Australian Government

Australian Radiation Protection and Nuclear Safety Agency

arpansa

# CORPORATE PLAN 2025–26

*Covering the period 2025–26 to 2028–29*

# Acknowledgement of Country

From our scientists to the world's first scientists, we respectfully acknowledge Traditional Owners and First Nations communities and their rich cultures. We recognise, respect and continue to learn from Indigenous sciences, and the deep understanding and observations of land, waters and sky carried and shared by First Nations peoples over thousands of years.

**ARTWORK BY**

Natalie L. Simmons

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# CEO foreword

## *I am pleased to present ARPANSA's 2025–26 Corporate Plan.*

As the Australian Government's primary authority on radiation protection and nuclear safety, the current national and global context means ARPANSA's work is more critical than ever.

Elevated interest in nuclear safety and security on a global scale, coupled with advances in technology across medical, industrial and telecommunications fields means our activities to protect communities and Australia's unique environment are fundamental to the safety and prosperity of our nation.

This plan outlines ARPANSA's strategic priorities and activities that deliver on our purpose to protect people and the environment. It also reflects the significant steps we have taken to adapt to a changing landscape in Australia and modernise our governance, infrastructure and operations.

During this period of change in Australia's nuclear footprint, it is critical that we approach all our activities through the lens of stewardship. ARPANSA experts are stewards not only for consistent radiation protection for all Australians, but also for the information, research and services that we provide to government, industry and communities.

Radiation used in medical applications continues to be a primary source of exposure to the Australian population, with increased use of medical imaging for diagnosis and radiation therapy 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.

Internationally, some nuclear facilities and infrastructure have been targeted during conflict and the potential for radiation release from facilities located in war zones has elevated global interest in nuclear safety and security. ARPANSA is on the front line of international discussions and engagements on nuclear safety practices and supports the Department of Foreign Affairs and Trade in planning and response to any international emergencies.

On the domestic front, ARPANSA has recently been appointed the sector lead agency for emergency response to domestic nuclear or radiological incidents, which reflects our important role as Australia's national competent authority.

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. The coming year will be one of transition as our regulatory responsibility for Australia's submarine enterprise transfers to a new regulator. The Australian Naval Nuclear Power Safety Regulator (ANNPSR) is expected to be established on 1 November 2025 and any licences issued by ARPANSA relating to submarine infrastructure will transfer to ANNPSR at that time.

The unique skills and expertise of ARPANSA's staff continues to enable the agency to meet our objectives in a changing landscape. We remain committed to best practice across all facets of our research, regulation and engagement.

ARPANSA continues to invest in our people to ensure our agency is an attractive place to work and expertise is maintained to continue 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 2025–26 ARPANSA Corporate Plan, which covers the period of 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

**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.

### *Regulation*

**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 for protection of people and the environment from the harmful effects of radiation.

### *Expertise*

**We build and maintain expertise** in measurement of radiation and assessment of health impacts, including the assessment of risks and responses to radiation incidents.

### *Services*

**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 2025–26 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 ARPANS Act. Scientific knowledge and international best practice are applied to promote awareness of the effects of radiation and a nationally uniform approach to radiation protection of people (the public, workers, and patients undergoing medical procedures using radiation) and the environment.

- **Program 1.2 – Nuclear-powered submarines**

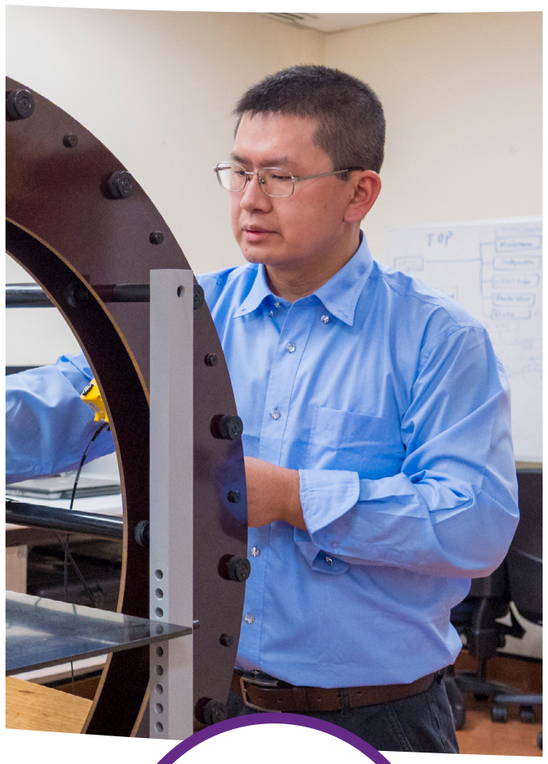
  Support delivery of nuclear-powered submarines capabilities through radiation protection and nuclear safety research, policy, advice, codes, standards, services and regulation.

- **Linked program 1.8 – Health protection, emergency response and regulation**

  The Department of Health, Disability and Ageing has strategic regulatory policy and national leadership responsibility for radiation protection and nuclear safety, with particular regard to the regulatory framework and health system emergency preparedness and response arrangements. This includes best practice for health technologies related to radiation and nuclear safety.

