



Australian Government
**Australian Radiation Protection
and Nuclear Safety Agency**



ARPANSA Corporate Plan 2024–25

Covering the period **2024–25 to 2027–28**

Image: Budawang Mountain Range, New South Wales, Australia

Acknowledgement of Country

The Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) respectfully acknowledges Aboriginal and Torres Strait Islander peoples, communities and their rich cultures. We pay respects to all Elders past and present. We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First Peoples and the Traditional Owners and Custodians of the lands and waters where we live and work.

We also 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.

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CEO foreword

I am pleased to present ARPANSA's 2024–25 Corporate Plan

ARPANSA's role is broad, with many functions intersecting to leverage our resources, experience and expertise to protect people and the environment from the harmful effects of radiation. This plan outlines how our key strategic activities will support the agency's purpose and continue to build on the significant steps we have taken to modernise our governance, operations and facilities.

Every day, Australians are exposed to radiation from a range of natural sources, including the sun (ultraviolet radiation) as well as naturally occurring radioactive substances that are present in food, soil, air and water. We are also exposed to artificial sources of radiation used across a broad range of industrial, communication, medical and research activities.

Radiation used in medical applications continues to be a primary source of exposure to the Australian population, with use in imaging for diagnosis and powerful sources of radiation often required for cancer treatments. There are also workplaces including mines, radiopharmaceutical production facilities, and hospitals where workers may be exposed to radiation of either natural or artificial origin.

With advances in scientific knowledge and continued development and implementation of new technologies that use radiation, ARPANSA must monitor developments to understand risks and implement appropriate radiation protection measures. We remain committed to best practice across all facets of our research, regulation and engagement.

ARPANSA's staff and the experience and specialised skills they maintain enables the agency to continue to meet our objectives. ARPANSA continues to invest in our people to ensure our agency is an attractive place to work and scientific expertise is maintained to deliver on our purpose. With the implementation of the Australian Government's nuclear-powered submarine program and the changing nuclear landscape globally, ARPANSA and its staff have much to contribute across all areas of government, industry and the wider community.

Working together with ARPANSA's dedicated and highly specialised workforce, 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, as we work to protect Australia's communities, workers, patients, and the 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 2024–25 ARPANSA Corporate Plan, which covers the period of 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).



Gillian Hirth
Dr Gillian Hirth AO
CEO of ARPANSA

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 outcome and programs, set out in the Department of Health and Aged Care 2024–25 Portfolio Budget Statements (PBS).

Government outcomes are the intended results, impacts or consequences of actions by the Australian Government on the 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 submarine 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.

Introduction

Our key activities

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



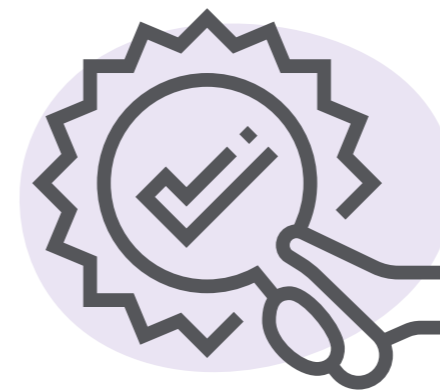
1

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 operating context



National uniformity

Factors

Australia's regulatory system for radiation and nuclear safety involves 9 separate radiation safety regulators, and this number is set to rise with the establishment of a regulator for nuclear-powered submarines. Australia's jurisdictional complexity has resulted in similar, but inconsistent, legislative frameworks and licencing arrangements across state and territory lines. This can cause administrative challenges for users of radiation sources operating in more than one jurisdiction. In addition, key assets that help to promote uniformity, such as the Radiation Protection Series (RPS), are also adopted by some authorities beyond the radiation regulators – such as mining regulators and the national telecommunications authority. The operating environment in rare earths and uranium mining, as well as radioactive waste management, is increasingly an area of discussion and activity nationally.

How it will impact us

The changing landscape in mining, waste management, and national defence priorities will have implications for the priorities of ARPANSA's efforts to promote regulatory uniformity.

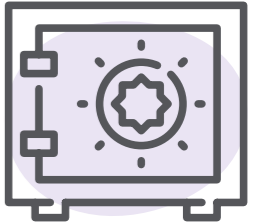
How we will respond

ARPANSA has a legislated role to promote national uniformity of radiation protection and nuclear safety policy and practices across all jurisdictions. However, this must be done within the constraints of these differing legislative frameworks.

Success in this space is contingent on inter-governmental collaboration and willingness to align. ARPANSA will dedicate resources in line with its statutory obligations to foster productive relationships for this collaboration and alignment between jurisdictions and Australian Government agencies.

In consultation with these stakeholders, ARPANSA will develop a plan scaled to available resources to maintain priority areas of the RPS. The agency will also identify areas for formal collaboration which furthers the objectives of nationally uniform radiation protection outcomes, and minimises unnecessary regulatory burdens on operators across all jurisdictions.

Our operating context



Radioactive waste management

Factors

In 2023, the decision to site the National Radioactive Waste Management Facility (NRWMF) at Kimba in South Australia was overturned by the Federal Court. The National Radioactive Waste Management Facility was designed to dispose of the Commonwealth's low-level radioactive waste and store its intermediate-level radioactive waste. The Australian Radioactive Waste Agency (ARWA) is now considering alternative proposals for the storage and disposal of low-level and intermediate-level radioactive waste.

How it will impact us

ARPANSA is the independent regulator of Commonwealth entities that produce, transport or manage radioactive waste. We will continue to work with ARWA to oversee the development and implementation of national radioactive waste management pathways, including any related licensing processes. Licence applications relating to management of radioactive waste will require appropriate resourcing within our regulatory program of work.

How we will respond

ARPANSA has extensive expertise in radioactive waste management, with many of our scientists and regulators regarded as international experts. We will continue our engagement in key international fora, including International Atomic Energy Agency (IAEA) Safety Standards Committees, to maintain our capability and align Australian regulation with international best practice. As Australia identifies pathways for management and final disposal of radioactive waste in Australia, ARPANSA will continue to provide this expert advice to government and uphold the safety of existing waste inventory.

Our operating context



Australia's nuclear-powered submarine enterprise

Factors

Australia, together with its AUKUS partners, has identified an optimal pathway to achieve the construction and delivery of an enduring nuclear-powered submarine capability for Australia. There is a three-stage approach to Australia acquiring and operating this capability, with the first stage operational from 2027. As part of the optimal pathway, a new naval nuclear power safety regulator will be established within the Defence portfolio.

How it will impact us

Until the establishment of the new regulator, ARPANSA is the only nuclear safety regulator that can undertake licence assessments for nuclear-powered submarine activities. The new regulator will need to grow its capability, and ARPANSA will be requested to assist in that process. ARPANSA's long standing role in the management of visiting nuclear-powered warships will evolve. The agency's existing workforce will be challenged to provide this expertise and support, and will therefore require expansion to support the nuclear-powered submarine enterprise.

How we will respond

ARPANSA is continuing to support the implementation of a sovereign nuclear-powered submarine capability. The agency is undertaking initial licencing assessments of early-stage facility activities and providing direct support to the establishment of the Australian Naval Nuclear Power Safety Regulator, including advice on legislation, regulations and the development of competence in Defence.

