-informed advice to the Australian Government and community. We will deliver this by providing expertise, specialised resources and services to support the protection of the public, workers and the environment from the hazards of both ionising and non-ionising radiation.

Strategies

The strategies we will employ to achieve this objective are:

- conduct hazard identification and exposure analysis of radiation sources
- evaluate the health risks to the public, workers and the environment
- mitigate risks to the public, workers and the environment.

Performance measures

We will demonstrate our performance through the following measures:

No	KPI	2017–18 Target	PBS page	2018–19	2019–20	2020–21
1.1	UV monitoring network data availability to the public	>95%	234	>95%	>95%	>95%
1.2	Annual reporting of trend in radiation doses received by workers, determined from quantitative dose measurement, provides evidence of optimisation of radiation protection	Annual reporting of trend in radiation doses received by workers, determined from quantitative dose measurement, provides evidence of optimisation of radiation protection	234	✓	✓	✓
1.3	Number of organisations submitting worker exposure records to the Australian National Radiation Dose Register (ANRDR)	10	N/A	12	14	16

✓ *Indicates reporting periods where qualitative KPIs will be measured against unchanged target*

We will also demonstrate our performance through delivery of the following projects:

No	Project	Description	Estimated completion time
1.4	Existing exposure guide	Develop National uniform guidance for radiation protection of occupationally exposed persons, the public and the environment in existing exposure situations	December 2017
1.5	National Radon Action Plan	Develop the National Radon Action Plan outlining the framework for hazard identification and risk mitigation to reduce radon-induced lung cancer in Australia	June 2018
1.6	Mobile phones	Study on mobile phone use prevalence and time trends in brain tumour incidence in Australia	June 2018
1.7	Skin cancer programs	Build partnerships with national non-governmental organisations to develop multi-component programs to influence the behaviour of the Australian public in order to reduce the incidence of skin cancer in Australia	June 2019

2. Promote radiological and nuclear safety and security, and emergency preparedness

ARPANSA will support a national approach to the security and safe management of radiation sources, radiation facilities and nuclear installations. We will deliver this by supporting national and regional arrangements for preventing accidents and security events that may lead to radiation exposure and maintaining effective emergency response systems that protect the Australian community in the case of a radiological or nuclear event.

Strategies

The strategies we will employ to achieve this objective include:

- preventing a safety and security event with nuclear or radiological implications
- preparing for a nuclear or radiological event
- responding to a nuclear or radiological event
- recovering from a nuclear or radiological event.

Performance measures

We will demonstrate our performance through the following measures:

No	KPI	2017–18 Target	PBS page	2018–19	2019–20	2020–21
2.1	ARPANSA is prepared for a radiological or nuclear incident or emergency	Emergency preparedness and response systems for field, network and laboratory measurements, and information management and decision support systems are available, calibrated, tested and aligned with national planning	234	✓	✓	✓

✓ *Indicates reporting periods where qualitative KPIs will be measured against unchanged target*

We will also demonstrate our performance through delivery of the following projects:

No	Project	Description	Estimated completion time
2.2	National hazard assessment	Deliver a report that will identify and assess hazards associated with facilities, activities or sources and their potential consequences of an emergency	June 2018
2.3	Emergency exposure guide	Develop national uniform guidance for radiation protection in emergency exposure situations providing a tool for preparedness and response	June 2018
2.4	CTBTO[1] monitoring stations	Deliver, in cooperation with the CTBTO, upgrades to the Darwin radionuclide monitoring station	June 2020

[1] The Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO) monitors for nuclear explosions on the Earth's surface, in the atmosphere, underwater and underground. Once ratified, the Treaty will ban nuclear explosions.

3. Promote the safe and effective use of ionising radiation in medicine

Medical procedures in diagnosis, intervention and therapy are the largest source of ionising radiation exposure to the Australian population. ARPANSA seeks to ensure that the amount of radiation used for these essential procedures is controlled, appropriate and well known and characterised, in order to achieve the desired clinical outcome while maintaining optimised patient safety. We will deliver our input to the quality and safety of health care by providing auditing and calibration services to clinics to support radiation protection of patients in diagnosis and therapy, and surveying clinics to disseminate information on diagnostic exposure levels, with the aim of optimising patient protection.