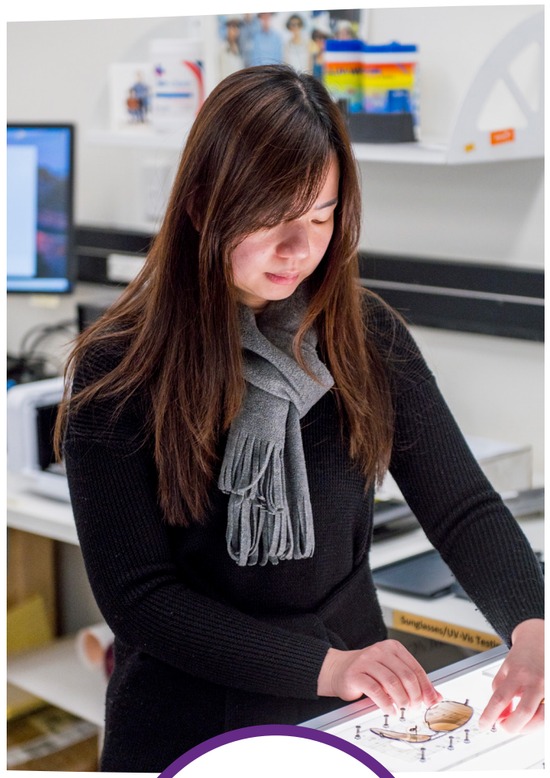
# Our key activities

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



**1**

Initiate, maintain and promote frameworks for protection and safety.

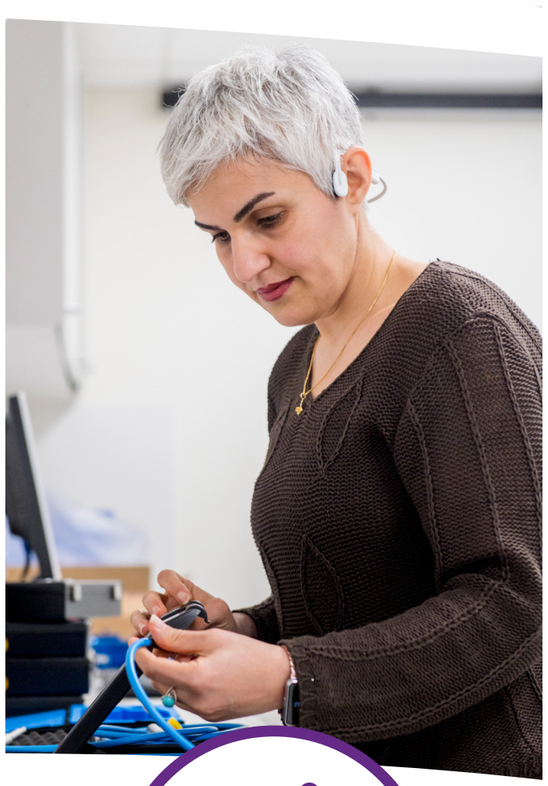


**2**

Undertake research and provide expert evaluations, advice and services.

**3**

Ensure effective and risk-informed regulation.



**4**

Enhance organisational innovation and capability.

# In focus – the year ahead

Our strategic priorities in 2025–26 and beyond include:

## 1

Facilitating the transfer of regulatory control of Australia's nuclear-powered submarine enterprise and capability lifecycle to the new ANNPSR.

## 2

Finalising the purchase, installation and commissioning of a replacement Cobalt-60 source. This initiative, funded through the 2025–26 Budget, is critical to Australia's sovereign capability to provide dose surety and radiation protection for patients undergoing radiotherapy, as well as workers who have dealings with radiation in a range of professions.

## 3

Building upon the foundation established by the new Regulatory Administration Database (RAD), the agency will continue to uplift inspection processes using a risk-informed graded approach.

## 4

Developing the Australian Government Radiological and Nuclear Events Plan (AUSRNEPLAN) and fulfilling our expanded role as the Australian Government Coordinating Agency for radiological and nuclear incidents (excluding domestic terrorist incidents).

## 5

Working with broader Commonwealth Government and state and territory radiation safety regulators to ensure a robust approach to radioactive waste management, including updates to the Radiation Protection Series to ensure consistency of regulation.

## 6

Revising the Workforce Strategy to support a dynamic and resilient workforce.

# Our operating context

ARPANSA operates in a complex and evolving environment that presents both challenges and opportunities. How we anticipate, adapt and respond to these factors has a considerable impact on our success in delivering against our key activities and purpose. To inform our corporate planning processes, we have identified 5 key environmental factors that may influence our operating environment and identified our strategic response.

## Radioactive waste management

### Environmental factors

Australia recently commenced decommissioning some of its end-of-life nuclear facilities and is developing strategies and solutions for long-term radioactive waste management, storage and disposal. To support this process, the Australian Radioactive Waste Agency (ARWA) is developing proposals to enable the Australian Government to make informed decisions on low-level and intermediate-level radioactive waste arising from operations across Australia, such as the AUKUS program.

Alongside these activities, our largest licensee – the Australian Nuclear Science and Technology Organisation (ANSTO) – is currently constructing 3 new facilities:

- The Synroc-Molybdenum (SyMo) facility
- The Intermediate Level Waste Capacity Increase (ILWCI) facility. This will extend the period of ILW storage for another 10 years, allowing continued production of nuclear medicine
- The Nuclear Medicine Manufacturing Facility (NMMF).

These facilities will require licensing to ensure all aspects of the radioactive waste management lifecycle are safely managed.