ARPANSA will also:

- work with Defence and other Australian nuclear agencies to evolve the process for visiting nuclear-powered warships to Australia and ensure best practice radiation protection for people and the environment
- develop appropriate environmental monitoring program to meet public expectations of radiation protection
- develop workforce strategies to ensure the agency is agile and capable of providing the required support to the enterprise, while also discharging its other mandated activities
- develop a code for the safety of reactor facilities to assist in promoting uniformity for nuclear safety.

These activities aim to ensure there are appropriate frameworks for the protection of people and the environment – as well as the development of social licence within Australia and internationally to operate nuclear-powered submarines.

Our operating context



Pacific partnerships

Factors

Australia is part of the most dynamic region in the world—the Indo-Pacific. Spanning the Indian and Pacific Oceans, this region contains more than half of the world’s population – and it is still growing. The Indo-Pacific is home to some of the planet’s fastest growing populations and economies, but with rapid growth comes challenges. These include the provision of safe and effective medical radiation services and products, and robust and risk-informed regulation of nuclear facilities and waste.

How it will impact us

ARPANSA has a key role to play in collaborating with our national and regional partners to promote policies and practices that support development in radiological sciences and technology, as well as nuclear and radiological security in our region.

How we will respond

We are working alongside other agencies – including the Australian Safeguards and Non-Proliferation Office (ASNO) and the Australian Nuclear Science and Technology Organisation (ANSTO) – to identify actions required to ensure a nation’s nuclear and radiological security regime is effective and sustainable, including:

- ensuring that the Indo-Pacific region is well prepared for the safe use of existing and emerging nuclear technologies
- sharing best practice across the global nuclear and radiological security community
- promoting the future of nuclear security from a gender equality perspective.

Some of our programs include:

- IAEA Integrated Nuclear Security Sustainability Plan (INSSP) – this enables Australia and Pacific partners to address nuclear security in a comprehensive way and to strengthen national nuclear security regimes
- IAEA Asia-Pacific Regulatory Infrastructure Development Project (RIDP) – a technical assistance mechanism aimed at supporting Asia-Pacific countries to establish or enhance their national regulatory infrastructure for radiation safety and for security of radioactive materials
- IAEA Sub-regional Approach to the Pacific Islands – this provides a platform to increase sub-regional collaboration and address challenges faced by the Pacific Islands, including those related to: nutrition; agricultural productivity; non-communicable diseases (specifically cancer); marine and coastal environments; water resource management; and radiation safety
- cooperative arrangements (Memorandums of Understanding) – ARPANSA has in place and will refresh agreements with key regional partners. These focus on supporting development of regulatory infrastructure for the safety of radiation facilities and nuclear installations, and the security of radioactive sources.

Our operating context



Reconciliation

Factors

Reconciliation requires all Australians to truthfully and respectfully acknowledge past injustices and the ongoing inequalities experienced by First Nations peoples since colonisation. It asks us to commit to working towards a more equal and respectful future.

How it will impact us

While ARPANSA has taken steps along its reconciliation journey, including community engagement, and promotion of NAIDOC week celebrations and events during Reconciliation Week, we are ready to demonstrate further commitment and explore new ways to support reconciliation in Australia. Publishing our Reflect Reconciliation Action Plan (RAP) in 2024 is an exciting opportunity for the agency to both formalise and grow its commitment to reconciliation. Our RAP activities are designed to support positive growth and change, as well as encourage staff to learn, reflect on and collectively take part in the reconciliation journey.

How we will respond

As a workplace and a public service provider, ARPANSA recognises that the development of its first Reflect RAP is an essential step in developing a plan that commits our agency to reflection, truth-telling and deliverables that aim to close the gap in our workplace and sphere of influence.

Some key milestones in our RAP include:

- Identifying Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.
- Continuing to explore partnerships with the Maralinga Tjarutja community to support information sharing and truth-telling opportunities related to the former British Nuclear Test sites.
- Building on initiatives aimed at increasing employment and professional development opportunities for First Nations people – within ARPANSA, with other government departments, and organisations we partner with.
- Developing a business case for procurement from Aboriginal and Torres Strait Islander owned businesses and investigating the Commonwealth's Indigenous Procurement Policy.

Our operating context



Technology changes

Factors	How it will impact us	How we will respond
<p>High-performance computing, artificial intelligence (AI), machine learning (ML), radiation sensors, 4D therapies, enhanced data analytics and robotics are just a handful of the exciting innovations facing ARPANSA today. These innovations are reshaping and accelerating the pace of our work environment, and expanding the scope of data and information that requires effective usage and safeguarding.</p> <p>The increased availability of data has the potential for significant improvement, but is linked with the need for a mature and sustainable data handling capability. To achieve this goal requires a balance between adoption of technology and sustainable resource allocation.</p>	<p>Technological advances impact the entire agency, including our research, services, administrative and regulatory areas. Whether it be the adoption of 6G, new modalities in the clinical space or emerging innovations in nuclear science, it is imperative that we understand and appreciate opportunities, and move deliberately to engage with them appropriately. This agility will ensure we continue to operate as a modern regulator, as well as providing high quality and relevant expert advice and services.</p>	<p>ARPANSA will take a strategic approach in adapting to the evolving technological landscape. We recognise that a steady focus on developing a sustainable approach to data management and strengthening our data maturity is essential in order to leverage the full potential of emerging technologies. Additionally, fostering a diverse workforce is imperative for ARPANSA, as it equips us to effectively embrace and utilise these technological advancements.</p> <p>How we respond to these innovations is a key focus across our specialist science, administration, digital and regulatory teams.</p> <p>Collaborations and knowledge sharing</p> <p>One of the most effective ways to stay abreast of change is to share knowledge and research.</p> <p>ARPANSA is committed to building and creating new collaborations to strengthen our understanding, resourcing, and responses to technological change. The depth and diversity of our partnerships with professional organisations and tertiary institutions, also helps inform and benefit our work by bringing together cross-disciplinary capabilities and approaches.</p> <p>Innovation</p> <p>The agency is proactively increasing opportunities and incentives for innovation – not just in our research, but also in the way that we work. This includes embarking on a program of optimisation of our various services in the next few years, as well as streamlining internal processes and systems to create efficiencies. We've introduced an 'innovation' category in the ARPANSA Awards, which recognises and celebrates individual and team achievements and aims to empower our staff to integrate innovation into their ways of working.</p> <p>Research</p> <p>ARPANSA will continue to play a vital role in the international science community. Our evidence-based scientific advice and research on Electromagnetic Energy (EME) and other radiation-related fields is essential in protecting the Australian people and the environment from the harmful effects of radiation. Some of our key work in this area includes:</p> <ul style="list-style-type: none">• engaging with international bodies, including the United Nations Scientific Committee on the Effects of Atomic Radiation (UNSCEAR), the World Health Organization (WHO) and the International Atomic Energy Agency (IAEA) to inform our health standards• monitoring developments in radiation oncology technology and clinical practice across Australia and New Zealand to ensure our auditing services and research align with industry developments• optimising and innovating processes that enable ARPANSA to deliver high-quality products and services• ensuring we continue to operate as an effective and modern regulator by supporting innovation without compromising safety and security.