Strategies

The strategies we will employ to achieve this objective include:

- ensuring accurate delivery of radiotherapy in Australia
- encouraging justification and optimisation of diagnostic procedures
- enhancing medical professionals' knowledge of ionising radiation.

Performance measures

We will demonstrate our performance through the following measures:

No	KPI	2017–18 Target	PBS page	2018–19	2019–20	2020–21
3.1	Number of Diagnostic Reference Level surveys per annual survey period	1200	235	1400	1600	1600
3.2	Percentage of Australian radiotherapy providers subscribing to the national dosimetric auditing program provided by the Australian Clinical Dosimetry Service	50%	235	60%	70%	70%
3.3	Percentage of Australian radiotherapy providers covered by ARPANSA dose calibration services	70%	235	70%	70%	70%

✓ *Indicates reporting periods where qualitative KPIs will be measured against unchanged target*

We will also demonstrate our performance through delivery of the following projects:

No	Project	Description	Estimated completion time
3.4	New linear accelerator	Delivery and installation of a new linear accelerator to ensure that ARPANSA and Australia have the tools required to ensure the safe delivery of radiation therapy to the Australian population	June 2018
3.5	Medical Code	Develop a national uniform medical code for acceptance by the Radiation Health Committee	June 2018

4. Ensure risk informed and efficient regulation

ARPANSA is committed to the effective and efficient regulation of radiation sources, radiation facilities and nuclear installations, as well as the safe transport of radioactive material. Using review and analysis we will continually improve ARPANSA's regulatory processes for the benefit of Commonwealth licence holders, applicants and the Australian community. ARPANSA will work together with state and territory jurisdictions to promote national uniformity in radiation protection policies and practices throughout Australia.

Strategies

The strategies we will employ to achieve this objective include:

- ensuring compliance of Commonwealth entities with regulatory requirements
- ensuring regulatory actions are proportionate to the risk
- providing timely and evidence based assessment of applications
- promoting international best practice in regulatory policy and practices
- communication with regulated entities is clear, targeted and effective
- contributing to the continuous improvement of regulatory framework and processes.

Performance measures

We will demonstrate our performance through the following measures:

No	KPI	2017–18 Target	PBS page	RPF KPI[2]	2018–19[3]	2019–20[3]	2020–21[3]
4.1	Monitor doses to radiation workers at licensed Commonwealth facilities and influence doses in a downward manner	The radiation doses of the 100 most exposed workers at licensed Commonwealth facilities trend downwards over time	236	N/A	✓	✓	✓
RPF KPI 1: Regulators do not unnecessarily impede the efficient operation of regulated entities							
4.2	Inspections are conducted in accordance with established inspection schedule	>85%	236	1.1	>85%	>85%	>85%
4.3	Applications are assessed within agreed timeframes	>75%	N/A	1.2	>75%	>75%	>75%
RPF KPI 2: Communication with regulated entities is clear, targeted and effective							
4.4	Information sharing meetings are held with licence holders	>20 meetings	N/A	2.1	>20	>20	>20
RPF KPI 3: Actions undertaken by regulators are proportionate to the regulatory risk being managed							
4.5	Inspection schedule is risk informed and reviewed annually	Risk-based scheduling of inspections	N/A	3.1	✓	✓	✓
4.6	A graded approach is applied to compliance monitoring and enforcement actions	Graded approach to monitoring and enforcement	N/A	3.2	✓	✓	✓
RPF KPI 4: Compliance and monitoring approaches are streamlined and coordinated							

✓ *Indicates reporting periods where qualitative KPI will be measured against unchanged target*

[2] RPF refers to the KPIs required by the Regulatory Performance Framework in applicable.

[3] Targets are reviewed annually to ensure that they remain achievable and realistic, taking into account operational factors.