### How it will impact us

The agency will need to absorb an increased workload to support the review, assessment and licensing for key ANSTO waste facility licences, and the provision of radioactive waste expertise for the NMMF. Prioritising this work is essential, as the construction and operation of the SyMo and ILWCI facilities are critical to ANSTO's storage capacity for radioactive waste and nuclear medicine production.

As part of this process, we will also engage with the Australian Safeguards and Non-Proliferation Office (ASNO) regarding the security of fissile materials to ensure a coordinated approach for regulation of ANSTO.

### How we will respond

As the independent regulator of Commonwealth entities that produce, transport or manage radioactive waste, we will regularly engage with relevant stakeholders to ensure effective oversight of the development and implementation of national radioactive waste management and disposal pathways. ARPANSA will focus on the following activities to help support this work:

- developing and strengthening our capability in radioactive waste management through training and adherence to international best practice
- continuing to build a strong team with the knowledge, skills and operational experience to assess and regulate Commonwealth entities
- working closely with ARWA, ANSTO and other Commonwealth, state and territory entities to facilitate long-term strategies and regulatory oversight for management of radioactive waste
- updating and developing our regulations, codes, and guidance to bridge any regulatory gaps across jurisdictions and promote national uniformity. This will enable alignment of radioactive waste storage, transport, and disposal solutions
- prioritising engagement with ANSTO on its waste facilities to de-risk licence applications
- effective regulation of waste facilities to ensure waste arisings are stored safely to allow production of nuclear medicine/activities to continue until longer term disposal solutions are implemented.

By promoting national uniformity now, the agency will inherently promote stewardship for future generations.

# AUKUS

## Environmental factors

Australia's optimal pathway to acquire conventionally armed, nuclear-powered submarines continues. A key element of the pathway is the establishment of the new independent statutory nuclear safety regulator, ANNPSR (or 'the Regulator'), within the Defence portfolio.

### How it will impact us

The culmination of existing and future support to Australia's conventionally armed, nuclear-powered submarine enterprise continues to place significant resourcing and operational pressures on ARPANSA. Until the Regulator becomes operational on 1 November 2025, ARPANSA remains the only nuclear safety regulator able to undertake licence assessments for nuclear-powered submarine facility activities.

ARPANSA has already undertaken several facility licence assessment activities and continues to provide support to the establishment of the new Regulator. ARPANSA will need to ensure it is well positioned to provide ongoing scientific and technical support to the Regulator into the future.

## How we will respond

ARPANSA will continue to support the implementation of a sovereign conventionally armed, nuclear-powered submarine capability. This includes acting as the nuclear and radiological safety regulator until ANNPSR is established, and developing appropriate roles and responsibilities for the agency within the regulatory framework for nuclear-powered submarines. Some key activities include:

- undertaking licence assessments for facilities associated with the nuclear-powered submarine enterprise
- continuing to provide regulatory support and feedback to the Nuclear Powered Submarine Regulatory Design team concerning the draft Australian Naval Nuclear Power Safety Regulations. These regulations will complement the *Australian Naval Nuclear Power Safety Act 2024*
- assisting with the establishment of ANNPSR, including conducting information-sharing exercises and ensuring appropriate levels of operational competency.

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

# National uniformity

## Environmental factors

Radiation safety regulation in Australia is facing substantial change. In an already complex jurisdictional structure, the establishment of the new independent statutory nuclear safety regulator for nuclear-powered submarines will increase the number of Australia's core radiation and nuclear safety regulators to 10. Alongside this, the regulatory and operating environment of rare earths and uranium mining – as well as radioactive waste management – is an increasing area of discussion and activity at a national level.

### How it will impact us

This rapidly changing regulatory landscape has significant implications for ARPANSA's efforts to maintain fit-for-purpose and uniform legislative frameworks and licensing arrangements across state and territory lines. To support this work, the agency must continue to foster ongoing partnerships between jurisdictions and Australian Government agencies.

## 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. The complexity of Australia's regulatory landscape means that success in this space is contingent on inter-governmental collaboration in efforts to align.

To meet this challenge, the agency demonstrates national leadership through engagement with jurisdictions, including facilitating the exchange of regulatory knowledge and discussion around emerging radiation safety issues. This engagement is primarily supported through meetings of ARPANSA's statutory Radiation Health Committee (RHC).

A key element of progressing this work has been the completion of a gap analysis of the national safety standards embodied in ARPANSA's Radiation Protection Series (RPS) against the operating landscape. The results of this work have laid the pathway for all parties to prioritise updating the RPS as part of a comprehensive work program.

Promoting uniformity is an ongoing, complex and vital focus for the agency. However, success in this space secures many benefits, including a reduced administrative burden for users of radiation sources, and a better-aligned regulatory system nationally for radiation safety.

# Small agency challenges – compliance

## Environmental factors

Like all Commonwealth entities, ARPANSA must – and does – adhere to laws, regulations, and standards across a broad range of specialities. These include (but are not limited to) risk, work health and safety, security, legal, environmental sustainability and financial compliance.

As the Australian Government seeks to ensure that the Australian Public Service (APS) meets its purpose in a transparent and effective way, the range of compliance obligations continues to increase.

### How it will impact us

Ensuring that staff are aware of and compliant with increased Commonwealth requirements is an ongoing and resource-intensive process. For example, recent updates relating to the Privacy Act 1988 and the Protective Security Policy Framework (PSPF) have impacted ARPANSA's policies and procedures for handling personal and security information.

