



Australian Government

**Australian Radiation Protection
and Nuclear Safety Agency**



Corporate Plan 2023–24

COVERING THE PERIOD 2023–24 TO 2026–27



Acknowledgement of Country

The Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) respectfully acknowledges Australia's Aboriginal and Torres Strait Islander communities and their rich culture and pays respect to their Elders past and present. We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal and Torres Strait Islander peoples and communities to Australian life and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

CEO foreword

I am pleased to present ARPANSA's 2023–24 Corporate Plan.

This plan outlines how our key strategic activities, that represent our significant areas of work, will support the agency's purpose and continue to build on the significant steps we have taken to modernise and mature our systems, facilities and planning information. ARPANSA's role is diverse, with many integral and complex functions that align our resources and enable us to achieve our purpose.

Every day, Australians are exposed to radiation from a wide range of natural sources, including outer space (cosmic radiation), the sun (ultraviolet radiation), radon gas that is released from the bedrock in our environment, and other naturally occurring radioactive substances that are present in food, soil and water. We are also exposed to artificial (human-made) sources of radiation that are used across a broad range of industrial, communication, medical (diagnostic and therapeutic) and research activities.

The use of radiation in medical procedures, is now the largest source of exposure to the population, with powerful sources of radiation often required for cancer treatments. There are also workplaces, such as mines, radiopharmaceutical production facilities, and hospitals where workers may be exposed to radiation of either natural or artificial origin. With continued development and implementation of new technologies in Australia that involve radiation, ARPANSA must also monitor these developments to understand the risks they may pose.

Working together with ARPANSA's dedicated and highly capable staff, I am looking forward to continuing our service to the Australian community. We will 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.

Statement of preparation

I, Gillian Hirth, as the accountable authority of the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), present the 2023–24 ARPANSA Corporate Plan, which covers the period of 2023–24 to 2026–27, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).



Gillian Hirth

GILLIAN HIRTH



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Introduction

Our purpose

ARPANSA's purpose is defined in section 3 of the *Australian Radiation Protection and Nuclear Safety Act 1998* (ARPANS Act) – to protect the health and safety of people, and to protect the environment, from the harmful effects of radiation.

Our role

ARPANSA is the Australian Government's primary authority on radiation protection and nuclear safety. We are:



An independent regulator

We are the independent regulator of Commonwealth entities that use or produce radiation. Using a risk-informed regulatory approach, we ensure that licensees take responsibility to protect people and the environment from the harmful effects of radiation.



A health advisor

We provide high quality advice to the government and the community. We build and maintain expertise in measurement of radiation and assessment of health impacts, including the assessment of risks and responses to radiation incidents.



A service provider

We offer high quality services for the purpose of protection against the harmful effects of radiation.

Outcome and Commonwealth programs

This plan is directly aligned to the below outcome and programs, set out in the Department of Health and Aged Care 2023–24 Portfolio Budget Statements (PBS). Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements.

Outcome 1: Protection of people and the environment through radiation protection and nuclear safety research, policy, advice, codes, standards, services and regulation.

- **Program 1.1 – Radiation protection and nuclear safety**

Protect the Australian people and the environment from the harmful effects of radiation through effective, risk-informed regulation and delivery of services under the Australian Radiation Protection and Nuclear Safety Act 1998. Scientific knowledge and international best practice is applied to promote awareness of the effects of radiation and a nationally uniform approach to radiation protection of people (the public, workers, and patients undergoing medical procedures using radiation) and the environment.

- **Program 1.2 – Nuclear Powered Submarines**

Support delivery of nuclear-powered submarines capabilities through radiation protection and nuclear safety research, policy, advice, codes, standards, services and regulation.

- **Linked program 1.8 – Health Protection, Emergency Response and Regulation**

The Department of Health and Aged Care 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.

Our key activities

To support the achievement of our purpose, outcomes and programs, ARPANSA has identified the following key activities:



Initiate, maintain, and promote frameworks for protection and safety



Undertake research and provide expert evaluations, advice, and services



Ensure effective and risk-informed regulation



Enhance organisational innovation and capability

Our operating context

Environment

To inform our corporate planning processes and ensure we can operate effectively in an environment of complexity and change, we have assessed the environmental factors that may have an impact the delivery of our purpose. This has allowed us to plan a proportionate response and consider strategies to prepare accordingly. Many factors below are our significant four areas of focus and our response.

Factors	How it will impact us	How we will respond
<p>AUKUS</p> <p>In 2021 an enhanced trilateral security partnership was announced between Australia, the United Kingdom and the United States (AUKUS). In support of this partnership, a multi-agency Nuclear Powered Submarine enterprise led by the Department of Defence, has been working to identify an optimal pathway to deliver nuclear-powered submarines for Australia. ARPANSA has been, and will continue to, support the implementation of a sovereign nuclear-powered submarine capability. ARPANSA is providing direct advice and support to the Australian Government on aspects of nuclear stewardship, in particular regulation of nuclear safety and radiation protection.</p>	<p>It is anticipated that this factor will have a significant impact on the Agency. As ARPANSA continues to support the implementation and establishment of an Australian nuclear-powered submarine capability, our scope will have to adapt as new interfaces, frameworks, safety standards and plans are developed.</p>	<p>ARPANSA is in the process of assessing the current impact on our resourcing and infrastructure and adjusting the agency posture. ARPANSA has commenced preparation of recruitment actions to improve the organisation’s workflow. Our change management processes will be relied upon and utilised to manage this impact, and in particular support staff morale, culture, and psychological safety. The ARPANSA leadership team is committed to providing effective and timely support, while ensuring the quality of business-as-usual activities is not significantly compromised.</p>
<p>Workforce</p> <p>ARPANSA highly values the expertise and diversity of our people and is committed to a flexible, inclusive and positive workforce culture. As unemployment rates hold steady, the tight labour market and increased number of Australian Public Service (APS) job vacancies is anticipated to create a competitive environment to recruit and maintain our workforce. This tight labour market, national skills shortage and relatively small pool of qualified radiation protection and nuclear safety experts within Australia, makes it difficult to recruit and more challenging to retain suitably qualified staff. Technical expertise and succession planning are also a key consideration as the country navigates an ageing population and limited talent pipelines for nuclear science. ARPANSA anticipates that our additional program of work, supporting the nuclear submarine capability, combined with our business-as-usual activities, will place a high demand on staff expertise and our services.</p>	<p>It is anticipated that this factor will have a high impact on the Agency. ARPANSA recognises that a sustained high tempo of work is associated with staff burnout, and job demands are one of the most common sources of poor psychological health and safety. While workers need challenging tasks to maintain interest, motivation, and to develop new skills, demands should not exceed their ability to cope. Along with this safety impact, there is also a reputational impact if ARPANSA is unable deliver on our purpose or fulfill our statutory obligations. Recruiting all the required positions will also require our property arrangements to be reconsidered as our current office space reaches capacity.</p>	<p>ARPANSA is implementing broader strategies to support an agile and inclusive workforce, in a hybrid working environment. These will include, but are not limited to:</p> <ul style="list-style-type: none">• optimising recruitment and staff onboarding• recognising and embedding succession plans• developing capability frameworks that support workforce and knowledge management• refreshing the employee value proposition• ensuring change management processes are consistently applied• supporting the ARPANSA Graduate program• assessing the agency’s psycho-social hazard profile. <p>In addition to this, ARPANSA will also institute project freezes, as needed, to facilitate workload management and evaluate the cost recovery model of activities, to assure our sustainability.</p>

Factors	How it will impact us	How we will respond
<p>Technology changes</p> <p>Our relevance and consequently our effectiveness, is influenced by the ever-changing nature of technology. Technology advancement has resulted in significant developments and challenges to our services and research. With this, comes the expectation, from the parliament and public, that the Agency maintains current operational standards while supporting areas such as:</p> <p><i>Electromagnetic energy (EME)</i></p> <p>The continued advancement and use of EME in wireless services such as 5G and 6G, has resulted in the Federal Government’s EME Program, which aims to promote health and safety and address misinformation about EME emissions. ARPANSA supports this program by providing the public with clear, reliable, and reputable information on new EME-based technologies like 5G, and advice on how to use this technology safely.</p> <p><i>New medical modalities and techniques</i></p> <p>New modalities in the clinical space and health technology developments will impact our health system and the way patients are treated. Radiation therapy contributes to 40% of all cancer cures world-wide as well as improving the quality of life for many others (Radiation Oncology Targeting Cancer, 2020). Vast technological advances in radiation therapy have made life better for cancer patients in recent years by making treatments even quicker, more accurate and more effective. Research and developments of adaptive and 4D therapies, proton therapy, nuclear medicine-led theragnostic and artificial intelligence and machine learning are emerging areas that will require new ways to support dose assessments.</p> <p>Technological innovation is also critical to our licence holders, who are pursuing opportunities to advance scientifically and explore new technologies. ARPANSA must operate as a modern regulator and adapt to new technologies and applications.</p>	<p>It is anticipated that this factor will have a moderate to high impact on the Agency. This factor is also influenced by our stakeholder’s expectations and perceptions of our competency in this space. The Agency’s relevance and ability to stay at the forefront of technological advancements is imperative to the delivery of expert advice and enhanced services.</p>	<p>Innovation will be a focus for the Agency as we explore different ways of doing things. To ensure we adapt readily, ARPANSA will continuously re-prioritise, so we are able to pursue opportunities as they present themselves. ARPANSA will use our networks and research, to monitor our environmental and utilise our risk processes to determine which technologies we should be considering. This will be informed by an international dialogue with our partners on new technologies, as well as feedback from our vendors.</p> <p>ARPANSA will also consider opportunities to expand the scope of services based on our existing technology and infrastructure.</p> <p>ARPANSA will help provide evidence-based scientific advice on EME and health and engage international bodies, such as the World Health Organization (WHO), to inform our standards advice. ARPANSA constantly reviews emerging science about risks from ionising and non-ionising radiation and engages with stakeholders, including community groups. Our new anechoic chamber and laboratory will allow the Agency to undertake health research into the current 5G network and future generations of high-frequency wireless technology. This ensures we can continue to provide science-based health advice on wireless-technology to the Australian community.</p> <p>ARPANSA will regularly monitor developments in new technology and clinical practice, utilised across Australia and New Zealand. The Agency will prioritise which new modalities and techniques require auditing services and undertake research and field trials to develop these accordingly.</p> <p>To ensure we continue to operate as an effective and modern regulator, the Agency will take a risk-based approach to understanding this interface. This approach will allow us to support innovation without negatively impacting safety and security.</p>

Factors	How it will impact us	How we will respond
<p>Heightened security environment</p> <p>This is a shared risk to the Australian Government profile as Australia’s security environment is anticipated to remain complex, challenging and dynamic.</p> <p>Espionage, foreign interference, sabotage of infrastructure and terrorism continue to pose threats to the Australian community. Foreign intelligence services have been seeking to penetrate government, defence, academia and business to steal classified information about Australia’s military capabilities, policy plans and sensitive research. The Australian Security Intelligence Organisation anticipates that an act of sabotage in Australia by a foreign power becomes more likely when geopolitical tensions increase. Foreign involvement or investment in Australia’s critical infrastructure may increase a foreign power’s ability to access and control Australia’s critical infrastructure [1]</p> <p>Given there is a heightened cyber threat environment globally, the risk of cyber-attacks on Australian networks, either directly or inadvertently, has increased. Following the attack on Ukraine, combined with ARPANSA’s role with the AUKUS taskforce, ARPANSA recognises that our profile has risen and subsequently we are exposed to elevated threat level in the cyber-attack space. While there are no specific or credible cyber threats to Australian organisations at this time, it is recognised that this could evolve quickly.</p>	<p>It is anticipated that this factor will have a high to significant impact on the Agency. This would not only result in reputational and monetary damages but also have a workforce capacity impact as the Agency pivots to respond. Dependant on the type of information compromised, this factor could also have a whole of government impact or a personal impact on individuals whose information is compromised.</p>	<p>ARPANSA’s protective security program is overseen and administered by the Agency Security Group. ARPANSA continues to implement, embed, monitor and improve on best practice security measures to protect ARPANSA’s people, information and assets at home and overseas. With an increased level of scrutiny and expectation of our performance in this area, ARPANSA remains alert to these threats and has taken steps to adopt an enhanced cyber security posture and build a culture that is resilient to threats. ARPANSA abides by the controls in The Australian Government Protective Security Policy Framework (PSPF) to protect our people, information and assets, both at home and overseas. PSPF compliance helps to manage and reduce the security risk to ARPANSA and the Australian Government in the national interest.</p> <p>ARPANSA’s security program is driven by need to transform our security culture and practices. We must constantly adapt to the evolution of the security threat environment and manage the associated risks.</p>

[1] B. Lai, “National security overview,” 2022. [Online]. Available: https://www.aph.gov.au/About_Parliament/Parliamentary_departments/Parliamentary_Library/pubs/BriefingBook47p/NationalSecurity. [Accessed 1 May 2023].