Our operating context



Heightened security environment

Factors

The Australian Security Intelligence Organisation (ASIO) describes Australia's security environment as complex, challenging and changing. Espionage, foreign interference, sabotage, and political and/or ideologically motivated violence continue to pose a significant threat to the Australian community. Foreign intelligence services are continuing their efforts to penetrate government, defence, academia and business to steal information relating to Australia's political system, defence capabilities and operations, national security arrangements and commercially valuable information – to name a few. The emergence of AI has also enhanced the capacity of adversaries to act across multiple fronts simultaneously, covertly and with greater sophistication.

The Australian Signals Directorate (ASD) advises malicious cyber activity in the form of ongoing information-gathering campaigns or disruption activities also poses a growing risk to Australia's security. In particular, the AUKUS partnership – with its focus on nuclear-powered submarines and other advanced military capabilities – is a target for state actors looking to steal intellectual property for their own military programs and disrupt Australian programs. Increasingly, cyber operations are the preferred vector for state actors to conduct espionage and foreign interference.

How it will impact us

As the threat environment, geopolitical circumstances and technology continue to change, the agency recognises that a successful cyber-attack could result in significant damage and the potential for a whole of government impact.

ASIO has advised that Australia's adversaries are willing to perpetrate complex, multi-year efforts using cyber activity, human intelligence, technical collection and the exploitation of public information. If ARPANSA is successfully targeted, the reputational, human resources and monetary outcomes could have a significant detrimental impact on the agency's ability to carry out its purpose.

How we will respond

ARPANSA's security team continues to implement, embed, and improve our existing security measures to protect the agency's people, information, systems, and assets – at home and abroad. With an increased level of scrutiny and expectation surrounding ARPANSA's security posture, ARPANSA Security remains alert to new and emerging threats, and is nurturing a culture that is prepared to resist, respond to and report security threats. ARPANSA abides by the controls in the Australian Government Protective Security Policy Framework (PSPF) to help manage and reduce the security risk to the agency and the Australian Government.

ARPANSA security is empowered by the CEO to uplift the agency's security culture and practices and maintains an agile posture in order to adapt to the evolving threat environment, and manage associated risks.

Our capability

Workforce

Current capability

ARPANSA's culture is characterised by a deep commitment to our purpose, and our people demonstrate high levels of engagement across their diverse areas of work. With a high proportion of staff acknowledged as international leaders in radiation protection, nuclear science and nuclear safety regulation, our contributions to global forums, frameworks and knowledge development are considerable.

However, the agency's workforce requirements are at a critical juncture, with an increased demand on ARPANSA's expertise coinciding with competitive external opportunities arising in radiation-related industries. The current environment poses a range of challenges, risks, commitments and opportunities that may impact ARPANSA's ability to ensure sustainable capability and maintain our reputation as an employer of choice.

Future development – Workforce Strategy

ARPANSA is well advanced in operationalising its Workforce Strategy. The strategy takes a holistic enterprise view of the priorities required to develop and sustain a workforce that can consistently deliver against the current remit of the agency, but which is also flexible in the face of emerging challenges. It sets out the workforce implications of current drivers and details the programs and priorities that will support and provide sustainable capability and capacity. These include:

- expertise and capability
- health and wellbeing
- diversity, equality, inclusion and integrity.

Delivery of these priorities is governed by the agency's Planning and Performance Management Framework, and implementation mapped against 3 core outcomes – sustainable capability, employer of choice, and strategic alignment.

Capability goal

ARPANSA's capability goal is to ensure the agency has the right skills, capabilities and knowledge, while accounting specifically for 3 key variables currently impacting the agency:

- knowledge loss through retirements
- increased demand for nuclear sector skills and capabilities in Australia
- the rapidly changing, digitalised and hybrid workplace.

Infrastructure

ARPANSA manages and maintains a number of specialised, business-critical assets and infrastructure, including buildings, laboratories, instrumentation and mobile equipment. The agency has a detailed program of works to better support its technology, accommodation and facility needs 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 modern standards
- upgrades to our physical security systems.

In addition to this program, as part of the 2023-24 federal budget, ARPANSA received \$25.2 million over 2 years from 2023–24 to 2024–25 to support regulatory development activities and provide advice and services. Of this, \$10.5 million was allocated to capital projects in the 2023–24 year.

Funding for capital projects covers a broad range of projects, with more than 50% allocated to a range of infrastructure projects across both Miranda and Yallambie sites. The primary objectives of these projects are to:

- improve ARPANSA's physical security posture
- increase seating capacity
- provide meeting rooms and general collaboration spaces in line with the agency's increased resource capacity.

Our capability

Information and communication technology

ARPANSA's Digital Technology Plan outlines how the agency will leverage digital technology, information, and data initiatives to enhance service delivery, improve customer experience and integrate business processes. The agency is also maturing its cyber security posture through the implementation of cyber improvement strategies and a continued development of capability in this area. This program of work is twofold: the first aims to guard against external threats, and the second to ensure ARPANSA has a cyber aware, tech savvy workforce that understands its role in the stewardship of data.

In alignment with the Australian Government's strategy of 'creating a data informed and digitally capable' Government that puts the needs of people and business first, ARPANSA will undertake projects that support its services and health advice. In 2023–24, the agency rolled out a laboratory information management system to improve the management and efficiency of select scientific services. ARPANSA is committed to continuing this rollout to key scientific services through 2024–26. The design and development of an updated national radiation dose register database and customer portal will also commence, delivering a modern, user-friendly, accessible, trusted and secure business system.

Scientific infrastructure

As part of our enhanced EME program, ARPANSA operates an 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 the rapidly developing area of cancer care. The linacs are essential infrastructure for the Primary Standards Dosimetry Laboratory and the Australian Clinical Dosimetry Service. These services ensure Australians undergoing medical procedures using radiation receive the correct dose. The new linac installation and associated building refurbishment is anticipated to be completed in late 2024.

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 of scientific integrity that ensures our advice is based on high-quality research and assessment. We will continue to encourage and enhance innovation 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. This will be the new dose reference for all radiotherapy throughout Australia, and all patient treatments will be traceable to it. This will be operational during 2024–25 in parallel with the older standards for at least 12 months prior to the formal adoption of the new standard.

Our capability

Risk management

ARPANSA recognises that risk is inherent and can present both opportunities and threats to the achievement of our operational activities and strategic and legislative objectives. ARPANSA is maturing its risk management approach to ensure alignment with the International Standard ISO 31000:2018 – Risk Management, the PGPA Act and the Commonwealth Risk Management Policy. Our Risk Management Framework consists of a policy, risk management architecture, roles and responsibilities and the risk management process. It is supported by risk management resources, procedures, appropriate tools and templates.

Our framework supports risk-based decision making, enabling us to provide high quality services, research and advice (including risk informed regulatory advice) to inform the public and government about decisions that are being made in the current geopolitical environment.

ARPANSA has identified 6 key 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

KA

Management strategies

Loss of confidence in ARPANSA

1 2 3 4

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.