In turn, effectively communicating what this means to staff requires dedicated time and resources. This has necessarily impacted operational efficiency, as the agency seeks to uplift processes, procedures and culture, as well as satisfy various frameworks and legislative requirements.

## How we will respond

As the regulator for Commonwealth entities that use or produce radiation, ensuring licensees comply to our requirements is a core activity. However, of equal importance is our own demonstration of compliance with broader Commonwealth requirements.

With an average staffing level of 178, ARPANSA falls within the 'small' category for Commonwealth entities. On the one hand, this allows us to quickly and effectively uplift staff and procedures when needed. However, our smaller budget and head count also places pressure on individual areas to adequately resource additional compliance overheads, resulting in a dispersed yet increased workload.

To counteract these challenges, ARPANSA's dedicated team of leaders and subject matter experts prioritise compliance as a core business function. This includes actively monitoring for any changes to laws, standards and regulations, as well as responsively monitoring for specific events, such as incidences of non-compliance. Condensing and communicating this into practical information for staff via presentations, training and guidelines helps to embed a positive and active culture of compliance.

ARPANSA is also focused on uplifting our risk maturity to ensure we are equipped to manage our changing risk profile. This approach is enabling the agency to reassess priorities in the context of emerging opportunities and risks. It is also crucial to maintaining our reputation and ensuring that our key activities are successfully achieved for the financial year.

# Emerging technology and digital transformation

## Environmental factors

New and emerging technologies are transforming the way Australians live and work. Artificial Intelligence (AI), advanced data analytics, and cloud platforms are driving transformation, and AI is reshaping the APS through a strong focus on ethical governance, transparency and capability building. Advances in the use of existing clinical technology and new developments – particularly in nuclear medicine and radiotherapy – are challenging existing approaches for safe practice at a national level.

However, alongside technological innovation comes the need for new skills and safeguards in our workplaces. Achieving this balance is challenging and will require a constant and targeted effort across industry and Government.

### How it will impact us

These external technology trends and whole-of-government (WoG) mandates are shaping ARPANSA's operating environment by increasing strategic opportunity and external pressure.

The rapid evolution of AI tools is driving expectations for smarter, more efficient service delivery, while also introducing risks around data governance, transparency, and ethical use. Cloud technologies are enabling scalability and agility but require ARPANSA to maintain strict compliance with evolving security and privacy standards. Meanwhile, heightened cyber threats and WoG mandates are intensifying the need for robust, risk managed and well-resourced cyber capabilities. Together, these forces are compelling ARPANSA to modernise its digital infrastructure, uplift workforce capability, and strengthen governance to remain resilient and responsive in a fast-changing landscape.

## How we will respond

In this rapidly evolving environment, it is imperative the agency embraces a strategic and risk-informed approach to managing new and emerging technologies such as AI – not just in our scientific branches – but also across all the enabling and regulatory service areas.

### Adoption of AI

ARPANSA has taken a structured and forward-looking approach to AI adoption, balancing innovation with governance and risk management. The agency began with a Commonwealth endorsed trial of Microsoft Copilot in 2024 and has since integrated it into business-as-usual operations, guided by an internal AI policy and aligned with the Digital Transformation Agency's interim guidance.

To ensure responsible use, ARPANSA implemented strict controls, including blocking unapproved generative AI tools, and has committed to publishing an AI Transparency Statement. AI staff training is also a key focus. Looking ahead, the agency recognises the need to keep pace with Government and industry AI adoption, while safeguarding against risks such as bias, data breaches, and over-reliance on AI-generated content. These efforts position ARPANSA to harness AI's benefits while maintaining public trust and operational integrity.

### Cybersecurity and infrastructure

Everyone at ARPANSA has a role to play in ensuring that our systems and IT infrastructure are safe from malicious attack. Using a combination of training, clear protocols and procedures, the agency's IT and security groups work closely together to ensure that staff are fully aware of their responsibilities, as well as how to manage and report any risks or threats.

These efforts are supported by cross-government agencies, including the Australian Signals Directorate and the Australian Cyber Security Centre. Staying up-to-date and compliant with WoG frameworks and policies (including data, information, records management, the PSPF and Information Security Manual (ISM)) is a key pillar in the safe use of generative AI.

Alongside this, ARPANSA is actively modernising its digital foundation by integrating cybersecurity, infrastructure renewal, and cloud migration. On the cybersecurity front, the agency has developed a comprehensive policy framework.

The return on these initiatives is a more secure, agile, and scalable digital environment, but the agency acknowledges that without sustained investment and dedicated roles, it risks degraded performance, non-compliance, and increased exposure to cyber threats.

# 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 and radiation science and nuclear safety regulation, our contribution to global forums, frameworks and knowledge development is 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 and Australia's growing nuclear sector. This current environment poses a range of challenges, risks and opportunities that could impact ARPANSA's ability to maintain a sustainably capable workforce.

### Future development – Workforce Strategy

ARPANSA is well advanced in operationalising its Workforce Strategy 2022–2025. The strategy takes a holistic enterprise view of the priorities required to develop and sustain a workforce that can consistently deliver against the remit of the agency, but which is also flexible in the face of a dynamic world context. It sets out the workforce implications of current drivers and details the programs and priorities that will support and provide sustainable capability and capacity. The 3 critical areas of focus include:

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

The strategy will be refreshed this financial year with a continued focus on supporting ARPANSA to fulfil its functions and achieve its objectives through its people.