4. Ensure risk informed and efficient regulation (continued)

No	KPI	2017–18 Target	PBS page	RPF KPI[3]	2018–19	2019–20	2020–21
4.7	Actions are initiated within three months of the identification of an area for improvement	>50%	N/A	4.1	>75%	>75%	>75%
4.8	Information is shared with collaborating regulatory agencies	Collaboration with regulatory agencies	N/A	4.2	✓	✓	✓
RPF KPI 5: Regulators are open and transparent in their dealings with regulated entities							
4.9	ARPANSA's risk framework, the basis for regulatory decisions, and the outcomes of compliance monitoring are published on the web	Transparency in dealings with regulated entities	N/A	5.1	✓	✓	✓
4.10	Stakeholders, including the public, are consulted on the development of codes and guidance publications	Consultation with stakeholders	N/A	5.2	✓	✓	✓
RPF KPI 6: Regulators actively contributed to the continuous improvement of regulatory frameworks							
4.11	Feedback from licence holders is encouraged and feedback received is positive, constructive and drives improvement	Score >75% and qualitative data	N/A	6.1	>75%	>75%	>75%
4.12	Improvements identified through internal or external reviews, self-assessment or feedback, are implemented effectively	Identity and implement improvements	N/A	6.2	✓	✓	✓
4.13	Promote the use of international best practice across Australia	Promote international best practice	N/A	6.3	✓	✓	✓

✓ *Indicates reporting periods where qualitative KPIs will be measured against unchanged target*

We will also demonstrate our performance through delivery of the following projects:

No	Project	PBS page	Description	Estimated completion time
4.14	Integrated Regulatory Review Service Mission	236	Benchmark Australia's radiation and nuclear safety framework against the International Atomic Energy Agency (IAEA) safety requirements, by participating in an Integrated Regulatory Review Service (IRRS) mission to Australia. • Complete self-assessment of ARPANSA's and participating states' and territories' framework for radiation and nuclear safety, and prepare draft action plan. • Receive IRRS mission coordinated by IAEA, finalise action plan and commence implementation.	June 2018 2018–19 (and beyond)

5. Strengthen engagement with community and government

ARPANSA is the Australian Government's primary authority on radiation protection and nuclear safety; we have expertise in government policy and arrangements, stakeholder communications and engagement, and promoting national uniformity.

To aid us in the delivery of this objective we will continue to implement the ARPANSA brand strategy and to develop our government relations strategy to build and maintain collaborative relationships and enhance our profile across government. International relations will also play an important role in our ability to deliver against this objective and we will enhance the international relations strategy to increase international visibility and impact, and improve our reputation with key international stakeholders.

Strategies

The strategies we will employ to achieve this objective include:

- ensuring Australia's obligations for radiation protection and nuclear safety are met
- influencing and collaborating with domestic and international partner organisations
- ensuring effective stakeholder engagement.

Performance measures

We will demonstrate our performance through the following measures:

No	KPI	2017-18 Target	PBS page	2018-19	2019-20	2020-21
5.1	Timely advice and reporting	Advice and reports provided in accordance with requirements and schedule	N/A	✓	✓	✓
5.2	Compliance with international conventions	Compliance through international conventions and codes through submitting national reports to review meetings as per schedule	N/A	✓	✓	✓
5.3	Percentage increase in social media interactions annually	>20%	N/A	>20%	>20%	>20%

✓ *Indicates reporting periods where qualitative KPIs will be measured against unchanged target*

We will also demonstrate our performance through delivery of the following projects:

No	Project	Description	Estimated completion time
5.4	NRWMF[4] stakeholder engagement	Undertake stakeholder engagement activities for the proposed NRWMF. This will include at least 3 community outreach visits prior to the receipt of a potential licence application.	TBD

[4] The NRWMF refers to the Department of Industry, Innovation and Science (DIIS) proposed establishment of a National Radioactive Waste Management Facility. ARPANSA is responsible for the licensing of any future NRWMF.

6. Enhance organisational innovation, capability and resilience

ARPANSA will continue to build and maintain our internal capacity and capability to support our operational functions. We aim to create a dynamic environment that enables and encourages excellence in services, research, advice, regulation and the utilisation of knowledge.

Strategies

The strategies we will employ to achieve this objective include:

- developing and maintaining a high performing workforce
- continually improving governance arrangements, systems and infrastructure
- effective use of digital technology
- building financial resilience
- promoting innovation and research and development
- implementing effective and integrated safety and security programs.