- 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 to provide 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 work environment through regular compliance training, adherence to the 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.

KA = Key activity

Our capability

Risk management

Risks to our key activities	KA	Management strategies
<p>Regulatory capture</p> <p>ARPANSA regulatory function is perceived to be subject to regulatory capture.</p> <p><i>Impact: Compromised (real or perceived) regulatory decision making.</i></p>	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. • Address findings of international peer reviews. • Meet the obligations under the Convention on Nuclear Safety. • Conduct public consultation on updates to the Radiation Protection Series. • Maintain a robust internal peer review system. • Rotational policy – rotate the lead inspector nominally every 3 years. • 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).
<p>Security event</p> <p>A security incident.</p> <p><i>Impact: Loss of information and operational capability for a period of time, reputational damage.</i></p>	1 2 3 4	<ul style="list-style-type: none"> • Ensuring ARPANSA meets the recommended levels of PSPF compliance. • Scalable controls in security plan based on the national terrorism threat level. • Specialist security staff and appointment of security related roles (including Chief Security Officer, Agency Security Advisor, and Chief Information Security Officer). • Implementation of the Cyber Security Improvement Plan, based on review against Information Security Manual and PSPF. • Agency Security Group to monitor and help co-ordinate security within the agency. • Ongoing engagement and support provided by the Australian Cyber Security Centre. • Mandatory face to face security training including cyber security. • Internal audit program.

Our capability

Risk management

Risks to our key activities	KA	Management strategies
<p>Failure to manage Workplace Health and Safety (WHS) risks</p> <p>ARPANSA or its staff fail in their respective duties under the Work Health and Safety Act 2011 and Work Health and Safety (WHS) Regulations.</p> <p><i>Impact: Loss of life or lost time from injury, reputational damage, or reduced productivity.</i></p>	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 mechanisms 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's safety culture through communication, training and evaluation. Continual reporting to ARPANSA's Executive Group. Work Health and Safety Committee engaged to improve health and safety in the workplace and to resolve issues quickly and effectively.
<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><i>Impact: Inability of ARPANSA to achieve our purpose, knowledge loss, reduced productivity and effectiveness. Impact to existing staff wellbeing and ability to perform function.</i></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 graduate 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.

Our capability

Risk management

Risks to our key activities

KA

Management strategies

Long term financial sustainability of ARPANSA

1 2 3 4

Unsustainable funding or significant impact to revenue from services.

Impact: Unviability of ARPANSA's commercial service offerings or inability of ARPANSA to achieve our mandated objectives.

- 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.
- Actively plan, manage, deliver and review agency work projects.
- Determine and review business critical functions and perform a cost analysis to identify areas for improvement.

Our capability

Cooperation

As the independent regulator of Commonwealth entities that 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, to whom 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 Border Force
- Australian Commission on Safety and Quality in Healthcare
- Australian Health Protection Committee (AHPC)
- Australian Institute of Health and Welfare
- Australian Submarine Agency (ASA)
- Department of Climate Change, Energy, the Environment and Water
- Department of Defence
- Department of Industry, Science and Resources
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of Foreign Affairs and Trade
- Department of Prime Minister and Cabinet
- National Metrological Institute
- Safe Work Australia.

Commonwealth regulators

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

- Australian Maritime Safety Authority
- Australian Safeguards and Non-Proliferation Office
- Comcare
- Civil Aviation Safety Authority
- Department of Climate Change, Energy, the Environment and Water
- National Offshore Petroleum Safety and Environmental Management Authority
- Therapeutic Goods Administration
- Office of the Defence Seaworthiness Regulator.

Our capability

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 historically has established MoUs on cooperative work such as joint regulatory inspections. One of the main avenues for cooperation is the statutory Radiation Health Committee, which provides a forum to collaborate and jointly develop radiation protection codes and standards. ARPANSA has also historically worked closely with National Cabinet committees for in-principle policy agreement between jurisdictions. 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 enable the agency to shape international best practice for regulation and advice on radiation protection and nuclear safety.

One of ARPANSA's most prominent international partners is the IAEA. ARPANSA representatives sit on committees that develop safety standards for nuclear, radiation, waste and transport safety, and for emergency preparedness and response. In particular, ARPANSA:

- leads Australia's obligations for the Joint Convention on the Safety of Spent Fuel Management and on the Safety of Radioactive Waste Management to report on and promote open and transparent discussions on the safety of spent fuel and radioactive waste management
- leads Australia's obligations for the Convention on Nuclear Safety to report on the implementation of the IAEA Safety Fundamentals for land-based nuclear installations
- contributes to the continuous improvement of the IAEA Code of Conduct on the Safety and Security of Radioactive Sources, ensuring safety and security in the use of radiation sources and associated facilities.

Agency specialists also support dedicated IAEA training courses on a range of issues:

- ARPANSA cooperates closely with the World Health Organization, and 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 the latest developments in scientific research and endorse various standards supporting international best practice. These include:

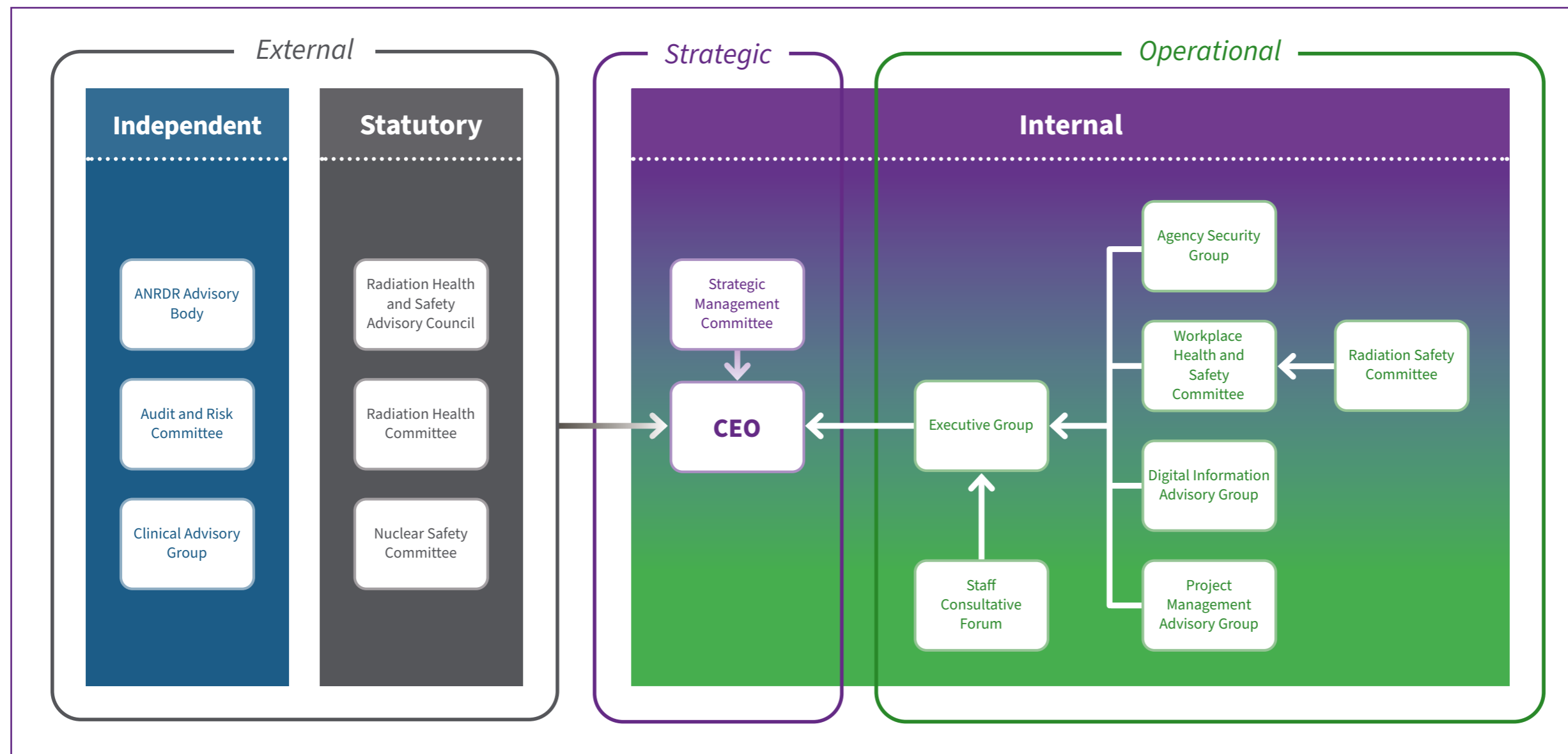
- International Commission on Radiological Protection (ICRP)
- International Commission on Non-Ionizing Radiation Protection (ICNIRP).