### Expertise and capability

This goal aims to ensure the agency has the right skills, capabilities and knowledge, while accounting for 3 key variables currently impacting the agency:

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

Employee health and wellbeing is also an important priority for the agency, and is supported through direct manager actions, as well as a dynamic array of programs and services. We are actively building a workplace culture that is enhanced by diversity and ensures equality, inclusion and integrity in all that we do.

### Core work delivered by APS employees

In 2025–26, ARPANSA will continue to review all new and existing work that is regularly required, to ensure it is delivered in-house and in line with the APS Strategic Commissioning Framework. Given ARPANSA has minimal work delivered through consultants and contractors, the goal will be to monitor the full staff complement monthly. This will enable us to identify any trends that would indicate work needs to be captured as part of the core complement.

## Infrastructure

ARPANSA manages and maintains several 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, including:

- ongoing facility maintenance and refurbishment of both Miranda and Yallambie sites
- a rigorous preventative maintenance program across all asset classes
- ongoing review of all asset classes to identify those approaching end-of-life progress to upgrade or replacement
- infrastructure upgrades to ensure compliance with modern standards
- upgrades to our physical security systems.

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

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

## Information and communication technology

ARPANSA's Digital Technology Plan outlines a clear vision for leveraging digital technologies, information systems, and data capabilities to enhance service delivery, streamline business processes, and improve user experience. The agency is actively modernising its digital foundation through the integration of secure cloud platforms, contemporary infrastructure, and advanced systems.

A key focus is the uplift of ARPANSA's cybersecurity maturity, guided by a defence-in-depth approach aligned with the PSPF and ISM. This includes the implementation of cyber improvement strategies and the development of a cyber-aware workforce that understands its role in safeguarding digital assets and data integrity.

ARPANSA continues to deliver targeted initiatives, such as the rollout of a laboratory information management system across its critical laboratories and the redevelopment of the national radiation dose register and customer portal. This ensures our services remain modern, secure, and accessible.

## Innovation

We are actively encouraging staff to take an innovative approach to how we use technology to enhance our work and services. This is not just limited to the adoption of new technologies, but also developing innovative approaches or solutions to pave the way for more efficient and effective ways of working. Whether applied to foundational data processes or specialised scientific programs, this approach is designed to foster a culture of continuous improvement and innovation across all operational domains.

## Scientific infrastructure

As part of our enhanced electromagnetic energy (EME) program, ARPANSA operates an anechoic chamber and associated field measurement equipment. These enable ARPANSA to deliver better information and education to support the Australian community's understanding of EME used in mobile telecommunications.

ARPANSA has a responsibility to provide and maintain a sovereign capability to enhance radiation protection for all Australians. To help support this aim, the agency has received funding from the Department of Health, Disability and Ageing (formally the Department of Health and Ageing) to replace its ageing Cobalt-60 source and update the Primary Standards Dosimetry Laboratory. The replacement source will ensure that ARPANSA can continue to calibrate the measurement equipment used by hospitals to provide accurate radiotherapy for cancer patients. The new source will be supplied internationally and installed over the coming financial year. The laboratory upgrade will occur once the new source is installed and commissioned.

In 2023, ARPANSA purchased a new primary standard for megavoltage ionising radiation for Australia. Once fully commissioned in 2027-28, this will become the new dose reference for all radiotherapy throughout Australia, and all patient treatments will be traceable to it.

## Scientific and technical

As our role and regulatory environment evolves, we will strengthen our technical expertise to ensure the safe and practical application of scientific principles and solutions. ARPANSA will continue to promote a culture that ensures our advice maintains integrity and is based on high-quality science, technology, engineering, and mathematics. 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 that supports radiation protection, nuclear safety, safety in medical use of radiation and regulatory activities.

## Risk management

ARPANSA recognises that to achieve operational, strategic and financial objectives we must decide to take actions in consideration of the level of risk and opportunity, risk appetite and tolerance limits. 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 quality services, research and advice (including regulatory advice) to inform the public and government about decisions that are being made in the current geopolitical environment
- provide effective, risk-informed regulation
- initiate, maintain and promote nationally uniform frameworks for radiation protection and nuclear safety.

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 ARPANS Act. Our approach to mitigating these risks reflects the current operating environment.