Capability

Workforce

Current capability

ARPANSA's requirements of its workforce are at a critical juncture in its journey as a national and international source of expertise and leadership in radiation protection, nuclear science and nuclear safety regulation. Many of our staff are acknowledged as international leaders in their fields, and our contributions to global forums, frameworks and knowledge development are considerable. Our culture is characterised by a deep commitment to ARPANSA's purpose, and our staff demonstrate continued strong levels of engagement in the work we do.

There are a range of challenges, risks, commitments and opportunities with impacts on ARPANSA's ability to ensure sustainable capability and reputation as an employer of choice.

Future development – Workforce Strategy 2022–24

ARPANSA will continue to implement its Workforce Strategy 2022-24, which takes a holistic enterprise view and identifies the priorities that will support developing a workforce that can adapt to emerging challenges. This strategy sets out the workforce implications of current drivers, and the activities such as the ARPANSA Graduate Program, that will provide sustainable capability and capacity. The Strategy focuses on three key priorities:

1. expertise and capability
2. health and wellbeing
3. diversity, equality, inclusion and integrity.

Delivery is governed by the Agency's project management framework, and accomplishment has been mapped against three core outcomes – sustainable capability, employer of choice, and strategic alignment.

Capability aim:

To ensure the Agency has the right skills, capabilities and knowledge, at all times, regular reviews will be necessary to ensure alignment between Agency commitments and the workforce's collective capacity and capabilities to deliver these. In our dynamic operating context, there will be times where there is a gap between current workforce capabilities and Agency requirements. When such gaps emerge (for example, through attrition, retirements, emerging technologies, new markets) the approach will be to comprehensively articulate the capability/skill requirement, determine prevalence of these skills in the current workforce, determine timeframes for capability build or determine a workforce plan that borrows or buys-in the capabilities needed to ensure that the Agency can deliver on its remit in the short term as well as sustainably deliver in the future.

Infrastructure

ARPANSA manages and maintains a number of business-critical specialised assets and infrastructure, including buildings, laboratories, instrumentation and mobile equipment. The Agency has a detailed program of works to better support the technology, accommodation and facility needs of the Agency in the most cost-effective manner. The program of work comprises:

- ongoing facility maintenance and refurbishment
- replacement of assets and equipment that are nearing end-of-life
- upgrade of infrastructure to a modern standard
- upgrade of our physical security systems.

As part of our enhanced EME program, ARPANSA operates a new anechoic chamber and associated field measurement equipment. The anechoic chamber enables ARPANSA to deliver better information and education to support the Australian community's understanding of EME used in mobile telecommunications.

ARPANSA is currently in the process of replacing the older of its two linear accelerators (linacs), ensuring ARPANSA can continue to mitigate patient risk in a rapidly developing area of clinical practice. The linacs are essential infrastructure for the Primary Standards Dosimetry Laboratory and the Australian Clinical Dosimetry Service, which ensures Australians undergoing medical procedures using radiation, receive the correct dose. The new linac installation and associated building refurbishment, is anticipated to be completed in 2023–24.

Information and communication technology

ARPANSA's technology, information and data systems plan supports the delivery of our regulatory, scientific, consultative and business operations. As part of our Digital Technology Plan, ARPANSA will continue to implement digital technology, information and data initiatives to enhance service delivery, improve customer experience and digitally integrate business solutions. We continue to strengthen our cyber security capability through investment in our cyber improvement strategies and focussed capability building for agency staff. In line with the Australian Government's overall strategy to build a digital Government that puts the needs of people and business first, we are delivering project that support our services and health advice. In 2023-24 ARPANSA will continue the implementation of a laboratory information management system to enhance the management of our scientific services and ensure responsive and sustainable delivery. The design and development of a regulatory administration database will also commence, to deliver a contemporary easy to use, accessible and connected regulatory business system.

Scientific and technical

As our role and regulatory environment evolves, we will strengthen our technical expertise to ensure the safe and practical application of scientific principles and solutions. ARPANSA will continue to promote a culture that ensures our advice maintains scientific integrity and is based on high-quality science, technology, engineering, and mathematics. We will continue to encourage and enhance innovation and research through our collaboration and partnerships with key stakeholders to ensure relevant, trustworthy and high-quality research is undertaken to support radiation protection, nuclear safety, safety in medical use of radiation and regulatory activities.

ARPANSA has purchased a new primary standard for megavoltage ionising radiation for Australia. The new standard will be the new dose reference for all radiotherapy throughout Australia, and all patient treatments will be traceable to it. This will be commissioned during 2023–24 with the intent of operating it, and the older standard, in parallel for at least 12 months prior to formally adopting the new standard. The new Primary Standard will be capable of measuring proton beams, ensuring dose accuracy for this critical industry and enabling advanced audit development for at least two decades.

Risk management

ARPANSA recognises that risk is inherent and can present both opportunities and threats to the achievement of our key activities and broader legislative mandate. Our operating environment is becoming more dynamic, particularly in light of evolving strategic Australian Government initiatives. This shifting landscape has heightened our risk profile, and consequently instigated a proportionate adjustment to our risk appetite. To ensure we continue to operate effectively and ultimately achieve our purpose, in areas such as our workforce capacity, we will acknowledge a greater risk appetite in supporting and developing new ways of doing things.

ARPANSA is maturing our strategic approach to ensure it aligns with the International Standard ISO 31000:2018 – Risk Management, the PGPA Act and the Commonwealth Risk Management Policy. Our risk management framework currently in place consists of a policy, procedures, and appropriate tools and templates.

Risk appetite

ARPANSA articulates its appetite for engaging with opportunity and risk through a risk appetite statement:

‘ARPANSA’s risk appetite and tolerance is influenced by the nature of our activities, emerging priorities and our multifaceted operating environment. ARPANSA’s Executive Group recognises that to support operational decision making, a low to moderate level of risk taking may be necessary to steadily mature as a contemporary regulator and efficient entity. ARPANSA recognises it cannot, and should not, eliminate all risk in delivering on our purpose and carefully considers opportunities to innovate in our complex and changing operating environment.’

ARPANSA has identified six key strategic risks, that, were they to eventuate, may impact our ability to achieve our purpose and meet the requirements of the Act. Our approach to mitigating these risks reflects the current operating environment.

Risks to our key activities	Key activity	Management strategies
Loss of confidence in ARPANSA Perceived or actual failures in ARPANSA as a government entity and regulator meeting our obligations or mandate. Impact: The Australian Government or public develops a perception that we are an ineffective entity and regulator.	1, 2, 3, 4	<ul style="list-style-type: none">• Continue to undertake an internal audit program and the timely resolution of findings.• Continue to maintain a robust management system.• Continue to consider all customer feedback and assess practical options for improvement.• Participate in regular regulatory review activities to ensure our processes are robust.• Audit and Risk Committee providing independent assurance to the CEO on ARPANSA’s financial and performance reporting responsibilities, risk oversight and management, and system of internal control.• Maintain a good relationship with our Minister’s Office and portfolio department.• Invest in maturing our approach to risk management.• Promote an ethical environment including through regular compliance training, adherence to APS Code of Conduct and Values, general education and awareness of relevant policies and procedures.• Maintain a program of proactive public communications through our digital channels, media relations and stakeholder engagement.

Risks to our key activities	Key activity	Management strategies
Regulatory capture ARPANSA regulatory function is perceived to be subject to regulatory capture. Impact: Compromise (real or perceived) in our regulatory decision making.	3	<ul style="list-style-type: none"> • Maintain a strong internal audit program to identify deviations. • Meet the requirements of the Regulator Performance Resource Management Guide. • Customer feedback is reviewed and considered. • Engage with state and territory regulatory counterparts to ensure any potential conflict is managed in respect to regulation of ARPANSA as a licence holder. • Seek international peer review through the International Atomic Energy Agency and address any findings. • Meet the obligations under the Convention on Nuclear Safety. • Conduct public consultation on regulatory protection series. • Maintain a robust internal peer review system. • Rotational policy – the lead inspector nominally 3 yearly. • Interagency service level agreement between our services and regulatory functions. • Policy and process around declaration of conflict of interest. • External scrutiny (through ARPANSA statutory advisory bodies and Parliament).
Security event A security incident. Impact: Loss of information and operational capability for a period of time, reputational damage.	1, 2, 3, 4	<ul style="list-style-type: none"> • Appointment of specific security roles (including Chief Security Officer, Agency Security Advisor, and Chief Information Security Officer). • Cybersecurity Improvement Plan (implementation). • Agency Security Group to monitor and manage security within the Agency. • Ongoing engagement and support provided by the Australian Cyber Security Centre. • Mandatory security training including cybersecurity. • Internal audit program.
Failure to manage Workplace Health and Safety (WHS) risks ARPANSA or its staff fail in their respective duties under the Work Health and Safety Act 2011 and Work Health and Safety (WHS) Regulations. Impact: Loss of life or lost time injury, reputational damage, or reduced productivity.	4	<ul style="list-style-type: none"> • Continual improvement to mature our WHS management system by improving accessibility and transparency through the progressive digitisation of our WHS processes. This will support the proactive identification of emerging hazards. • Engage of our staff through a mix of formal and informal consultation mechanism to proactively address safety concerns and advise of WHS changes or impacts. • We are moving towards a holistic view of safety and seek to improve the Agency safety culture through communication, training and evaluation. • Continual reporting to ARPANSA’s Executive Group. • Work Health and Safety Committee established to improve health and safety in the workplace and to resolve issues quickly and effectively.

Risks to our key activities	Key activity	Management strategies
<p>Failure to recruit, retain and support a skilled workforce</p> <p>Inability of ARPANSA to competitively recruit, retain and support a highly specialised workforce across scientific, regulatory and corporate support.</p> <p>Impact: Inability of ARPANSA to achieve our objectives, knowledge loss, reduced productivity and effectiveness. Impact to existing staff wellbeing and ability to perform function.</p>	1, 2, 3, 4	<ul style="list-style-type: none"> • Uplift of our payroll and human resources platform to support recruitment activities. • Implementation of a new graduate recruitment and development program. • Continue to revise our workforce plan to clearly identify people management strategies that we will implement over the next 3 years to support a dynamic and resilient workforce. • Develop and support staff capability and upskilling through a targeted learning and development program and the implementation of our learning management system. • Flexible work arrangements. • Annual performance development system. • On the job training.
<p>Long term financial sustainability of ARPANSA</p> <p>Unsustainable funding or significant impact to revenue from services.</p> <p>Impact: Unviability of ARPANSA's commercial service offerings or inability of ARPANSA to achieve our mandated objectives.</p>	1, 2, 3, 4	<ul style="list-style-type: none"> • Maintain a comprehensive auditing program including ANAO auditing of agency finances. • Manage our budget and anticipate future needs through monthly reviews by our Executive Group and quarterly performance assessments by our Audit and Risk Committee. • Robust procurement guidelines that comply with the PGPA Act and Commonwealth Procurement Rules to ensure procurements are value-for-money and fit-for-purpose. • Track and, to the best of our ability, anticipate deviations to ensure resources are conservatively allocated. • Foster transparency through the disclosure of our funding and expenditure via the Annual Report and the Portfolio Budget Statement. • Project management processes. • Determine and review business critical functions and perform a cost analysis to identify areas for improvement.

Strategic partnerships and cooperation

As the independent regulator of Commonwealth entities who use or produce radiation, ARPANSA is focused on ensuring safe and secure management. However, ARPANSA does not perform this role in isolation.

Other Commonwealth entities

ARPANSA’s main partner is our portfolio department, the Department of Health and Aged Care, where we provide specialist advice to influence the development of health policy and outcomes.

ARPANSA also works with a range of other government departments or entities that develop policies affecting radiation protection and nuclear safety:

- Australian Health Protection Principal Committee (AHPPC)
- Australian Submarine Agency (ASA)
- Department of Climate Change, Energy, the Environment and Water
- Department of Defence
- Department of Industry, Science, Energy and Resources
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of Foreign Affairs and Trade
- Department of Prime Minister and Cabinet - Office of Impact Analysis (OIA)
- Safe Work Australia

Commonwealth regulators

Coordination mechanisms have been established with other relevant Commonwealth regulators through either memorandums of understanding (MoUs) or regular meetings, which aim to reduce and manage areas of uncertainty, or any areas of overlap that could create conflicting requirements for authorised parties.