Performance measures

We will demonstrate our performance through the following measures:

No	KPI	2017–18 Target	PBS page	2018–19	2019–20	2020–21
6.1	Employee engagement score achieved in annual APS employee census	>6.0	N/A	>6.0	>6.0	>6.0
6.2	Number of ARPANSA breaches[5] identified in radiation safety and security compliance assessments	0	N/A	0	0	0

✓ *Indicates reporting periods where qualitative KPIs will be measured against unchanged targets*

We will also demonstrate our performance through delivery of the following projects:

No	Project	Description	Estimated completion time
6.3	Learning solutions framework	Develop a learning solutions framework to provide ARPANSA employees with learning and development programs that clearly link to our objectives and to support employees in developing and refining skills critical to succeeding in their role as they progress within the Agency	June 2018
6.4	Integrated Management System	Develop and implement a framework to establish an Integrated Management System (IMS). The IMS project will support ARPANSA to deliver products and services to the Australian community and Government in the most effective and efficient way.	October 2018
6.5	Digital Strategy	The Digital Strategy will be updated to reflect the results from proof of concept and pilot initiatives and in consideration of agency and technology needs to ensure continual alignment with ARPANSA's strategic objectives	June 2018
6.6	Research and Innovation Strategy	Develop and implement a research and innovation strategy. This strategy will provide a framework for ensuring high quality research and innovation within ARPANSA to support its radiation protection and nuclear safety programs, as well as its regulatory activities.	June 2019
6.7	Cost recovery of Commonwealth licensing activities	Develop a funding model to achieve appropriate cost recovery of Commonwealth licensing activities	June 2019

[5] Breaches identified under the ARPANS Act and Protective Security Policy Framework (PSPF).

Risk oversight and management

ARPANSA's Risk Management Framework aligns with broader requirements such as the Commonwealth Risk Management Policy 2014 and the international standard on risk management (*AS/NZS ISO 31000:2009*), and meets the requirements of Section 16 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

We use Comcover's Risk Management Maturity Model to identify our priorities when planning our risk strategy and improving our risk maturity.

In 2017–18, ARPANSA will focus on enhancing our risk management culture through revision of our Risk Management Framework, integrating risk management with our planning processes and improving our risk management training program to ensure staff are actively undertaking and understanding their roles and responsibilities under the PGPA Act.

The improved risk management framework will allow the agency to make well informed risk-based decisions on all aspects of business, including budget and resourcing allocations.

Our Risk Management Framework deals with two main risk types and the processes necessary to address them.

1. **Health and environment radiation risks include:** risks to workers, the public, patients undergoing medical procedures, and the environment, which ARPANSA is responsible for managing under the ARPANS Act.
2. **Agency risks include:** safety, (workplace health and safety and radiation safety), security, reputation, financial, disruption to operations and services, and risks to achieving planned outcomes.

Governance

Our governance structure enables consideration of risk in all core business decisions and supports the achievement of our objectives.

Advisory Bodies

The *Australian Radiation Protection and Nuclear Safety Act 1998* (ARPANS Act) establishes the Radiation Health and Safety Advisory Council (RHSAC), the Radiation Health Committee (RHC) and the Nuclear Safety Committee (NSC) to advise the CEO of ARPANSA. The *Public Governance, Performance and Accountability Act 2013* (PGPA Act) requires Commonwealth entities to establish an audit committee.

Radiation Health and Safety Advisory Council

The RHSAC advises the CEO on emerging issues and matters of major public concern relating to radiation protection and nuclear safety.

Radiation Health Committee

The RHC advises the CEO and the RHSAC on matters relating to radiation protection, including formulating draft national policies, codes and standards for the promotion of uniform national standards of radiation protection.

Nuclear Safety Committee

The NSC advises the CEO on matters relating to nuclear safety and the safety of controlled facilities, including developing and assessing the effectiveness of standards, codes, practices and procedures.

Strategic Management Committee

The SMC is strategically focused and looks forward to the medium and long term future of the agency, rather than the ongoing day-to-day business.

Audit & Risk Committee

The Audit and Risk Committee provides independent assurance and advice to the CEO on the agency's financial reporting, performance reporting, system of risk oversight and management and system of internal control.