| Risks to our key activities (KA) | KA | Management strategies |
|---|---|---|
| **Loss of confidence in ARPANSA**<br><br>Perceived or actual failures in ARPANSA as a Government entity and regulator meeting our obligations or mandate.<br><br>*Impact: The Australian Government or public develops a perception that we are an ineffective entity and regulator.* | **1**<br>**2**<br>**3**<br>**4** | • Ensure all communications – including those related to research, advice, services and regulation – are technically robust, clear, transparent and accessible to target audiences.<br>• Update ARPANSA's website to improve accessibility of information and services to stakeholders.<br>• Maintain a program of proactive public communications through our digital channels, media relations and stakeholder engagement.<br>• Maintain a good relationship with our Minister's Office, portfolio Department and other Government partners.<br>• Maintain stakeholder relationships with clients by offering clear value propositions for services in contractual and other client documents.<br>• Continue to consider all stakeholder feedback and assess practical options for improvement.<br>• Maintain a high level of responsiveness to stakeholder enquiries.<br>• Continually evolve integrated governance, risk and compliance frameworks and culture to maximise achievement of core strategic objectives.<br>• Participate in regular regulatory review activities to ensure our processes are effective and risk-informed.<br>• Interrogation of the outputs of the research, advice, services, regulation and national uniformity functions by ARPANSA's Executive Group (EG) to ensure they are achieving strategic objectives.<br>• Early escalation of significant and arising issues to enable prevention and mitigation of outcomes.<br>• 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. |
| **Regulatory capture**<br><br>ARPANSA's regulatory function is perceived to be subject to regulatory capture.<br><br>*Impact: Compromised (real or perceived) regulatory decision making.* | **3** | • Maintain vigilance in monitoring regulatory capture risk.<br>• Monitor implementation of processes to minimise risk, such as defined performance criteria, inspector quarantine, rotation, conflict of interest avoidance and independence.<br>• Align, where possible, with the requirements of the Regulator Performance Resource Management Guide 128.<br>• Adherence to inspection manuals and guidelines to maintain objective decision making.<br>• Development of a regulatory guide on safety assessment principles.<br>• Ensuring an independent auditor is engaged when conducting audits of ARPANSA facilities.<br>• Educate agency staff on what constitutes regulatory capture and how to avoid actions that could result in regulatory capture or perceived regulatory capture.<br>• Maintain a strong internal audit program to identify and address deviations.<br>• Interagency service level agreement between our services and regulatory functions.<br>• Policy and process around declaration of conflict of interest.<br>• External scrutiny (through ARPANSA's statutory advisory bodies and Parliament). |

| Risks to our key activities (KA) | KA | Management strategies |
|---|---|---|
| **Security event**<br>A security incident.<br>*Impact: Loss of information and operational capability for a period of time, reputational damage.* | 1<br>2<br>3<br>4 | • Ensure ARPANSA meets our PSPF and ISM compliance obligations though security and digital technology work programs.<br>• Internal and external auditing of PSPF and ISM compliance requirements.<br>• Develop a risk-based cyber process to ensure resources are focused on maximising effectiveness of controls to protect high likelihood and impact risks.<br>• Scalable controls in security plan based on the national terrorism threat level.<br>• Maintain specialist security staff, including cybersecurity expertise.<br>• Ongoing engagement and support provided by the Australian Cyber Security Centre.<br>• Targeted competency-based security training, including cybersecurity. |
| **Failure to manage Workplace Health and Safety (WHS) risks**<br>ARPANSA or its staff fail in their respective duties under the Work Health and Safety Act 2011 and Work Health and Safety (WHS) Regulations.<br>*Impact: Loss of life or lost time from injury, reputational damage, or reduced productivity.* | 4 | • Maintain the WHS Management Framework.<br>• Continual improvement to mature our WHS management system through clear, accessible, documented information on implementing systems of work to ensure safety, and face-to-face advice from safety professionals.<br>• Proactively identify psychosocial risks within the agency to provide targeted treatments for those risks.<br>• Enable managers to proactively identify psychosocial risks hazards and access and implement proven strategies to disrupt, diminish and/or eliminate the hazard.<br>• Uplift the agency's safety culture including through clearly articulating safety responsibilities at all levels, and rewarding positive safety behaviours.<br>• Continuous identification, assessment and treatment of safety risks through:<br>- supporting managers and staff to manage risks within their remit and to document this risk management through maintenance of the operational risk register and associated risk assessments<br>- enabling escalation of safety risks to management according to the risk management framework.<br>• Enabling the Work Health and Safety Committee to raise safety issues and input into safety risk management of these issues. |
| **Failure to recruit, retain and support a skilled workforce**<br>Inability of ARPANSA to competitively recruit, retain and support a highly specialised workforce across scientific, regulatory and corporate support areas.<br>*Impact: Inability of ARPANSA to achieve our purpose, knowledge loss, reduced productivity and effectiveness. Impact to existing staff wellbeing and ability to perform function.* | 1<br>2<br>3<br>4 | • Offer an attractive employee value proposition though monetary and non-monetary benefits.<br>• Through the annual performance review cycle, plan for staff to upskill in areas of need for the agency that align with employees' interest and motivation.<br>• Focus on succession planning to ensure effective transition of corporate knowledge in critical positions.<br>• Revise the Workforce Strategy to support a dynamic and resilient workforce.<br>• Utilise the learning management system to enable targeted and timely staff online training and development.<br>• Flexible work arrangements. |

| Risks to our key activities (KA) | KA | Management strategies |
|---|---|---|
| **Long-term financial sustainability of ARPANSA**<br>Unsustainable funding or significant impact to revenue from services.<br>*Impact: Unviability of ARPANSA's commercial service offerings or inability of ARPANSA to achieve mandated objectives* | 1 | • Provide a clear, transparent budget reporting process for project and BAU budgets. |
| | 2 | • Encourage live reporting of variations to management to enable early intervention strategies. |
| | 3 | • Maintain a comprehensive auditing program, including Australian National Audit Office (ANAO) auditing of agency finances. |
| | 4 | • Manage our budget and anticipate future needs through monthly reviews by our Executive Group and quarterly performance assessments by our Audit and Risk Committee.<br>• Robust procurement guidelines that comply with the PGPA Act and Commonwealth Procurement Rules to ensure procurements are value-for-money and fit-for-purpose.<br>• Track and, to the best of our ability, anticipate deviations to ensure resources are conservatively allocated.<br>• Foster transparency through the disclosure of our funding and expenditure via the Annual Report and the Portfolio Budget Statements.<br>• Actively plan, manage, deliver and review agency work projects.<br>• Determine and review business critical functions and perform a cost analysis to identify areas for improvement. |