Governance committees

The ARPANS Act and 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, strategic direction and efficient performance. ARPANSA's core governance structure includes 3 statutory advisory bodies and 3 legislated committees. Our extended governance structure includes internal management committees that support our Executive Group in providing oversight and accountability.



Governance committees

The CEO is advised by 3 statutory advisory bodies established by the ARPANS Act:

Radiation Health and Safety Advisory Council

The role of the 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 the 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 international best practice.

Nuclear Safety Committee

The role of the 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 also advised by legislated and non-legislated bodies:

Legislated bodies

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.

Work Health and Safety Committee (including the Radiation 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.

Governance committees

Non-legislated advisory and government bodies

The agency's extended committee structure includes internal and external advisory bodies that are not statutory or legislated, but which provide CEO and/or Executive Group oversight. These also serve to:

- ensure wide involvement in strategic and operational leadership from outside and across ARPANSA
- align with the agency's existing:
 - strategic planning
 - risk and compliance management
 - performance monitoring and evaluation processes.

These bodies include:

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 (ACDS) on clinical practice, measurement techniques, and audit results. This independent group also review ACDS activities annually and provides a formal assessment to the CEO.

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.

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.

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.

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

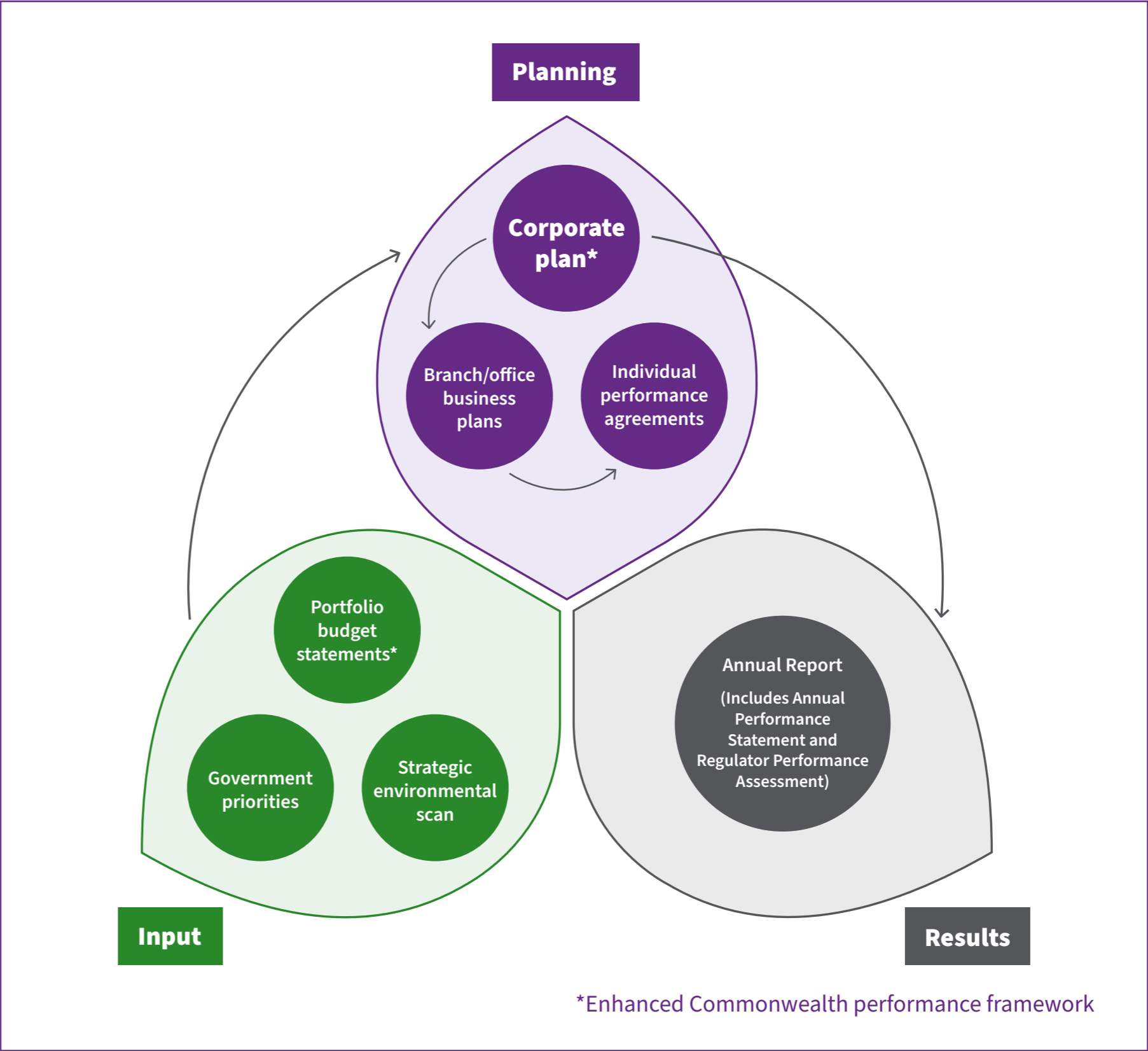
The PBS is primarily aimed at presenting the funding allocated to the agency to achieve the outcomes set by government – programs by which we will achieve our intended results and through which we will measure the impact of that expenditure on the Australian community.

Planning

The Corporate Plan 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 4 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

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 this aim, ARPANSA has structured our performance information to demonstrate how we will measure the successful delivery of our 4 key activities:



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.