- Australian Maritime Safety Authority
- Australian Nuclear-Powered Submarine Safety Regulator (when established)
- Australian Safeguards and Non-Proliferation Office
- Civil Aviation Safety Authority
- Comcare
- Department of Climate Change, Energy, the Environment and Water
- National Offshore Petroleum Safety and Environmental Management Authority
- Therapeutic Goods Administration

State and territory radiation safety regulators

ARPANSA has a legislated function to promote uniformity of radiation protection and nuclear safety policy and practices across all jurisdictions. To effectively deliver this, ARPANSA proactively engages with state and territory radiation safety regulators and has established MoUs on cooperative work to facilitate collaboration. One of the main avenues for cooperation is the Radiation Health Committee, which provides a forum to collaborate and jointly develop radiation protection codes and standards. ARPANSA also works closely with the Environmental Health Standing Committee (enHealth) and its Radiation Health Expert Reference Panel (RHERP) in the development of national policies and strategies. These partnerships enable ARPANSA to maintain national guidance that is fit for purpose and advocate for consistent regulation across all Australian jurisdictions.

Non-government stakeholders

ARPANSA provides specialist advice, services and research to a suite of non-government stakeholders including universities and health organisations such as the Cancer Councils of Australia, Victoria, and New South Wales. ARPANSA seeks to leverage these cooperative arrangements to further expand health protection and promote research related to health impacts of radiation.

International partners

ARPANSA's international cooperation includes a range of multilateral and bilateral partnerships and networks. These partnerships enable ARPANSA to shape international best practice for regulation and advise on radiation protection and nuclear safety.

- One of ARPANSA's most prominent international partners is the International Atomic Energy Agency (IAEA). ARPANSA representatives sit on committees that develop safety standards for nuclear, radiation, waste and transport safety, and for emergency preparedness and response. Agency specialists also support dedicated IAEA training courses on a range of issues.
- ARPANSA closely cooperates with the World Health Organization, where the Agency is a Collaborating Centre for radiation protection.
- ARPANSA works with the Comprehensive Nuclear Test Ban Treaty Organization (CTBTO) through the management of our region's radionuclide detection network.

ARPANSA representatives hold positions on international scientific bodies where we review and endorse various standards supporting international best practice. These include:

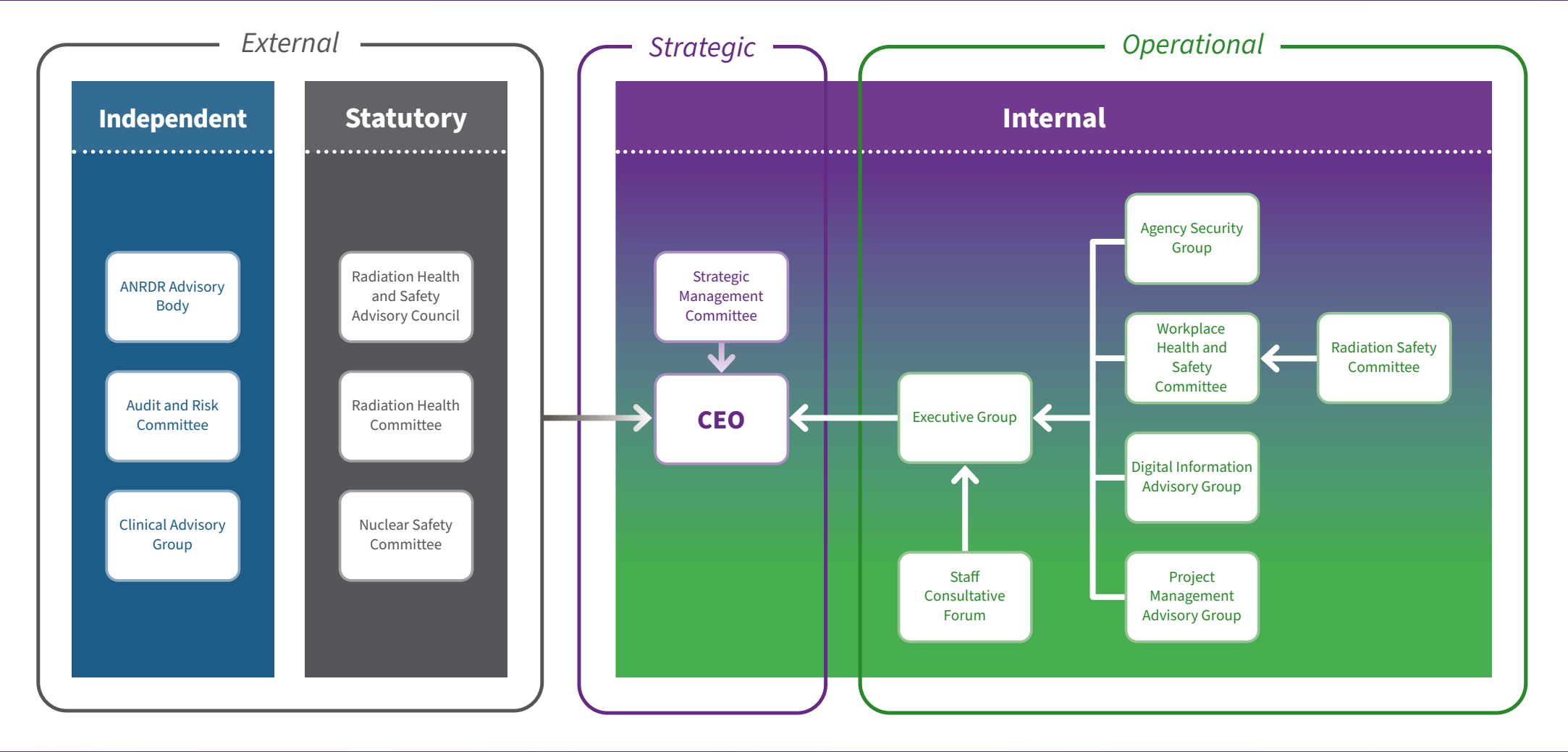
- United Nations Scientific Committee on the Effects of Atomic Radiation (UNSCEAR)
- International Commission on Radiological Protection (ICRP)
- International Commission on Non-Ionizing Radiation Protection (ICNIRP).

To foster openness, transparency and a commitment to improvement, ARPANSA invited a cohort of our international peers as part of the IAEA Integrated Regulatory Review Service, to evaluate Australia's regulatory infrastructure against IAEA safety standards in 2018. Australia has been working to implement the findings from the peer review mission, which included 23 recommendations and 12 suggestions for improvement. A national action plan that provides a governance structure for monitoring progress was developed and endorsed by the Australian Health Protection Principal Committee (AHPPC). Work is ongoing to address as many findings as possible and prepare for the follow up mission scheduled for October 2023.

Governance committees

The Australian Radiation Protection and Nuclear Safety Act 1998 (ARPANS Act) and the PGPA Act are the foundation of ARPANSA’s governance process. This Corporate Plan is complemented by our internal business plan and governance structure, which facilitates risk informed decision-making, the consistent application of resourcing priorities and the escalation and resolution of issues. Our reporting arrangements ensure section and team activities are aligned with our purpose and efficiently undertaken.

As CEO of ARPANSA, Dr Gillian Hirth is responsible for the Agency’s activities, policy directions and efficient performance. ARPANSA’s core governance structure includes three statutory advisory bodies and two senior committees. Our extended governance structure includes internal management committees that support our Executive Group in providing oversight and accountability.



The CEO is advised by three statutory advisory bodies established by the ARPANS Act:

Radiation Health and Safety Advisory Council

The role of Radiation Health and Safety Advisory Council (Council) in relation to radiation protection and nuclear safety is to:

- identify emerging issues
- examine matters of major concern to the community
- consider the adoption of recommendations, policies, codes and standards
- advise and report to the CEO, at the CEO's request or as Council considers appropriate on radiation safety matters.

Radiation Health Committee

The role of Radiation Health Committee in relation to radiation protection is to:

- advise the CEO and the Council
- develop policies and prepare draft publications for the promotion of uniform national standards
- formulate draft national policies, codes and standards for consideration by the Commonwealth, the states and the territories
- review national policies, codes and standards to ensure they continue to substantially reflect world best practice

Nuclear Safety Committee

The role of Nuclear Safety Committee is to:

- advise the CEO and the Council on matters related to the safety of nuclear installations and the safety of controlled facilities
- review and assess the effectiveness of standards, codes, practices and procedures
- report to the CEO on matters related to nuclear safety.

Independently, the CEO is advised by three bodies:

The Clinical Advisory Group

The CEO reviews and appoints invited expert applicants, from the radiation oncology professions to participate in the Clinical Advisory Group (CAG). The CAG advises the Australian Clinical Dosimetry Service on clinical practice, measurement techniques, and audit results. This independent group also review the ACDS activities annually and provides a formal assessment to the CEO and the AHPPC.

Audit and Risk Committee

The PGPA Act requires Commonwealth entities to establish an audit and risk committee. ARPANSA's 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.

The Australian National Radiation Dose Register Advisory Board

The primary purpose of the Australian National Radiation Dose Register (ANRDR) Advisory Board is to represent the jurisdictions when dealing with ANRDR matters and to provide advice to ARPANSA on the development and national expansion of the ANRDR.

Strategic Management Committee

The Strategic Management Committee (SMC) is focused on the medium and long-term future of the Agency rather than ongoing day-to-day business. The SMC considers the threats and opportunities that may influence the strategic direction of the agency and contributes at key times throughout the year to ARPANSA's planning and performance framework.

Internally, the following groups and committees help support our governance practices:

Staff Consultative Forum

The Staff Consultative Forum provides a vehicle for management, staff and unions to resolve matters of concern through joint consultation and discussion.

Agency Security Group

The Agency Security Group oversees the protective security policies and ensures compliance with Australian Government procedures and protective security standards.

Work Health and Safety Committee

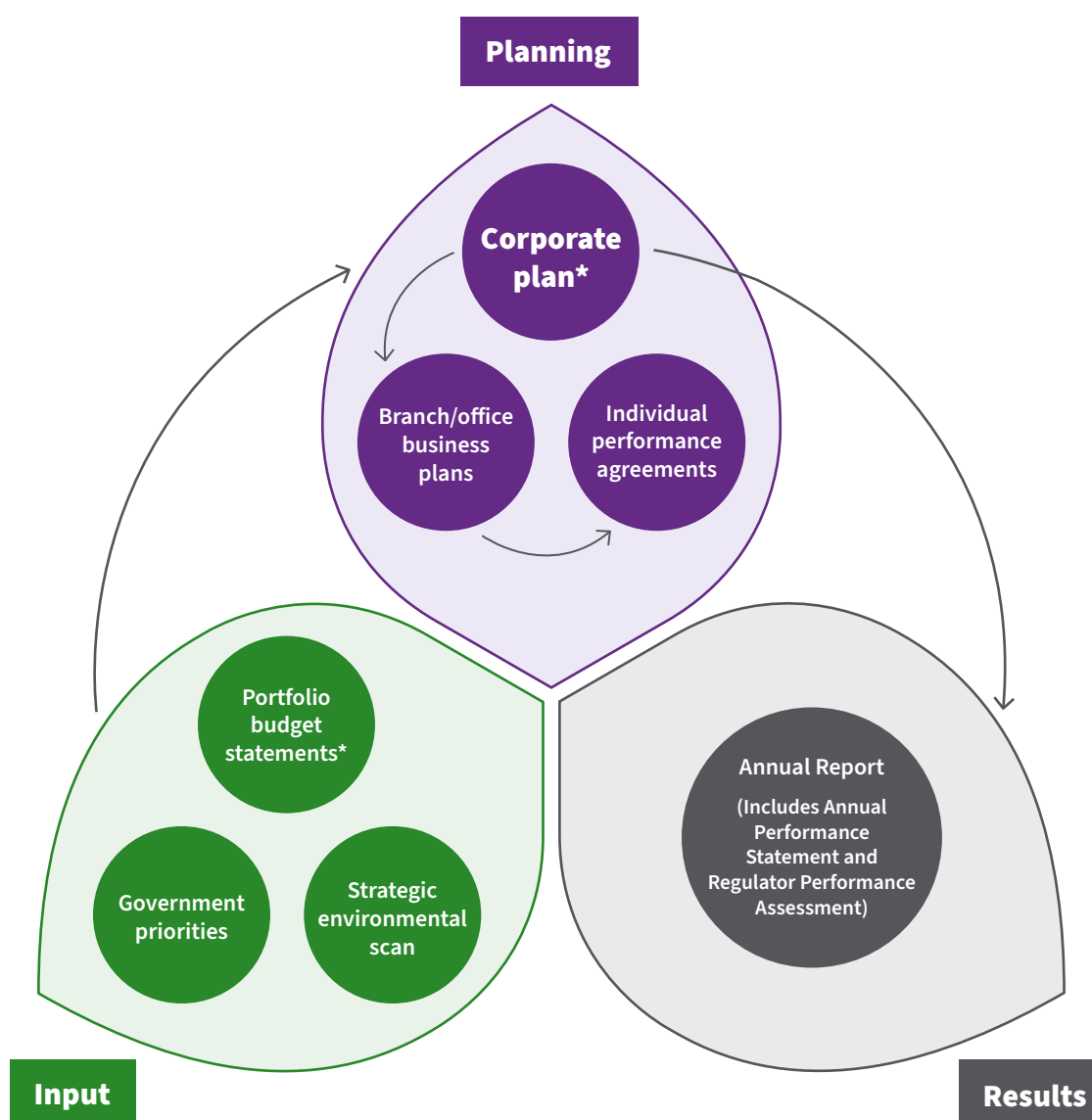
ARPANSA staff, management and unions consult through the operation of the Work Health and Safety Committee. The Committee has a rotating chair from the Executive Group and is supported by the CEO of ARPANSA. As a subset of this committee, the Agency manages its radiation safety responsibilities through the Radiation Safety Committee.