# Strategic partnerships and cooperation

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

## Other Commonwealth entities

ARPANSA's main partner is our portfolio department, the Department of Health, Disability and Ageing, 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, entities or bodies that develop policies affecting radiation protection and nuclear safety, including:

- Australian Border Force
- Australian Commission on Safety and Quality in Healthcare
- Australian Health Protection Committee (AHPC)
- Australian Institute of Health and Welfare
- Australian Radioactive Waste Agency
- Australian Submarine Agency (ASA)
- Bureau of Meteorology
- 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, Sports and the Arts
- Department of Foreign Affairs and Trade
- Department of the Prime Minister and Cabinet
- National Measurement 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 Communications and Media Authority
- Australian Safeguards and Non-Proliferation Office
- Civil Aviation Safety Authority
- Comcare
- Department of Climate Change, Energy, the Environment and Water
- National Offshore Petroleum Safety and Environmental Management Authority
- Nuclear-Powered Submarine Regulatory Design
- Office of the Defence Seaworthiness Regulator

## 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 deliver this, ARPANSA engages with state and territory radiation safety regulators and, where agreed, has established MoUs on cooperative work. One of the main avenues for cooperation is the statutory Radiation Health Committee (RHC), which provides a forum to collaborate and jointly develop national radiation protection codes and standards. Historically, ARPANSA has also 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 to advocate for consistent regulation across 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. These cooperative arrangements support health protection and promote research related to health impacts of radiation.

## International partners

ARPANSA's international multilateral and bilateral partnerships and networks 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 International Atomic Energy Agency (IAEA). ARPANSA representatives sit on committees that develop safety standards for nuclear, radiation, waste and transport safety, and for emergency preparedness and response. 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 promote 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.
- Administers Australia's rights and obligations for the Early Notification and Assistance Conventions in the case of a nuclear accident or radiological emergency, and is designated as the National Competent Authority for domestic and international radiation emergencies.
- 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.
- Contributes to the IAEA Safety Standards Committees for waste management, radiation protection, nuclear safety, nuclear security and transport. These committees develop, review, and revise the IAEA's safety standards, and work under the oversight of the Commission on Safety Standards (CSS) – of which ARPANSA is also a contributing member.
- Agency specialists support dedicated IAEA training courses on a range of issues.
- Cooperates closely with the World Health Organization and is a Collaborating Centre for radiation protection.
- Works with the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO) through the management of our region's radionuclide detection network.

ARPANSA is also represented on other international scientific bodies, where we review latest developments in scientific research, and contribute to recommendations and guidance on all aspects of radiation protection that underpins the standards supporting international best practice. These include:

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

# 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 AO is responsible for the agency's activities, strategic direction and efficient performance. ARPANSA's core governance structure, as shown below in Fig. 1, includes 3 statutory advisory bodies and 2 legislated committees. Our extended governance structure includes internal management committees and external bodies that support our Executive Group in providing oversight and accountability.