To ensure our strategic undertakings contribute to achieving our purpose we have also integrated:

- PBS measures to provide greater context and correlation between the 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 2024–25 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 the agency's performance.

Performance



1. 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 is guided by the IAEA's 3 Fundamental Safety radiation protection principles: justification, optimisation and dose limitation. These 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 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, 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 creates clear, reliable and reputable information accessible to all Australians.

We will continue to enhance our international relationships, which play 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 align with the Australian Government's approach to preparing for, responding to and recovering from crises, as outlined in the Australian Government Crisis Management Framework (AGCMF).

Initiatives

- Develop codes and standards and promote a nationally consistent implementation of regulatory approaches to nuclear and radiological safety and security.
- Promote the safe and effective use of medical radiation.
- Strengthen relationships with our stakeholders and domestic partners to develop and communicate risk-informed and sustainable protection strategies and frameworks.
- Collaboratively design and implement resilient national plans to prepare for, respond to, and recover from a nuclear or radiological event.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

CP performance measure 1

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

Target 2024–25	2025–26	2026–27	2027–28
>2,520 surveys received per calendar year.	x	x	x

Rationale

DRLs are 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) allow imaging facilities to compare these doses to national 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. The number of DRLs required is based on the 75th percentile (third quartile) of the FRL distributions. As such, a target of 2,520 is sufficiently representative to periodically update the DRLs. The number of DRL surveys received is tracked in real time and reported on quarterly.

Data source

National Diagnostic Reference Level Service database.

Explanation of changes since 2023–24 Corporate Plan

This target has been increased by 5% based on the previous year’s results. This progression also reflects the approximate 5% increase in scanners maintained by Australian health providers.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

CP performance measure 2

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

Target 2024–25	2025–26	2026–27	2027–28
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) database is 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. Employers 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 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

CP performance measure 3

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

Target 2024–25

- 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.

2025–26	2026–27	2027–28
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 its 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.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

CP performance measure 3

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

Methodology – quantitative (output)

National reports: ARPANSA will author and submit the Australian national 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 (one month prior to the review meetings). The national reports will be published to the ARPANSA website.

Review meetings occur once every 3 years: Joint Convention 2024, Convention on Nuclear Safety 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 ARPANSA consultation hub 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, meetings and reports associated with the following non-binding instruments, will be recorded.

Codes of conduct:

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

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 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

CP performance measure 4

Provide dosimetry support and measurement services to radiotherapy clinics.

Target 2024-25	2025-26	2026-27	2027-28
54 audits delivered according to schedule.	x	x	x

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 2023-24 Corporate Plan

This target has been increased by 20% based on the previous year's results.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

Linked to
Outcome 1, Program 1.1 –
 Radiation protection and
 nuclear safety

PBS performance measure 1

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.

Target 2024–25	2025–26	2026–27	2027–28
At least 12 advisory documents are reviewed in line with international literature and, if required, updated, annually.	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 frequently asked questions (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.

Explanation of changes since 2023–24 Corporate Plan

The target associated with planned performance result 1 has been revised based on last year’s data. This was a new target, so the agency is comfortable increasing it from 4 to 12. The performance area also provides an indication of how ARPANSA is responding to the changing radiation protection and nuclear safety environment and anticipates this will be a key factor driving this target.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

Linked to

Outcome 1, Program 1.1 –
Radiation protection and
nuclear safety

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.

Target 2024–25

2025–26 2026–27 2027–28

- Annual count of engagement activities that stakeholders further EME knowledge exchange and advancement:

Domestic stakeholders

International stakeholders

- 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 and standards to ensure public health policies are based on the most up-to-date information.

Rationale

ARPANSA's engagement with a range of international and national stakeholders enables the agency to set and maintain EME standards and provide expert scientific advice on EME and health.

Engagement with the community promotes health and safety and helps to address misinformation.

Targeted research addresses gaps in knowledge and ensures that public health policies are based on the most up-to-date information as technologies continues to develop.

Methodology

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 of engagements will be provided in the Annual report.

Engagement with the community will be 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 enquiries received. These are all captured within the ARPANSA management system.

The development of technical reports, guidelines and standards are multi-year undertakings. Progress will be reported at key milestones in accordance with forecast timeframes to ensure completion.

To ensure there is no duplication in reporting, peer-reviewed EME publications will be reflected and captured as part of performance measure 5.

Data source

ARPANSA management system.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

Linked to
Outcome 1, Program 1.1 –
 Radiation protection and
 nuclear safety

PBS performance measure 2

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.

Target 2024–25

- Participation in 6 training drills and exercises held internationally, nationally (cross-jurisdictionally) and within the agency to enhance response readiness.
- Emergency preparedness and response, information management and decision support systems are maintained to 95% availability during port visits and planned events.

	2025–26	2026–27	2027–28
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 in emergencies 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. ARPANSA also directly promotes Australia’s radiological and nuclear emergency preparedness.

Australian Radiation Monitoring System (ARMS): ARMS is an important element of national emergency preparedness and response arrangements. During routine operation it provides important environmental data and in the event of a nuclear or radiological emergency, data from the network will support decisions on protective actions.

ArcGIS: This 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 support for emergency planning and response.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

Linked to

Outcome 1, Program 1.1 –
Radiation protection and
nuclear safety

PBS performance measure 2

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

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 3 systems 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.

Data source

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

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



1. Initiate, maintain and promote frameworks for protection and safety

Projects

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

Australian National Radiation Dose Register (ANRDR)

ARPANSA is anticipating a steady increase in 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).

Joint Convention Eighth 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.

Environmental Framework

This project will develop an Environmental Radiation Protection Framework that defines performance objectives for our monitoring, measurement, modelling and assessment programs. ARPANSA's environmental assessment activities help demonstrate regulatory compliance for significant radiation and nuclear hazards, understand health impacts to people from radiation exposure in the environment and underpins risk communication to the public.

Performance



2. 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 stakeholders' 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 (CTBT). The Treaty aims to eliminate nuclear weapons by restricting the development and qualitative improvement of new types of nuclear weapons, thus 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 (PRMS) is the only NATA-accredited service of its kind that operates all its services 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 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 commissioning a new primary standard with proton capability. The PSDL collaborates with the ACDS to develop auditing and measurement techniques to reduce the risks of radiation to patients.

ARPANSA will play an important role in the system of regulation for nuclear-powered submarines. This includes through the continued provision of advice on radiation protection and nuclear safety and relevant aspects of stewardship as we continue to support the Office of Nuclear-Powered Submarine Regulatory Design team in the lead up to the establishment of a new Defence regulator.

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 risk assessments for scenarios involving exposure to radiation to underpin advice that enables stakeholders to make informed decisions regarding the safe and effective use of radiation and nuclear technologies.
- Maintain and disseminate the national primary standards for absorbed dose.
- Operate the stations and laboratory that form part of the Australian operated component of the CTBT International Monitoring System.
- Operate and effectively deliver a range of radiation protection related services.
- 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.

Performance



2. Undertake research and provide expert evaluations, advice and services

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.

Target 2024–25

2025–26 2026–27 2027–28

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-reviewed 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 published. Topics of publications will be determined by environmental scanning of emerging issues that are of public interest, in line with our Research Strategy.