Digital Information Advisory Group

The Digital Information Advisory Group is responsible for the secure management and governance of Agency information, technology and data.

Project Management Advisory Group

The Project Management Advisory Group provides a centralised coordination and advisory function that ensures the consistent application of governance and project management practices.



*Enhanced Commonwealth performance framework

Performance

Integrated performance cycle

Our Corporate Plan is the cornerstone of our business planning, budgeting and reporting process that integrates Agency-wide initiatives against our key activities. The plan demonstrates the interdependencies of all planning information and provides context as to how resources will be prioritised to meet our purpose.

Input

The PBS is primarily a funding document. It sets out funding allocated to the Agency to achieve the outcomes set by government, programs by which we will achieve our intended results and how we will measure the impact of that expenditure on the Australian community.

Planning

The Corporate Plan (CP) is primarily a strategic planning document. It sets out our purpose, the key activities we will undertake to achieve our purpose how we will measure our progress and the results we expect to achieve over the next four years.

Results

The Annual Performance Statements are produced at the end of the reporting cycle and provide an evaluation of how we have progressed towards achieving our purpose. It includes results against planned performance included in the PBS and Corporate Plan.

Performance Framework

ARPANSA's performance structure has been established to ensure transparency, clarity and accountability in how we assess our progress towards achieving our purpose. To assist us in achieving our purpose, ARPANSA has identified 4 key activities, representing our significant areas of work, that contribute to delivering radiation protection and nuclear safety outcomes to the Australian community:

1. Initiate, maintain, and promote frameworks for protection and safety.
2. Undertake research and provide expert evaluations, advice, and services.
3. Ensure effective and risk-informed regulation.
4. Enhance organisational innovation and capability.

Our performance information is arranged under the key activities in the following format:

- Initiatives we will undertake to support our key activities.
- Performance measures to assess our achievements over time. The achievement of our key activities will be determined based on the number of performance measure achieved.
- Targets that reflect the main outcomes we want our measures to achieve. Where multiple targets have been identified, an assessment will be made to determine the outcome of the measure.
- Rationales, methodologies and data sources to monitor results and track overall progress. Further information relating to our performance assessment is presented in Appendix 3.

To ensure all activities contribute to achieving our purpose we have also integrated:

- Portfolio Budget Statement measures to provide greater context and correlation between agency's planning documents
- projects that demonstrate how our operational and strategic priorities align with our purpose.

In line with Agency governance processes, the measures and projects outlined in our Corporate Plan will be monitored and reported to our Executive Group and the Audit and Risk Committee on a quarterly basis. Our Annual Performance Statement, as part of the 2023–24 ARPANSA Annual Report, will provide a detailed perspective of performance results and use case studies as a qualitative overview of significant initiatives to provide a holistic view of Agency performance.



Initiate, maintain and promote frameworks for protection and safety

ARPANSA will develop our scientific knowledge to support the frameworks for radiation protection and nuclear safety. These frameworks sit across various sectors, nationally and internationally and provide guidance that facilitates optimisation of protection against radiation exposure and any associated health impacts. To support and improve radiation protection in practice ARPANSA's three radiation protection principles of justification, optimisation and dose limitation have been based on the IAEA Fundamental Safety Principles. These principles form the basis of the system of radiation protection used to manage risks from ionising radiation in Australia.

Medical procedures in diagnosis, intervention and therapy are the largest source of ionising radiation exposure to the Australian population. Through our Australian Clinical Dosimetry Service (ACDS) ARPANSA ensures that radiation therapy is performed as accurately as possible to support patient safety. We conduct calibration, auditing and education and operate a survey program for patient dose in diagnostic imaging, all of which demonstrably influence the practices and behaviour of our stakeholders. Proactively, we will continue to support the national skin cancer prevention program, to reduce the incidence of skin cancer in Australia, and cooperate nationally and internationally to support global skin cancer prevention initiatives.

ARPANSA operates the Australian National Radiation Dose Register (ANRDR) for the storage and maintenance of occupationally exposed workers' radiation dose records. This enables workers to track their lifetime radiation records across different employers and jurisdictions. ARPANSA publishes insights into industry trends and comparisons across different work practices to show effectiveness of radiation protection programs and help establish guidelines to support optimisation of worker protection.

ARPANSA will work on our EME program through the continued implementation of the EME Action Plan, published in 2020. This involves undertaking and partnering in new EME research and undertaking measurement studies. This will also involve engaging with key international stakeholders and authorities to build new knowledge and contribute to international safety standards as well as providing expert advice on EME and health. This program of work will create clear, reliable and reputable information that is accessible to all Australians.

We will continue to enhance our international relationships, which plays an important role in our ability to deliver against this key activity, particularly as we support meeting Australia's international obligations for radiation protection, nuclear safety and accident reporting. We will continue to focus on securing valued international partnerships and building our reputation with key international stakeholders.

ARPANSA will support national and regional arrangements for preventing and responding to accidents and security events that may lead to radiation exposure and maintaining and enhancing our emergency response systems to protect the Australian community in the case of a radiological or nuclear event. As part of this, the Agency will continue to work collaboratively to address the radiation emergency findings from the 2017 World Health Organization (WHO) Joint External Evaluation of International Health Regulations.

Initiatives

- Develop and communicate risk-informed protection strategies.
- Develop Codes and Standards, and clarify regulatory expectations for nationally consistent implementation.
- Promote the safe and effective use of medical radiation.
- Engage stakeholders to improve radiation safety, enhance quality of decisions, standards and information.
- Provide assessment and advice to the Australian Submarine Agency on relevant radiation protection and nuclear safety aspects of stewardship.

CP performance measure 1

Number of Diagnostic Reference Level (DRL) surveys, per category, are sufficient to infer national benchmarks for the annual survey period.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
>2400 surveys received per calendar year	>2400 surveys	>2400 surveys	>2400 surveys



Rationale

A diagnostic reference level (DRL) is the used by facilities to assess whether, in routine conditions, the amount of radiation used is unusually high (or low) for a specified procedure. ARPANSA’s National Diagnostic Reference Level Service (NDRLS) allows imaging facilities to compare these doses to national DRL benchmarks. Facilities using a higher dose than the benchmark are required to review their procedures to achieve improved patient protection. The collection and analysis of DRL surveys allows ARPANSA to determine these benchmarks which directly promotes the safe and effective use of ionising radiation in medicine by helping avoid excess radiation dose to patients for a specified imaging task.



Methodology - quantitative (output)

DRLs are required to reflect common practice within a given geographical region. ARPANSA achieves this by determining DRLs based on the results of wide-scale national surveys of imaging facilities per category, this survey target is sufficiently representative to allow ARPANSA to update these DRLs. Australian medical imaging providers submit their protocol, patient, and dose information to us for a variety of procedures. ARPANSA uses this information to calculate the facility reference levels (FRLs) for those surveys. DRLs are required to reflect common practice within a given geographical region. ARPANSA achieves this by determining DRLs based on the results of wide-scale national surveys of imaging facilities per category, this survey target of 2400 is sufficiently representative to periodically update the DRLs. Australian medical imaging providers submit their protocol, patient, and dose information to us for a variety of procedures. ARPANSA uses this information to calculate the facility reference levels (FRLs) for those surveys. The DRLs are based on the 75th percentile (third quartile) of the resulting FRL distributions. The number of DRL surveys received is tracked in real time and reported on quarterly.



Data source

National Diagnostic Reference Level Service database:
ndrld.arpansa.gov.au



Explanation of changes since 2022–2023 Corporate Plan

This performance measure remains unchanged.

CP performance measure 2

Radiation doses of occupationally exposed workers indicates optimisation of radiation protection.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
Worker radiation dose trends, published annually in the ‘ANRDR in Review’ indicate optimised radiation protection.	X	X	X



Rationale

The Australian National Radiation Dose Register (ANRDR) is a database designed to store and maintain radiation dose records for occupationally exposed workers. The data maintained in the dose register is used to produce industry trends and comparisons across different work practices. Employers, regulators and workers have access to review summaries for relevant industries, which facilitates improved radiation protection work practices and demonstrates just how effective radiation protection programs are. The establishment of a centralised national dose registry is international best practice for the storage and maintenance of occupational exposure records and is important for the long-term security of workers’ dose histories.



Methodology - quantitative (output)

The ANRDR system includes a secure online portal for employer access. Employer upload data files in the ANRDR format via the secure web portal. The data files are automatically processed and synced to the database. ARPANSA does not alter or perform calculation checks on the submitted dose data, which includes a breakdown of doses from external sources of radiation or from radionuclides.

Radiation doses for a range of exposure types will be assessed on a quarterly basis and be used to generate annual statistics related to exposure trends. The results of this analysis will be presented in the ANRDR report, which will:

- reflect a summary analysis of the calendar year’s data
- provide commentary on trend of doses over a 10-year rolling period
- identify industry trends and comparisons across different work practices.



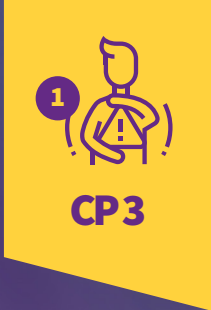
Data source

Australian National Radiation Dose Register database.



Explanation of changes since 2022–2023 Corporate Plan

The wording of the target has been marginally changed to advise that the results will be published in the ‘ANRDR in Review’ to improve the clarity of the performance information.



CP performance measure 3

Influence international radiation protection, nuclear safety and security to facilitate compliance with related agreements and treaties.

2023–24 target

2024–25 target

2025–26 target

2026–27 target

- ARPANSA reviews 100% of national reports, allocated within the country group that Australia is assigned to, for the review meetings of the Joint Convention and Convention on Nuclear Safety. ARPANSA will respond to 100% of the questions asked of Australia before the Convention deadline.
- Annual Count: ARPANSA will review IAEA safety standards put out for member state comment and facilitate public consultation/input for Australia, as appropriate, within the stipulated timeframes.

X

X

X

Rationale

Australia is a respected international partner in the nuclear safety and security sector and has built this reputation by sharing our knowledge and fostering international best practice. Participation in these conventions affirms ARPANSA’s position as well as ensuring that Australia can influence nuclear protection and radiation safety protocols internationally.

The Joint Convention represents a commitment by participating countries to achieve and maintain a consistently high level of safety in the management of spent fuel and radioactive waste as part of the global safety regime for ensuring the protection of people and the environment.

The Convention on Nuclear Safety commits participating States operating land-based nuclear installations to maintain a high level of safety by setting international benchmarks to which States would subscribe. The Convention obliges Australia to submit reports on the implementation of their obligations for ‘peer review’ at meetings of the contracting parties held at the IAEA.

Among the IAEA’s key publications are its safety standards, which provide the fundamental principles, requirements and recommendations to ensure nuclear safety. They serve as a global reference for protecting people and the environment and contribute to a harmonised high level of safety worldwide.

Methodology - quantitative (output)

National reports: ARPANSA will author and submit the Australian nation reports prior to the Convention deadlines (7 months prior to the scheduled review meeting). ARPANSA will review 100% of national reports, allocated within the Country Group. ARPANSA will provide responses to 100% of the questions asked of Australia’s national report prior to the Convention deadlines (1 month prior to the review meetings). These will be published to the ARPANSA website.