Data source

ARPANSA journal publication register.

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



2. Undertake research and provide expert evaluations, advice and services

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.

Target 2024–25	2025–26	2026–27	2027–28
Stations operational and reporting verified data to the CTBTO at >95% average per reporting period.	x	x	x

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 its 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 the agency to provide advice to the Department of Foreign Affairs and Trade 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 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, as well as in 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 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



2. Undertake research and provide expert evaluations, advice and services

CP performance measure 7

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

Target 2024–25	2025–26	2026–27	2027–28
UV information is available to the public >95% of the time.	x	x	x

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 2023–24 Corporate Plan

This performance measure remains unchanged.

CP performance measure 8

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

Target 2024–25	2025–26	2026–27	2027–28
>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 (effectiveness)

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, regulatory licence holder survey and the ACDS (Radiation Therapist Audit Feedback).

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

Data source

ARPANSA annual customer service satisfaction survey.

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



2. Undertake research and provide expert evaluations, advice and services

CP performance measure 9

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

Target 2024–25	2025–26	2026–27	2027–28
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 responses 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 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 will be used to verify the percentage of queries that were responded to within 5 days.

Data source

TTAS record management system.

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



2. Undertake research and provide expert evaluations, advice and services

Linked to
Outcome 1, Program 1.1 –
Radiation protection and
nuclear safety

PBS performance measure 3

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).

Target 2024–25	2025–26	2026–27	2027–28
The ACDS annual report is published to the ARPANSA website by 31 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.

Performance



2. Undertake research and provide expert evaluations, advice and services

Linked to

Outcome 1, Program 1.1 –
Radiation protection and
nuclear safety

Planned performance result 2

Publication of summary data collected through the Diagnostic Reference Level (DRL) program will be made available on the ARPANSA website.

Target 2024–25

2025–26 2026–27 2027–28

Publication of Diagnostic Reference Level data on the ARPANSA website by 31 March.	x	x	x
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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 computed tomography (CT). ARPANSA analyses National Diagnostic Reference Level Service survey data to calculate Australian diagnostic reference levels.

Data source

Diagnostic Reference Level data.

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



2. Undertake research and provide expert evaluations, advice and services

Projects

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

A primary standard water calorimeter for protons, photons and electrons in the megavoltage range

The commission and delivery of a new primary standard water calorimeter to underpin radiation oncology treatment.

Linear accelerator (linac) replacement

The installation of a new linac to maintain national coverage and functional capability in calibrating hospital radiation equipment used in radiotherapy.

Personal Radiation Monitoring Service (PRMS) customer relationship management and laboratory information management system design

The ARPANSA NATA-accredited PRMS 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 data.

Radioanalytical services laboratory information management system development and implementation

This system will allow effective end-to-end management of data, including sampling.

Performance



3. 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 and without undue risk to workers, the public and the environment. Reviews 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 encompass post-operational safety, including safe decommissioning of facilities and safe management of radioactive waste – including its disposal. We will also provide support of transitional arrangements for regulatory frameworks and associated interfaces for nuclear powered submarines.

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.

ARPANSA will provide support to the nuclear-powered submarine regulator when it is established, to ensure any licences and their conditions are seamlessly transferred from the ARPANS jurisdiction. ARPANSA will collaborate with the nuclear-powered submarine regulatory design office to develop regulatory competencies for their staff, which will include accompanying ARPANSA inspectors on inspections and assessments.

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 a 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.
- Apply the Regulator Performance Resource Management Guide's best practice principles to enhance our regulatory approach.
- Support transitional arrangements for regulatory frameworks and associated interfaces for nuclear-powered submarines.

Performance



3. Ensure effective and risk-informed regulation

CP performance measure 10

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

Target 2024–25	2025–26	2026–27	2027–28
Annual count: stipulated consultation processes are used 100% of the time.	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.

The agency 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 other stakeholders, where appropriate.

Methodology – quantitative (output)

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

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

Data source

ARPANSA records management system.

Explanation of changes since 2023–24 Corporate Plan

The wording of this target has been marginally changed from ‘consistently’ to ‘100%’, to reduce ambiguity in the achievement criteria.

Performance



3. Ensure effective and risk-informed regulation

CP performance measure 11

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

Target 2024–25	2025–26	2026–27	2027–28
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, such as:

- 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 data 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 a Radiation Health Services independent verification report.

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



3. Ensure effective and risk-informed regulation

CP performance measure 12

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

Target 2024–25

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

2025–26	2026–27	2027–28
x	x	x

Rationale

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

- 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.

Data source

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

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



3. Ensure effective and risk-informed regulation

Linked to
Outcome 1, Program 1.1 –
 Radiation protection and
 nuclear safety

PBS performance measure 4

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

Planned performance result

Demonstrate national leadership in engagement with jurisdictions on national uniformity issues and exploring opportunities for progressing greater consistency of radiation safety regulation in Australia.

Target 2024–25	2025–26	2026–27	2027–28
A scalable strategic plan for the Radiation Protection Series, as part of the national framework to support national uniformity in radiation regulation, is developed.	x	x	x

Rationale

One of the functions of the CEO of ARPANSA is to promote uniformity of radiation protection and nuclear safety policy and practices across all jurisdictions, which helps to protect people and the environment through efficient and effective regulation. Differences in radiation legislation and regulatory policy among the 9 jurisdictions can sometimes prove problematic for users of radiation sources operating in more than one jurisdiction. ARPANSA endeavours to further the objectives of nationally uniform radiation protection outcomes, and to minimise unnecessary regulatory burden on operators, by supporting the consistent application of frameworks such as the Radiation Protection Series across all jurisdictions.

Methodology – qualitative (output)

Reporting on this measure will be supported by evidence of discussion at Executive Group (EG) meetings and Radiation Health Committee (RHC) meetings, and documented decisions by the EG and/or RHC to endorse any proposed plan that supports strategic Government priorities.

Data source

EG and RHC meeting minutes.

Explanation of changes since 2023–24 Corporate Plan

Following the anticipated closure of the previous target, this is a new target that has been updated to reflect the evolution of expectations around ARPANSA’s role in promoting national uniformity.

Performance



3. Ensure effective and risk-informed regulation

PBS performance measure 5

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.

Target 2024-25

Agreement on interfaces and boundaries between ARPANSA and other regulatory bodies is established.

2025-26 2026-27 2027-28

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 – quantitative (effectiveness)

ARPANSA's 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 2023-24 Corporate Plan

This performance measure remains unchanged.

Linked to

Outcome 1, Program 1.2 – Nuclear powered submarines

Performance



3. Ensure effective and risk-informed regulation

Projects

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

OPAL periodic safety and security review

ARPANSA requires that ANSTO undertake a periodic safety and security review of the OPAL reactor and provide a report to both ARPANSA and ASNO.

Regulatory administration database

The design and implementation of a contemporary regulatory administration database to provide improved service delivery and easy access for our stakeholders.

OPAL First Reactor Protection System (FRPS)

As part of ARPANSA's regulatory responsibilities, we are assessing an application from ANSTO for approval of a safety significant modification of the OPAL reactor FRPS.