Review meetings occur once every three years: Joint Convention 2024, Convention on Nuclear Safety 2023 and 2026.

Safety standards: As IAEA safety standards are issued for member state comment, ARPANSA will coordinate consultation on behalf of Australia. Consultation will occur via the Commonwealth Citizen Space website as well as targeted consultation dependant on the area of focus. ARPANSA will complete the required documentation and provide it back to the IAEA within the stipulated timeframes.

Both targets are standalone aspects of this measure and weighted equally. Both targets will need to be fully achieved for the overall assessment of this performance measure to be achieved.

To provide context for this measure, ARPANSA will continue active support of the following codes of conduct:

1. the Safety and Security of Radioactive Sources
2. the Safety of Research Reactors.

The Convention on Early Notification of a Nuclear Accident (ENAC).

ARPANSA administers Australia’s rights and obligations under this Convention. ARPANSA as the Australian Government Radiation Regulator is designated as the National Competent Authority for radiation emergencies occurring both domestically and overseas, which requires that the agency provides the link to the International Atomic Energy Agency (IAEA) in the event of an accident.

Data source

ARPANSA website Joint Convention and Convention on Nuclear Safety page.

‘Member state comments’ stored in the ARPANSA record management system.

Explanation of changes since 2022–2023 Corporate Plan

The wording of this target has been updated to reflect the percentage of national reports reviewed. Assessment of this process has found that an annual count is the most appropriate gauge for this measure. Further explanation regarding the use of an annual count target is provided in Appendix 3.

CP performance measure 4

Provide dosimetry support and measurement services to radiotherapy clinics.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
45 audits delivered according to schedule.	45	45	45



Rationale

The national radiation oncology dosimetry audit program ensures accurate and safe treatment delivery for over 70,000 cancer patients across Australia and New Zealand. The ACDS provides clinical dosimetry audits to radiotherapy treatment facilities throughout Australia and New Zealand. Auditing can and has identified specific issues in radiotherapy systems which, unidentified, would have significantly impacted patient treatment and health.



Methodology - quantitative (output)

Audits are undertaken according to schedule, with audit reports recorded in the ACDS database. Audit reports that have been finalised will contribute to this target.



Data source

ARPANSA management system - ACDS audit database.



Explanation of changes since 2022–2023 Corporate Plan

This performance measure remains unchanged.

CP performance measure 5

High quality research in radiation protection, nuclear safety and medical exposures, contributing to the understanding of radiation and its effects, among professionals and the public.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
ARPANSA to publish >7 peer-reviewed publications.	X	X	X



Rationale

Publication in respected journals is a cornerstone to our reputation as radiation protection and nuclear safety experts.

Our innovation is communicated to professionals via multiple channels including peer-review journal publications.

Peer review is an independent form of governance that verifies ARPANSA’s work is of a high standard.



Methodology - quantitative (output)

The scientific community uses a system of peer review to assess research for publication in reputable scientific journals. Peer review subjects scientific research papers to independent scrutiny by other qualified scientific experts (peers) before they are made published. Topics of publications will be determined by environmental scanning of emerging issues that are of public interest.



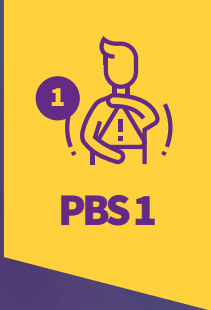
Data source

ARPANSA Journal Publication register.



Explanation of changes since 2022–2023 Corporate Plan

This performance measure remains unchanged however the planned target increase in 2025-26 to 8 peer reviewed publications has been lowered to 7 during this period as the Agency supports the development of the Australian nuclear submarine capability (2023–24 and 2025–26).



PBS performance measure 1 (linked to Outcome 1, Program 1.1 – Radiation protection and nuclear safety)

Provide high quality advice to government and the community on health, safety and environmental risks from radiation.

Planned performance result 1

Identify, assess and communicate the health, safety, and environmental risks from radiation to the Australian Government and community through research, communication, provision of radiation protection services, and community consultation and awareness activities.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
ARPANSA reviews and, if necessary, updates >4 scientific fact sheets or frequently asked questions (FAQ) pages.	X	X	X



Rationale

ARPANSA collaborates with a range of Australian and international partners to contribute to the evolution of the international radiation protection and nuclear security and safety framework. This enables ARPANSA to provide expert and technical advice to the Australian Government and community. Fact sheets and FAQs are evidence-based communications that proactively identify risks and provide advice. These articles often assist with the formulation of policies, codes and standards to support uniform national radiation protection and nuclear safety across all Commonwealth and state and territory jurisdictions.



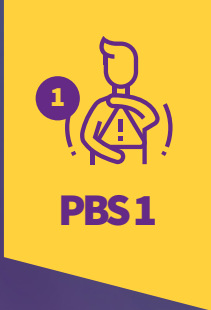
Methodology

ARPANSA maintains more than 40 articles that are specifically defined as fact sheets or FAQs, hosted on the ARPANSA website. Fact sheets and FAQs will be reviewed and, if necessary, revised progressively.



Data source

ARPANSA website.



PBS performance measure 1 (linked to Outcome 1, Program 1.1 – Radiation protection and nuclear safety)

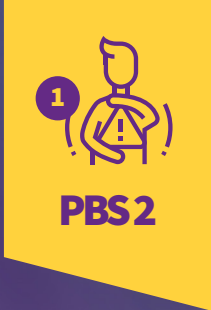
Provide high quality advice to government and the community on health, safety and environmental risks from radiation.

Planned performance result 2

Provide information, advice and standards on electromagnetic energy (EME) and health to the Australian Government and community through exposure assessment, research, facility upgrades and engagement with international health authorities.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
<ul style="list-style-type: none">Annual count of engagement activities with domestic and international stakeholders that furthers EME knowledge exchange and advancement: Domestic (various stakeholders), International: (International Commission on Non-Ionizing Radiation Protection, World Health Organization)Annual count of engagement activities with the community promotes health and safety and addresses misinformation about EME: Community (media coverage and social media posts, events, Talk to a Scientist questions about EME), Research (development of technical reports, guidelines, standards to ensure public health policies are based on the most up-to-date information.	X	X	X

Rationale	Methodology	Data source
<p>ARPANSA’s engagement with a range of international and national stakeholders, enables ARPANSA to set and maintain EME standards and provide expert scientific advice on EME and health.</p> <p>Engagement with the community promotes health and safety and helps to address misinformation.</p> <p>Targeted research addresses gaps in knowledge and ensures that public health policies are based on the most up-to-date information and technologies continues to develop.</p>	<p>Engagement with domestic stakeholders will be recorded and specifically reflected in quarterly reporting. This will include both proactive and invited events that ARPANSA staff are involved in. International engagement with the International Commission on Non-Ionizing Radiation Protection and the World Health Organization will be reported on quarterly. A summary will be provided of each engagement.</p> <p>Engagement with the community, measured through the number of engagement activities undertaken in the community. ARPANSA will reflect the number of media enquiries and social media posts, public events and the number of Talk to a Scientist enquiry received. These are all captured within the ARPANSA management system.</p> <p>The development of technical reports, guidelines, standards are multi-year undertakings. Progress will be reported at key milestones in accordance with forecast timeframes to ensure completion.</p> <p>To ensure there is no duplication in reporting, peer-reviewed EME publications will be reflected and captured as part of performance measure 5.</p>	<p>ARPANSA management system.</p> <p>Explanation of changes since 2022–2023 Corporate Plan</p> <p>ARPANSA has aligned the way our corporate plan and PBS performance information is presented to promote greater consistency and support PGPA requirements.</p> <p>The planned performance results indicated within this PBS measure, have been delineated as they represent two, large and distinct sections of work. To ensure accurate and transparent monitoring, ARPANSA has defined specific targets so the Agency’s progress of the EME program can be clearly demonstrated.</p> <p>All targets are contributing aspects to their respective planned performance results areas. These targets are therefore weighted equally. Review of ARPANSA’s EME engagement activities highlighted that this key work is often by invitation or based on emerging areas of public interest. As such, an annual count was determined to be the most appropriate gauge of this measure. Further explanation regarding the use of an annual count target is provided in Appendix 3.</p>



PBS performance measure 2 (linked to Outcome 1, Program 1.1 – Radiation protection and nuclear safety)

Provide emergency preparedness and response systems for a radiological or nuclear incident.

Planned performance result

Emergency preparedness and response systems are operational and available to respond to an incident in alignment with the national planning framework.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
• Participation in 6 training, drills and exercises held internationally, nationally (cross-jurisdictionally) and within the Agency to enhance response readiness.	X	X	X
• Emergency preparedness and response, information management and decision support systems are maintained to 95% availability during port visits and planned events.			



Rationale

ARPANSA responds to emergency scenarios both in Australia and abroad in order to protect Australians and the environment from the harmful effects of radiation. Targets are related to the Agency’s level of preparedness to respond.

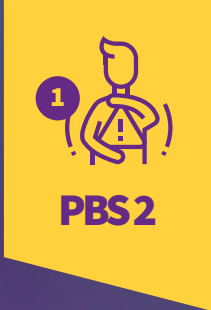
Participation in training exercises demonstrates that ARPANSA can effectively deliver core elements of our response to an emergency and verifies Australia’s readiness to respond promptly to a variety of scenarios. Through our role as National Competent Authority, ARPANSA also directly promotes Australia’s radiological and nuclear emergency preparedness.

Australian Radiation Monitoring System (ARMS): Australian ports regularly receive visits from nuclear-powered naval vessels of friendly nations. The Australian Government requires contingency arrangements to be developed and capability maintained to undertake radiation monitoring of the port environment which the ARMS network provides. These visits are often the most visible aspect of the defence cooperation between Australia and other countries in peacetime.

ArcGIS: Is a spatial analysis tool that allows ARPANSA to analyse data and visualise the dispersion modelling or actual measurements of a hazardous release of radioactivity to the environment in real time.

Accident Reporting and Guiding Operational System (ARGOS): Uses atmospheric dispersion simulations to predict the radiological impact from an emergency.

These 3 systems are critical to ARPANSA’s ability to provide advice and decision support for emergency planning and response.



Methodology

Participation will constitute active involvement in the following training exercises:

- Internationally facilitated, e.g. IAEA Convex.
- Nationally facilitated, e.g. National Emergency Management Agency of Australia.
- Internally facilitated, e.g. ARPANSA field testing.
- Validations with Department of Defence.

Post exercise evaluations/after action reviews will be undertaken by the lead agency to foster continuous improvement and strengthen capability as required.

Emergency preparedness and response, information management and decision support systems availability will be defined as:

1. 95% ARMS data availability: The ARMS database maintains all the data collected from the monitoring stations. The availability percentage is calculated based on any data that is missing.
2. 95% ArcGIS uptime: ArcGIS uptime is recorded using a third-party monitoring tool against each component of the ArcGIS deployment. Data to support this metric is extracted from the external monitoring service.
3. 95% of ARGOS simulations available: ARGOS dispersion simulations are automatically undertaken for numerous locations using the ARGOS web system. The results of these simulations are made available to assist with decision making during port visits and planned events. The success/failure of these simulations is recorded in the database and the metric extracted from this system is used to report on the availability of simulations during known events.

An annual average of the three system will be reported progressively.

Both targets are standalone aspects of this measure and will be weighted equally. All targets will need to be fully achieved for the overall assessment of this performance measure to be fully achieved, an average of the targets will be taken to determine the outcome.



Data source

ARPANSA management system, ArcGIS dashboard, ARMS database, ARGOS database.



Explanation of changes since 2022–2023 Corporate Plan

ARPANSA has aligned the way our corporate plan and PBS performance information is presented to promote greater consistency and support PGPA requirements. To ensure accurate and transparent monitoring, ARPANSA has defined the two specific targets that will underpin this measure so our emergency response capability can be clearly demonstrated.



Projects

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

Project	Description	Estimated completion date
Nuclear-Powered Vessels Reference Accident	As commissioned by the Department of Defence – update the Reference Incident used to assess the suitability of Australian ports for visits by nuclear-powered vessels (NPV)	June 2024
Joint Convention 8th Review Meeting	ARPANSA is responsible for coordinating the preparation of Australia’s National Reports to each of the Review Meetings of the Joint Convention, demonstrating how the nation has implemented its obligations.	March 2025
Environmental Radiation Protection Framework	ARPANSA’s environmental assessment program helps demonstrates regulatory compliance for significant radiation and nuclear hazards, understand health impacts to people from radiation exposure in the environment and underpins risk communication advice to the public. This project will develop an Environmental Radiation Protection Framework that defines performance objectives for our monitoring, measurement, modelling and assessment programs.	June 2025
Pilot program to extend the Australian Radiation Monitoring System (ARMS)	The Australian Radiation Monitoring System (ARMS) enables radiation detectors to be fixed in key locations to monitor radiation in real time. This project will invest in a pilot program of ARMS detectors (or equivalent) in Australia.	June 2025
Australian National Radiation Dose Register (ANRDR)	ARPANSA is anticipating a steady increase of the number of workers who might be exposed to radiation in the course of their work. This upgrade will ensure dose records are made available to workers, the NPS operator and relevant regulators noting that workers will move from one workplace to another.	June 2025



Undertake research and provide expert evaluations, advice, and services

ARPANSA is responsible for providing accessible, evidence-based, and risk-informed advice to the Australian Government, industry, and the public through the work we do. Our aim is to promote continuous improvement and provide useful and current information to a broad range of audiences so practices can be optimised.

To aid us in the delivery of this activity, we strive to understand our stakeholder's needs and meaningfully engage on topics of interest. ARPANSA builds partnerships with a range of stakeholders in targeted areas of scientific research by undertaking research, surveys and studies to enhance our understanding of the effects of radiation. ARPANSA promotes education through our Talk to a Scientist program, which directly connects members of the public with ARPANSA scientists, to address questions or concerns about radiation and nuclear issues.

ARPANSA is responsible for carrying out Australia's radionuclide monitoring obligations to the Comprehensive Nuclear-Test-Ban Treaty. The Treaty aims to eliminate nuclear weapons by restricting the development and qualitative improvement of new types of nuclear weapons, playing a critical role in working towards a safer and more secure world.

ARPANSA also offers a range of high-quality National Association of Testing Authorities (NATA) accredited scientific activities and services to assess the risks to people and the environment from exposure to radiation, and to reflect this understanding in advice and guidance to the public, government, and other stakeholders. Our Personal Radiation Monitoring Service is the only NATA-accredited service that operates all its services onshore in Australia. ARPANSA provides laboratory testing services to Australian and international customers for sunglasses, shade cloth, window films, clothing, and fabrics to determine, and certify via ultraviolet protection factor (UPF) swing tags the level of protection these materials

provide against ultraviolet (UV) radiation from the sun. We also provide calibration services for a range of radiation meters.

Our Primary Standard Dosimetry Laboratory (PSDL) maintains the primary standard for radiation dosimetry for Australia and is in the process of assembling a new primary standard with proton capability. The PSDL collaborates with the ACDS to develop auditing and measurement techniques to reduce the radiation risk to patients.

ARPANSA will play an important role in the system of regulation for nuclear-powered submarines. ARPANSA will continue to support the Australian Submarine Agency and the future Australian Nuclear-Powered Submarine Safety Regulator in providing assessment and advice on radiation protection and nuclear safety and relevant aspects of stewardship. This advice will form the basis of interfaces and boundaries between military and civilian regulatory frameworks. ARPANSA will also work to provide support to the expected increase in visiting nuclear-powered warships as part of the AUKUS initiative. ARPANSA will require additional resources to continue to support both the higher number of nuclear-powered vessel visits and the establishment of a regulatory framework for Australia's nuclear-powered submarine capability.

In delivering all these services, ARPANSA strives to ensure its capabilities and expertise are high quality, sustainable and reflect best practice in radiation protection.

Initiatives

- Undertake hazard identification, exposure analysis and risk assessments for scenarios involving exposure to radiation.
- Maintain and disseminate the national primary standard for absorbed dose.
- Operate the stations and laboratory that form part of the Australian operated component of the Comprehensive Nuclear-Test-Ban Treaty (CTBT) International Monitoring System.
- Operate and effectively deliver a range of radiation protection related services.
- Provide information to support and enable stakeholders to make informed decisions regarding the safe and effective use of radiation.
- Enhance UV radiation protection of the public by providing data and promoting strategies for prevention of health effects related to UV skin and eye exposures.

CP performance measure 6

Operation of the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO) International Monitoring System (IMS) radionuclide stations to meet CTBTO targets for data availability.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
Stations operational and reporting verified data to the CTBTO at >95% average per reporting period.	95%	95%	95%



Rationale

ARPANSA operates the Australian radionuclide monitoring stations as part of the IMS for the CTBTO. This is an Australian obligation under the CTBT.

In addition to their primary purpose of detecting nuclear explosions, the network:

- Provides information that supports tracking of airborne radiation.
- Provides ARPANSA with information on radionuclide detections at IMS stations, which allows ARPANSA to provide advice to DFAT and citizens overseas in the event of an emergency. This information is only available to member states.

In the past, ARPANSA has used products from the IMS to support risk assessment for people and the environment in Australia. For example monitoring the global fallout following the Fukushima accident.



Methodology - quantitative (output)

The IMS stations are certified to ensure that all of its equipment, infrastructure and settings meet the technical specifications set by the CTBTO and that data are transmitted to the International Data Centre in Vienna, in a timely manner. Data collected from IMS stations maintained by ARPANSA located in Australia and its territories, Fiji and Kiribati will be analysed and the yearly average determined. Stations in Australian territories may tolerate a down time of <7 consecutive days or <15 days annually.



Data source

Data collected from IMS stations system.



Explanation of changes since 2022–2023 Corporate Plan

This performance measure remains unchanged.

CP performance measure 7

Operation of the ultraviolet (UV) radiation monitoring network with a high level of data availability to the public.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
UV information is available to the public >95% of the time.	95%	95%	95%



Rationale

UV exposure is the leading cause of skin cancer in Australia, and Australia has one of the highest UV exposure levels in the world. The UV network provides data to the public to allow them to make risk-informed choices and take preventive actions to minimise UV exposure.



Methodology - quantitative (output)

Analysis of data extracted from UV network monitoring system will be averaged over the reporting period to verify availability.



Data source

UV network monitoring system.



Explanation of changes since 2022–2023 Corporate Plan

This performance measure remains unchanged.

CP performance measure 8

High quality and efficient radiation protection services are provided to customers.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
>85% satisfied with the quality of our service.	X	X	X



Rationale

Maintaining high levels of customer satisfaction with the quality of our services is important to delivering this key activity. Surveying our customers provides information as to how the Agency can foster continuous improvement and continue to operate sustainably.



Methodology - quantitative (output)

The annual customer satisfaction survey will encompass the following services: Radiofrequency Calibration services, Personal Radiation Monitoring Service (PRMS), Primary Standards Dosimetry Laboratory (PSDL) calibrations, Ultraviolet Radiation (UVR) Services, ARPANSA radiation meter hire service and the ACDS (Radiation Therapist Audit Feedback).

The assessment of the survey will provide quantitative and qualitative data to identify areas for improvement.



Data source

ARPANSA annual customer service satisfaction survey.



Explanation of changes since 2022–2023 Corporate Plan

This performance measure remains unchanged.

CP performance measure 9

Engagement with the Australian public through the ARPANSA Talk to a Scientist (TTAS) service.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
80% of TTAS enquiries from the public are responded to within 5 business days.	X	X	X



Rationale

The TTAS program exists to allow members of the public to connect with ARPANSA scientists and ask questions or raise concerns about radiation and nuclear issues. Timeliness in response to enquiries ensures that we continue to protect the Australian public by accurately addressing questions and concerns. This addresses misinformation and helps to maintain ARPANSA’s reputation as a reliable and trusted and national authority on radiation and health.



Methodology - quantitative (output)

All enquiries received by the TTAS service will be reviewed and a response provided. Assessment of reports extracted from TTAS records management system to verify the percentage of queries that were responded to within 5 days.



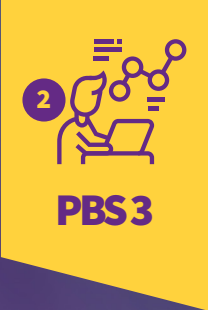
Data source

TTAS record management system.



Explanation of changes since 2022–2023 Corporate Plan

This target has been changed to focus on a measurement of timeliness that directly correlates to ensuring accessible, accurate information is provided to the public, which is a significant aspect of this key activity. This measure will still reflect the number of TTAS enquiries and ensure all are responded to; however the wording of the target has been strengthened to specify the service standards (5 days response time) and demonstrates how the Agency provides the public with expert, timely advice.



PBS performance measure 3 (linked to Outcome 1, Program 1.1 – Radiation protection and nuclear safety)

Promote, measure and report patient radiation safety in radiotherapy and diagnostic radiology.

Planned performance result 1

Report annually on significant deviations and trends discovered through the Australian Clinical Dosimetry Service (ACDS) and Diagnostic Level programs.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
The ACDS annual report is published to the ARPANSA website by 30 March.	X	X	X



Rationale

The ACDS is an ISO/IEC 17025 accredited audit service that provides clinical dosimetry audits to radiotherapy treatment facilities throughout Australia and New Zealand. Auditing can and has identified specific issues in radiotherapy systems which, unidentified, would have significantly impacted patient treatment. The ACDS annual report provides a review of all suboptimal audit outcomes. The report conveys Australian and New Zealand national data specific to different treatment types and raises awareness of potential errors in clinical practice.



Methodology

The ACDS evaluates the difference in dose between that predicted by the radiotherapy facility and that measured by the ACDS. Case studies and trends observed from suboptimal audit outcomes are published in the annual report.



Data source

ACDS audit dataset, ARPANSA management system.

PBS performance measure 3 (linked to Outcome 1, Program 1.1 – Radiation protection and nuclear safety)

Promote, measure and report patient radiation safety in radiotherapy and diagnostic radiology.

Planned performance result 2

Report annually on significant deviations and trends discovered through the Australian Clinical Dosimetry Service (ACDS) and Diagnostic Level programs.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
Publication of summary data collected through the Diagnostic Reference Level program will be made available on the ARPANSA website.	X	X	X



Rationale

The DRLs provide a point of comparison so a given imaging facility can compare their practice with that of their peers. The aim of DRL comparisons is to encourage imaging facilities to review their practice to ensure an appropriate balance of benefit and risk for patients. This helps to avoid excessive radiation dose to patients from medical imaging.



Methodology

ARPANSA collects data on metrics for patient dose from ionising radiation in diagnostic imaging, particularly for CT. ARPANSA analyses National Diagnostic Reference Level Service survey data to calculate Australian diagnostic reference levels (DRLs).



Data source

Diagnostic Reference Level data.



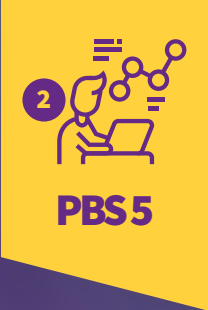
Explanation of changes since 2022–2023 Corporate Plan

ARPANSA has aligned the way our Corporate Plan and PBS performance information is presented to promote greater consistency and support PGPA requirements.

The planned performance results indicated within this PBS measure, have been marginally changed – specifically the Publication of the Diagnostic Reference Level ‘data’ to our website as opposed to a ‘summary report’. The stakeholders utilising this information reference the data directly and an annual summary of this work for reporting purposes was reviewed to be an ineffective use of resources.

The measures have also been delineated in their presentation above as they represent two large and distinct sections of work. To ensure accurate and transparent monitoring, ARPANSA has defined specific targets so the Agency’s progress can be clearly demonstrated.

Both targets are standalone aspects of this measure and contributes to the plan performance results indicated within this PBS measure. These targets are therefore weighted equally and both targets will need to be assessed as achieved for the overall assessment of this performance measure to be considered achieved overall.



PBS performance measure 5 (linked to Outcome 1, Program 1.2 – Nuclear Powered Submarines)

Provide support to the implementation of the optimal pathway to establish an Australian nuclear-powered submarine capability.

Planned performance result

- Appropriate interfaces and boundaries, and roles and responsibilities for ARPANSA, within the system of regulation for nuclear-powered submarines, are agreed and defined.
- Review and update the national framework for radiation and nuclear safety standards and guidance to ensure suitability for nuclear-powered submarines.
- Develop a strategic plan for the development of any newly required guidance and standards in this national framework and commence implementation in accordance with government timeframes.
- Harmonisation of legislation for regulation of nuclear-powered submarines in accordance with government determined timeframes.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
Agreement on interfaces and boundaries between ARPANSA and other regulatory bodies is established.	X	X	X
The national framework for radiation and nuclear safety standards and guidance is suitable for nuclear-powered submarines.			
ARPANSA contributes to the harmonisation of legislation for regulation of nuclear-powered submarines.			