Cold Neutron Source (CNS)

As part of ARPANSA's regulatory responsibilities, ARPANSA has approved the replacement of the ANSTO CNS. This is currently being undertaken during the OPAL long shut down.

Performance



4. Enhance organisational innovation and capability

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

We will invest in projects that build capability, increase agility, and focus on future needs. Over the 4-year plan, we will continue to implement digital technology projects to enhance and secure agency service delivery. The agency will also continue to 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 maintain a focus on employee wellbeing by working on issues aligned to workplace capabilities, capacity and culture. We will also continue to address psychosocial hazards that impact wellbeing and educate employees on their critical role in contributing to a respectful and healthy workplace.

Innovation is a particular focus for ARPANSA as a tool 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 the public sector faces the challenge of tight resourcing, ARPANSA recognises that the ability to innovate is critical. We also acknowledge the inherent link between innovation and employee engagement. Innovation can drive engagement, and innovation can flourish where employee engagement is high.

Initiatives

- Ensure ARPANSA has secure, safe and sustainable operations and infrastructure.
- Optimise and innovate processes that enable ARPANSA to deliver high-quality products and services.
- Deliver initiatives that enable sustainable capability, continuity of service, and an attractive employee experience.
- Develop and maintain secure and connected data and digital capabilities to enable effective service delivery and drive business transformation.

Performance



4. Enhance organisational innovation and capability

CP performance measure 13

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

Target 2024–25

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.

2025–26	2026–27	2027–28
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x		
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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 4 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 records management system.

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



4. Enhance organisational innovation and capability

CP performance measure 14

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

Target 2024–25

Deliver the Workforce Strategy as per the program plan schedule.

2025–26 2026–27 2027–28

x

Rationale

The Workforce Strategy 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 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 records management system.

Explanation of changes since 2023–24 Corporate Plan

This performance measure remains unchanged.

Performance



4. Enhance organisational innovation and capability

CP performance measure 15

Employees feel willing and able to innovate at ARPANSA.

Target 2024-25	2025-26	2026-27	2027-28
ARPANSA’s Enabling Innovation Index results indicate a positive variance when compared to comparable sized APS agencies.	x	x	x
Case study of the winner of ARPANSA’s Innovation Award to be included in the Annual Report.			

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 in August.

Case study selection

ARPANSA’s Executive Group will oversee an innovation award process that focuses on the recognition and celebration of the significant contributions to the work of ARPANSA by individuals and teams. Submissions will be invited mid-financial year and judged by the Executive Group against the selection criteria. The CEO will validate the successful nomination, which will subsequently be used as the Innovation at ARPANSA annual report case study.

Data source

- APS employee census.
- ARPANSA innovation award nominations.

Explanation of changes since 2023-24 Corporate Plan

A case study will be added to complement this measure and provide insight regarding the agency’s commitment to fostering innovation, encouraging dialogue and building a culture of innovation across the agency.

Performance



4. Enhance organisational innovation and capability

CP performance measure 16

The agency demonstrates robust management of psychosocial risk.

Target 2024–25

ARPANSA Census results for the following areas indicates a positive variance when compared to the previous year's results.

1. Workload
2. Change management
3. Wellbeing policies and support.

2025–26	2026–27	2027–28
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x	x	x
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Rationale

APS capability is as much about how agencies work together, in partnership with business and civil society, as it is about individuals who provide our 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

The following areas in the Census will be assessed annually to gauge the agency's perception of these aspects:

- workload
- change management
- wellbeing policies and support.

These shall be weighted equally and an average of all three results assessed to determine if the agency is demonstrating effective management of psychosocial risk.

Explanation of changes since 2023–24 Corporate Plan

This performance measure was established in the Corporate Plan 2023–24. The targets included in the 2024–25 plan have been determined for the 4-year reporting period based on internal psychosocial assessment data.

Performance



4. Enhance organisational innovation and capability

Projects

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

TechOne procurement Implementation of procurement forms and contracts in the TechOne platform to streamline procurement processes in the agency.

Cyber security environment A continued focus on strengthening our cyber security environment by undertaking independent assessments and implementing identified remediation activities to meet Government requirements.

ARPANSA facilities and infrastructure upgrade Upgrade of identified infrastructure and overall building amenities.

Data quality assessment With the analysis and recommendations from this project, ARPANSA will be able to present the current state of data maturity, develop a roadmap to enhance and/or develop our data practices and track and prioritise our progress in data maturity, handling and culture.

ARPANSA website

This project aims to develop a new website for ARPANSA that is fit for purpose, integrates with our existing framework and provides an excellent service to the Australian public. The first stage is a discovery to understand the needs of a new website for ARPANSA to successfully deliver a new site in the future.

Safety culture assessment

An independent assessment of leadership for safety and safety culture that will provide insight on how the agency can influence behaviours, attitudes and values.

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 data and to continue maturing our performance framework. This review of our performance measures and initiatives focussed on ensuring our information transparently communicates and complies with Public Governance, Performance and Accountability (PGPA) Rule requirements to foster greater accountability and trust.

Our review verified that our performance measures demonstrate:

- how the agency is using public resources to make a difference and deliver our purpose
- where the agency is able to pursue stretch opportunities (where practicable, given current environmental constraints)
- maturity, as we work towards demonstrating best practice
- ARPANSA is measuring the outputs of its activities.

To support the PGPA ‘clear read’ principal between our key planning and performance documents, the agency has presented our PBS performance information in the same format as our Corporate Plan measures and aligned them with our key activities to demonstrate how they are linked to our purpose.

The below table provides a summary of changes. In the following sections, segmented by key activity, specific explanations of changes have been provided 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.
- Significantly changed. Two 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. These include:
 - CP16: The agency demonstrates robust management of psychosocial risk
 - PBS 4: Demonstrate national leadership in engagement with jurisdictions on national uniformity issues and exploring opportunities for progressing greater consistency of radiation safety regulation in Australia.

Outcome of 2023–24 Review	Key activity 1 Initiate, maintain and promote frameworks for protection and safety	Key activity 2 Undertake research and provide expert evaluations, advice, and services	Key activity 3 Ensure effective and risk-informed regulation	Key activity 4 Enhance organisational innovation and capability	Total
Performance measures unchanged	4	5	3	2	14
Performance measures marginally changed	3	0	1	1	5
Performance measures significantly changed	0	0	1	1	2
Total number of performance measures for 2024–25	7	5	5	4	21

The ARPANSA Corporate Plan identifies 18 initiatives and 21 performance measures (16 originating from this plan, 5 from the PBS).

Appendices

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	
• Statement of preparation	4
• The reporting period for which the plan is prepared	4
• The reporting periods covered by the plan	4
Purposes	
	5
Key activities	
	6
Operating context	
• Environment	7–13
• Capability	14–19
• Risk oversight and management, including key risks and its management	16–19
• Cooperation	20–24
• Subsidiaries (where applicable)	N/A
Performance	
• Performance measures	25–58
• Targets for each performance measures (if reasonably practicable to set a target)	25–58

Appendices

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% but less than 75% 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% but less than 75% 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.

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