Rationale

The plan to develop Australia’s nuclear-powered submarine capability greatly expands the country’s nuclear footprint. This will require the introduction of new legislation, regulations and safety standards for nuclear safety and radiation protection. As Australia’s only current nuclear safety regulator, ARPANSA can develop appropriate frameworks for the protection of people and the environment to harmonise guidance and reduce regulatory burden for operators. ARPANSA’s involvement in a system of regulation for nuclear-powered submarines will assist in developing social licence in Australia and internationally to operate nuclear-powered submarines.



Methodology

- ARPANSA record management system will maintain records that will inform reporting. This will include progress tracked against the below:
- Technical work that will support a system of regulation for a nuclear-powered submarine capability, to ensure the protection of people and the environment.
 - Uplift of ARPANSA’s physical and digital security infrastructure and processes to appropriately interface with the nuclear-powered submarine enterprise.
 - Development of a strategic plan for a national framework for radiation and nuclear safety. This will include newly required guidance and standards implemented in accordance with government timeframes.
 - Contribute to the drafting of any new legislation and regulation of nuclear-powered submarines, ensuring harmonisation of existing nuclear safety law and a reduction of regulatory burden.



Data source

ARPANSA management system.



Explanation of changes since 2022–2023 Corporate Plan

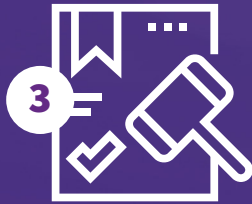
This is a new performance measure to represent the work the Agency will be undertaking to deliver program 1.2 – Nuclear Powered Submarines.



Projects

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

Project	Description	Estimated completion date
Sunscreen testing	A collaborative research program between ARPANSA, RMIT University and Cancer Council Victoria to develop evidence-based methodologies for in vitro (non-human) testing of sunscreen.	June 2024
A primary standard water calorimeter for protons, photons and electrons in the megavoltage range	Commission and deliver a new primary standard water calorimeter to underpin radiation oncology treatment domestically.	December 2024
Linear accelerator (linac) replacement	The procurement and installation of a new linac to maintain national coverage and functional capability in calibrating hospital radiation equipment used in radiotherapy.	December 2023
Radiological legacy of nuclear testing on the marine environment of the Montebello Islands, Western Australia	This project will ensure input from ARPANSA in the assessment of radiation risk at the existing exposure site of the Montebello Islands nuclear testing sites.	December 2023
ANRDR data assimilation	To build a register of radiation dosimetry records that accepts dosimetry record submissions from dosimetry service providers.	December 2023
Software developer for Australian Clinical Dosimetry Services	With the expansion of specialised services a more robust and comprehensive database solution is being developed to ensure data integrity and perform more in-depth data mining processes.	
Geographic information system (GIS) upgrade	ARPANSA has an established enterprise GIS server however there is an increased demand for spatial services to our stakeholders in the radiological and nuclear emergency management community. The GIS products are critical to enable ARPANSA to provide advice and decision support products during an incident or event.	June 2024
Personal Radiation Monitoring Service (PRMS) customer relationship management and laboratory information management system design	The ARPANSA NATA-accredited PRMS service laboratory management system relies on software that can no longer be supported. This project will support the development of a laboratory information management system that will allow effective end-to-end management of samples and data.	June 2025
Radioanalytical services laboratory information management system development and implementation	This system will allow effective end-to-end management of samples and associated data, including sampling.	June 2025



Ensure effective and risk-informed regulation

ARPANSA is charged with regulatory oversight of facilities and activities under the ARPANS Act and Regulations. Our remit encompasses the whole radiological lifecycle of controlled materials, controlled apparatus and controlled facilities. As a regulator of Commonwealth entities, we take a graded, risk-informed approach to regulation of radiation sources, radiation facilities and nuclear installations with regulatory activities including licensing, compliance monitoring, inspection and enforcement.

Together with physical science and engineering factors, our regulatory focus will include promoting mature processes, attitudes, and behaviours among licensed entities so their activities can be carried out safely without undue risk to workers, the public and the environment. Review of plans and arrangements that the licence holder must have in place to maintain safety during routine, abnormal and emergency conditions will remain an integral part of our regulatory monitoring activities. Aligned with anticipated work across our licence holder portfolio, ARPANSA will ensure the plans will include post-operational safety, including safe decommissioning of facilities and safe management of radioactive waste, including its disposal.

Using review processes and analysis, we will continually improve ARPANSA's regulatory approach for the benefit of Commonwealth licence holders, applicants, and the Australian community to ensure that regulation is not only effective but also efficient. ARPANSA will use its national engagement work with state and territory jurisdictions to promote national uniformity in radiation protection policies and practices throughout Australia.

Regulatory performance

As part of a concerted effort to reduce unnecessary and inefficient regulation, ARPANSA is committed to driving best practice in regulation by improving regulator performance, capability and culture through our adoption of the Commonwealth Regulatory Performance Guide. We take consistent and proportionate risk-based approach, and the following principles form the basis of our regulatory activities and undertakings:

- continuous improvement and building trust
- risk-based and data driven
- collaboration and engagement.

Initiatives

- Using a holistic approach, influence licence holders to improve safety culture, inclusive of leadership and management for safety.
- Monitor and report on regulatory performance and compliance to promote continuous improvement.
- Provide a risk-informed and fit-for-purpose regulatory framework and standards for safe management of sources and facilities, including nuclear installations, over the entire lifecycle.
- Operate in accordance with the Australian Government Regulator Performance Resource Management Guide by being accountable, professional and applying best regulatory practice.

CP performance measure 10

Regulated entities, licence applicants and key stakeholders are consulted on major licence decisions and key ARPANSA initiatives.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
Annual count: stipulated consultation processes are used consistently.	X	X	X



Rationale

ARPANSA uses a risk-informed regulatory approach to ensure that licence holders take responsibility for protection of people and the environment from the harmful effects of radiation. It does this transparently, through a range of measures ranging from encouragement and advice on regulatory expectation through to formal enforcement action.

ARPANSA has procedures and instructions to ensure that any significant change to ARPANSA's legislation, regulatory framework, policies and procedures affecting licence holders are subject to consultation. Licensing decisions are evidence-based and subject to consultation with applicants and licence holders, and other stakeholders where appropriate.



Methodology - quantitative (output)

Facilitation of the annual ARPANSA licence holder forum and analysis of records associated with the key requirements of consultation activities feeding into this measure:

- Australian Radiation Protection and Nuclear Safety Regulations 2018 – Public notice and consultation before a nuclear facility licence issued.
- Operating manual requirements (Inspection, Review and Assessment and, Compliance Manuals)
- Managing regulatory documents and web content.

This will gauge the conformance to internal system and provide awareness as to which mechanisms (e.g. public forums, have your say page, national advertisement, etc.) are being used.



Data source

ARPANSA records management system.



Explanation of changes since 2022–2023 Corporate Plan

The wording of this target has been marginally changed to better describe what the Agency is reporting against.

CP performance measure 11

ARPANSA provides assurance to the public that environmental discharges and radiation dose rates near major nuclear installations meet regulatory requirements.

2023–24 target

2024–25 target

2025–26 target

2026–27 target

ARPANSA publishes annual reports summarising the results of independent monitoring and verification activities to confirm environmental discharges and radiation dose rates near major nuclear installations (offsite) meet regulatory requirements.

X

X

X



Rationale

This measure supports ARPANSA's purpose of protecting people and the environment from the harmful effects of radiation by:

- verifying that any environmental discharges from nuclear facilities are at levels that do not harm people or the environment
- allowing for independent environmental assessment to ensure that regulatory requirements appropriately protect people and the environment at each major facility
- providing public confidence that the environment is safe.

In addition, provision of independent, publicly available monitoring data is an important component of developing the social licence for major nuclear facilities.



Methodology - quantitative and qualitative (effectiveness)

The annual monitoring and verification report will outline the results of independent measurement and monitoring activities near major nuclear installations. These reports may include (as needed) data including:

- analysis of Australian Radiation Monitoring System (ARMS) gamma dose rate data
- environmental and stack radiation levels verified in ARPANSA's radiochemistry laboratory
- comparison of independent analysis to those provided by the licence holder
- environmental risk assessment.



Data source

- Australian Radiation Monitoring System – gamma dose rate data.
- Airborne discharge reports assessed by ARPANSA Regulatory Services Branch at the time of submission.
- Results of monitoring and measurement activities undertaken by ARPANSA in the vicinity of major nuclear installations and Radiation Health Services independent verification report.



Explanation of changes since 2022–2023 Corporate Plan

This performance measure has been marginally changed to be more outcome focussed and reflect the scope of our role as a regulator. The wording has been changed from 'low concentrations' which is the responsibility of our operators to 'provides assurance' which we have influence over directly. The target has also been modified to indicate that licenced entities' activities 'meet regulatory requirements'.

CP performance measure 12

Implement and enhance regulatory activities in accordance with the Australian Government Regulator Performance Resource Management Guide.

2023–24 target

2024–25 target

2025–26 target

2026–27 target

An annual review of regulatory performance is undertaken and demonstrates conformance (>75%) with the Australian Government Regulator Performance Resource Management Guide (RMG 128).

X

X

X



Rationale

The Government has published principles of regulator best practice, which ARPANSA strives to meet:

- continuous improvement and building trust
- risk based and data driven
- collaboration and engagement.



Methodology - quantitative (effectiveness)

An annual review, using claims, arguments and evidence, will be conducted to establish if essential controls are applied with minimal burden to form a risk informed, open, transparent and trusted service. These principles correlate to 12 related measures of performance and has a target to meet at least 9 (75%).

The target of each individual measure is set to drive performance in its respective area.



Data source

Regulatory Services Branch internal data systems and ARPANSA record management system.



Explanation of changes since 2022–2023 Corporate Plan

The wording of the target has been marginally changed to specify that ‘demonstrates conformance’ means that >75% of RMG 128 measures have been met.

PBS performance measure 4 (linked to Outcome 1, Program 1.1 – Radiation protection and nuclear safety)

Ensure protection of people and the environment through efficient and effective regulation.

Planned performance result

Facilitate the preparation and receipt of the International Atomic Energy Agency Integrated Regulatory Review Service (IRRS) follow-up mission to Australia. Support the implementation of multi-jurisdictional findings via the enHealth process.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
85% of findings addressed to ARPANSA are verified by the IRRS mission to be closed.	X	N/A	N/A



Rationale

The IAEA’s Integrated Regulatory Review Service (IRRS) supports ARPANSA’s ongoing implementation of international best practice.

Australia is a respected partner in the international cooperation on nuclear safety and security. It maintains this position by a number of means, including sharing its knowledge and learning from international best practice. An IRRS mission is a valuable regulatory benchmarking exercise involving peer review by overseas experts against IAEA Safety Standards.

The review focused on Australia’s legal and regulatory framework for safety and the Regulatory Services Branch’s licensing, inspection and enforcement processes.

All states and territories participated in the IRRS mission. This presents a unique opportunity for Australia’s radiation protection regulators to work together on evaluating all aspects of respective regulatory frameworks.



Methodology - quantitative (output)

ARPANSA had 8 recommendations and 6 suggestions directed to the entity. The number of verified closed findings will be divided by the total number of recommendations and suggestions directed to ARPANSA.



Data source

IRRS follow up mission report.



Explanation of changes since 2022–2023 Corporate Plan

This measure has been updated to reflect the evolution of this work that is nearing completion. ARPANSA has aligned the way our Corporate Plan and PBS performance information is presented to promote greater consistency and support PGPA requirements. To ensure accurate and transparent monitoring, ARPANSA has defined specific targets that will underpin this measure so monitoring can be clearly demonstrated.

Projects

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

Project	Description	Estimated completion date
IRRS follow-up mission	Establish a project team to prepare the advanced reference material for the follow-up IRRS mission in October 2023.	December 2023
General Safety Guide 12 and 13 alignment	Alignment of the ARPANSA regulatory framework with international best practice.	February 2024
Safety culture assessment	An independent assessment of leadership for safety and safety culture that that will provide insight on how the Agency can influence behaviours, attitudes and values.	February 2024
OPAL periodic safety and security review	ARPANSA requires that ANSTO undertake periodic safety and security review of the OPAL reactor and provide a report to both ARPANSA and the Australian Safeguards and Non-Proliferation Office (ASNO). Detailed reviews of safety and security are recognised internationally as good practice in the nuclear industry. ARPANSA and ASNO have determined that this review should have safety and security aspects concurrently assessed.	May 2024
Regulatory administration database	Design and implement a contemporary regulatory administration database to provide improved service delivery and easy access for our stakeholders.	June 2025



Enhance organisational innovation and capability

By enhancing our organisational innovation and capability ARPANSA ensures our systems, assets, and staff effectively support and efficiently deliver on our purpose. ARPANSA will implement the Workforce Strategy 2022–25 to ensure sustainable knowledge and capabilities across our workforce and an improved employee experience that attracts and retains high performing people.

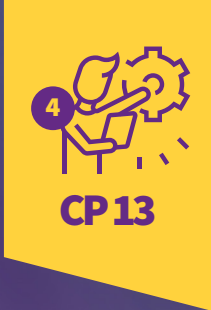
We will continue to invest in projects that build capability, increase agility, and focus on future needs. Over the 4-year planning period, we will continue the implementation of digital technology projects to enhance and secure Agency service delivery. The focus on strengthening our cyber security environment will continue, the laboratory information management system (LIMS) will be expanded to support additional laboratories and the implementation of a contemporary Regulatory Administration Database (RAD) System will commence. The agency will continue to implement the ARPANSA management system and deliver a comprehensive high-quality research program to support radiation protection, nuclear safety and regulatory activities, and mitigate radiation risks in the Australian context.

ARPANSA will continue to build awareness of the importance of workplace mental health, while working to strengthen employer capability to provide a positive workplace culture. We will continue to address psychosocial hazards that impact mental health and educate employees on the critical role they play in contributing to a mentally healthy workplace.

Innovation is a particular focus for ARPANSA to drive improved performance, productivity and work outcomes. The ability of our workforce to operate in a shifting environment and quickly adapt – with creativity at the core – is critical to our future prosperity. In an increasingly complex policy development and delivery context, where public sectors are expected to manage within tight resourcing parameters, ARPANSA recognises the ability to innovate is critical. ARPANSA also recognises the inherent linkages innovation has with employee engagement, such that innovation can drive engagement, and innovation can flourish where employee engagement is high.

Initiatives

- Ensure ARPANSA has sustainable operations and appropriate infrastructure
- Implement and improve integrated processes that enable ARPANSA to deliver high-quality products and services.
- Deliver workforce initiatives that enable sustainable capability, continuity of service to stakeholders, an attractive employee experience and a clear line of sight between our work and ARPANSA's purpose.
- Develop and maintain digital technology, information and data services to enable effective service delivery, drive business transformation and secure our environment.



CP performance measure 13

Efficient implementation of a whole of Agency information technology roadmap to support the modernisation of digital services.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
Essential digital technology initiatives to enhance service delivery, improve customer experience and streamline internal processes are implemented in accordance with the Digital Technology Program (DTP) of work.	X		



Rationale

The DTP 2023–25 defines ARPANSA’s approach to the use of digital technology to achieve its strategic objectives, meet policy requirements and drive business transformation. The DTP aims to provide digital technology, information and data services around four key delivery areas of cyber security, information and data, business productivity and infrastructure.



Methodology - quantitative and qualitative (output)

Progress reports referenced against the DTP Program of Work. DTP initiatives approved by the Executive Group and allocated budget and resources will be managed via Project Management Advisory Group (PMAG) processes and delivered in accordance with the agreed schedule in the program plan.



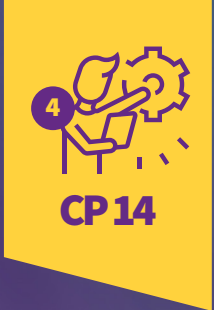
Data source

ARPANSA record management systems.



Explanation of changes since 2022–2023 Corporate Plan

This performance measure remains unchanged.



CP performance measure 14

Implement the ARPANSA Workforce Strategy and develop a Knowledge and Learning Management Plan.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
Deliver the workforce strategy as per the program plan schedule.	X	X	



Rationale

Strategy 2022–25 takes an enterprise view and identifies the priorities for shaping our workforce to respond to immediate and emerging challenges. The Workforce Strategy enables ARPANSA to carry out its functions and achieve its purpose through its people. There are a range of challenges, risks, commitments and opportunities with implications for ARPANSA’s ability to ensure sustainable capability, regard as an employer of choice, and our focus on alignment with our central purpose of protecting the Australian people and the environment from the harmful effects of radiation.



Methodology - quantitative and qualitative (output)

Number of initiatives delivered against the program plan during the reporting period.

Budget maintained for specific work packages during implementation.



Data source

ARPANSA record management systems.



Explanation of changes since 2022–2023 Corporate Plan

This performance measure remains unchanged.

CP performance measure 15

Proportion of employees that feel willing and able to innovate at ARPANSA.

2023–24 target	2024–25 target	2025–26 target	2026–27 target
ARPANSA’s ‘Enabling Innovation’ index APS census results indicate a positive variance compared to similar-sized APS agencies.	X	X	X



Rationale

Innovation is a particular focus for the Agency as it can drive improved performance, productivity and work outcomes. Employees at all levels will be supported to use their knowledge, competencies and creativity to operate in the most effective way possible and deliver improved results for the Australian community and the Government.



Methodology - quantitative (input)

The Agency will use the APS employee census (innovation) results, which address innovation through a set of dedicated questions to obtain an index score. This innovation index score assesses both whether employees feel willing and able to be innovative, and whether their agency has a culture that enables innovation. The ARPANSA Enabling Innovation Index will be compared to that of other small sized APS agencies. Census results will be collected annually, commencing early May to June. APS results are typically available to the Agency at the end of July.



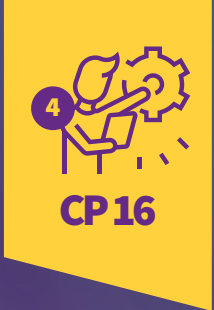
Data source

APS employee census.



Explanation of changes since 2022–2023
Corporate Plan

As this is a new measure introduced to support our key activity of enhancing organisational innovation and capability.



CP performance measure 16

The Agency demonstrates robust management of psychosocial risk.

2023–24 target

Benchmarking data, relating to the Agency’s psychosocial risk is determined and provides insight regarding its management.

2024–25 target

As this is a new measure, baseline data will be collected during 2023–24 to infer a future target.

2025–26 target

2026–27 target



Rationale

APS capability is as much about how agencies work together, in partnership with business and civil society, as it is about our individuals that provide these core capabilities. On average, work-related psychological injuries have longer recovery times, higher costs, and require more time away from work, compared to physical injuries. Managing the risks associated with psychosocial hazards not only protects workers, but also decreases the disruption associated with staff turnover and absenteeism and may improve broader organisational performance and productivity. The Agency recognises this measure is critical to building a positive working environment, which will improve our employee capability and enable ARPANSA to achieve our purpose more effectively.



Methodology - quantitative (input)

Benchmarking data will be determined over the financial year and will inform the targets, methodology and data sources required to accurately gauge the performance of this measure.



Explanation of changes since 2022–2023
Corporate Plan

This is a new measure that will focus on ensuring we are creating an environment that will allow our staff to undertake their roles more effectively.



Projects

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

Project	Description	Estimated completion date
Laboratory information management system (LIMS)	Expansion of LIMS with the provision of an online portal to make it easier for customers to access our services and investigate the inclusion of additional laboratories.	June 2026
Cyber security environment	Continue the focus on strengthening our cyber security environment by undertaking independent assessments and implementing identified remediation activities to meet government requirements.	June 2024
Workforce Strategy	Implement the ARPANSA Workforce Strategy and Program Plan covering the following 3 areas: <ul style="list-style-type: none">• expertise and capability• change, health and wellbeing• diversity, equality, inclusion and integrity	June 2025
Aurion uplift	Deliver enhanced Aurion functionality. This will include 15 business process automations and recruitment and onboarding modules, to enhance service delivery and mitigate continuity risks.	June 2025
ARPANSA facilities and infrastructure upgrade	Deliver an upgrade of identified infrastructure and overall building amenities.	June 2025

Appendices

Appendix 1 – Changes to our performance information

ARPANSA's annual review of our performance information was driven by an intent to strengthen the quality of our information and continue maturing our performance framework. This review of our performance measures and initiatives focussed on ensuring our information transparently communicates our delivery and complies with Public Governance, Performance and Accountability (PGPA) Rule requirements to foster greater accountability and trust.

Our review verified that our performance measure enable the Agency to:

- demonstrate how we are using public resources to make a difference and deliver our purpose
- make decisions about how best to deploy our resources to achieve competing priorities.

Specific explanations of changes have been provided throughout the body of this plan where performance measures are indicated to have been:

- unchanged.
- marginally changed to improve the clarity of performance information. These small changes support consistency and foster continuous improvement while still enabling the Agency to demonstrate performance over time.
- changed. These measures or targets have been significantly revised and updated to reflect the evolution of the related work activities or a maturing of our performance information.
- closed. Measures may be closed if they are planned for closure, ambiguous, outside the scope of our control or considered by leadership to be better utilised in a business plan.
- newly added, to reflect the work undertaken in support of new ARPANSA priorities and programs.

The PBS complements this plan as it continues to provide high level performance information for current and ongoing areas of work. To support the PGPA clear read principal between our key planning and performance documents, the Agency has aligned our PBS performance information for consistency with our Corporate Plan measures.

Outcome of 2022–23 review

	Key activity 1	Key activity 2	Key activity 3	Key activity 4	Total
	Initiate, maintain and promote frameworks for protection and safety	Undertake research and provide expert evaluations, advice, and services	Ensure effective and risk-informed regulation	Enhance organisational innovation and capability	
Performance measures unchanged	2	3	1	2	8
Performance measures marginally changed	4	1	4	0	9
Performance measures significantly changed	1	1	0	0	2
Performance measures closed	0	0	1	0	-1
Performance measures added	0	1	0	2	3
Total number of performance measures for 2023–24	7	6	4	4	21

The ARPANSA Corporate Plan identifies 19 initiatives, 21 performance measures (16 originating from this plan, 5 from the PBS).

Appendix 2 – Reporting requirements

This corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act
- subsection 16E (2) of the PGPA Rule 2014.

The following table details the requirements met by the ARPANSA Corporate Plan and the page reference for each requirement.

Requirements	Page(s)
Introduction	5
<ul style="list-style-type: none">• Statement of preparation• The reporting period for which the plan is prepared• The reporting periods covered by the plan	<div>3</div> <div>3</div> <div>3</div>
Purposes	5
Key activities	6
Operating context	7
<ul style="list-style-type: none">• Environment• Capability• Risk oversight and management, including key risks and its management• Cooperation• Subsidiaries (where applicable)	<div>7–9</div> <div>10–11</div> <div>12–14</div> <div>15–19</div>
Performance	20–53
<ul style="list-style-type: none">• Performance measures• Targets for each performance measures (if reasonably practicable to set a target)	<div>21–53</div> <div>21–53</div>

Appendix 3 – Notes on performance assessment

1. Assessment of key activities

The achievement of the key activity will be determined by the number of performance measures achieved. All performance measures are weighted equally.

- Equal to or greater than 75% of performance measures achieved equates to the key activity being achieved.
- Equal to or greater than 50 % of performance measures achieved equates to the key activity being partially achieved.
- Less than 50% of intended result achieved equates to the key activity not being achieved.

2. Assessment of performance measures with multiple planned performance results (PBS measures specific)

Where a PBS performance measure has distinct planned performance results, targets have been defined to demonstrate the achievement of each planned performance result. This has resulted in multiple targets that will be assessed collectively to determine if the PBS performance measure, as a whole has been achieved. These targets are therefore weighted equally and will be assessed in accordance with Note 3 'Assessment of performance measures with multiple targets.'

3. Assessment of performance measures with multiple targets

Where a performance measure has multiple targets, achievement of the measure will be determined by reference to the number of targets achieved. All performance targets are weighted equally.

- Equal to or greater than 75% of performance targets achieved equates to the measure being achieved.
- Equal to or greater than 50 % of performance targets achieved equates to the measure being partially achieved or work will remain ongoing until completion (3 to 9 months).
- Less than 50% of targets achieved equates to the measure not being achieved or greater than 9 months' work remaining outstanding.

4. Annual Count

As provided by Rule 16E (2) item 5 of the Public Governance, Performance and Accountability Rule 2014, where it is not reasonably practicable to include specific targets for a measure, an annual count will be used in lieu of a predetermined metric. In the context of this plan, these are additional targets as a result of the work being reactive in nature or instigated by an external body. In all instances used, this number (the annual count), provides important information and context to assess the operational requirements and capacity of the Agency during the reporting period.