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

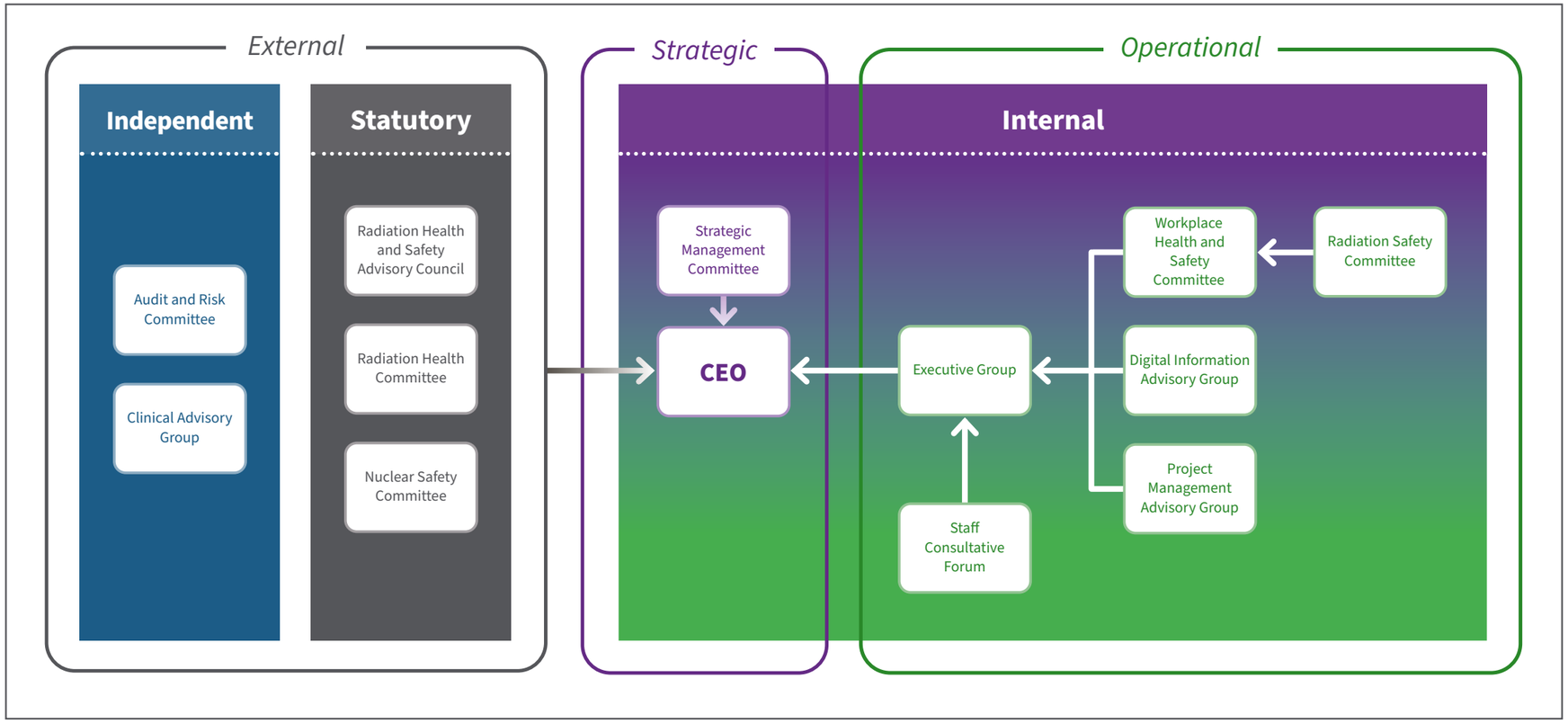



***Figure 1: Committee governance structure***

## Statutory bodies

### Nuclear Safety Committee (NSC)

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

### Radiation Health and Safety Advisory Council (Council)

In accordance with the ARPANS Act, the function of 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 on the above and any other matters.

### Radiation Health Committee (RHC)

In accordance with the ARPANS Act, the function of RHC in relation to radiation protection is to:

- advise the CEO and the Council
- develop policies and prepare draft publications for promotion of uniform national standards
- formulate draft national policies, codes, and standards for consideration by the Commonwealth, states, and territories
- review national policies, codes, and standards to ensure that they continue to reflect international best practice
- consult publicly in the development and review of such policies, codes, and standards.

# Legislative committees

## Audit and Risk Committee

Section 45 of the PGPA Act requires Commonwealth entities to establish an audit and risk committee (ARC). ARPANSA's ARC provides independent assurance and advice to the CEO on the agency's financial and performance reporting, system of risk oversight and management and systems of internal control.

ARC comprises 3 to 5 members appointed by the CEO based on their qualifications, knowledge, skills, and experience. They should collectively possess broad business, financial management and/or public sector experience. At least one member is required to have accounting or related financial management experience, with an understanding of accounting and auditing standards in a public sector environment.

## Work Health and Safety Committee (including the Radiation Safety Committee)

The CEO established the Workplace Health and Safety Committee (WHSC) – as required by section 75 of the Work Health and Safety Act 2011 (WHS Act) – to improve health and safety in the workplace and to resolve issues quickly and effectively. ARPANSA staff, management and unions consult through the operations of the WHSC. The Committee has a rotating chair from the Executive Group and is supported by the CEO of ARPANSA.

The Radiation Safety Committee (RSC) operates as a sub-committee of the WHSC. The RSC reviews and advises the CEO on radiation safety issues. The RSC also provides an additional mechanism through which ARPANSA staff can voice any radiation safety concern they may have.

# Non-legislated advisory and governance bodies

## The Clinical Advisory Group (CAG)

The CEO reviews and appoints invited expert applicants from the radiation oncology professions to participate in the CAG. The CAG advises the Australian Clinical Dosimetry Service (ACDS) on clinical practice, measurement techniques, and audit results. This independent group also reviews the ACDS' activities annually and provides expert clinical advice on the patient impact of unexpected audit outcomes.

The CAG meets quarterly, or on an as-needs basis.

## Executive Group (EG)

ARPANSA's EG is responsible for the day-to-day and strategic future management of ARPANSA, including:

- assessment of the agency's financial position, including long-term investment priorities, staffing and resourcing issues
- provision of top level advice to the CEO on all key plans, projects, budget, spending, organisational development, workforce capability and capacity, and continual improvement
- review and oversight of the agency's Risk Management Framework and associated risk treatments, registers, and controls to drive ownership and accountability for ongoing risk mitigation
- review and monitoring of systems of risk management, internal control and compliance
- governance and oversight of agency projects
- provision of a safe environment for workers by prioritising safety with other organisational goals, allocating resources, embedding a positive safety culture across the agency, and setting measurable objectives and targets to ensure continual improvement aimed at the elimination of risk
- contributing to the development and implementation of ARPANSA's Corporate Plan, policies, strategies and associated plans, including setting objectives and measures to monitor and report on performance
- consideration of key issues or risks identified by ARPANSA's advisory bodies.

## Staff Consultative Forum (SCF)

The purpose of the SCF is to provide a consultative environment which:

- promotes constructive workplace relations within the agency
- facilitates the timely exchange of information and promotes the understanding of employee issues
- provides a forum for consultation and open discussion between the CEO, employees and unions representing staff at ARPANSA with the aim of resolving any differences in a mutually acceptable manner.

## Digital Information Advisory Group (DIAG)

The primary purpose of the DIAG is to provide oversight of digital technology, data governance and cybersecurity coordination within the agency. DIAG is guided by the requirements of the Australian National Archives' 'Building Trust in the Public Record' policy, and relevant information management frameworks.

# Performance

## Integrated performance cycle

Our Corporate Plan is the cornerstone of our business planning, budgeting and reporting process, and 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. These include results against planned performance, as outlined in the PBS and Corporate Plan.

## Performance Framework

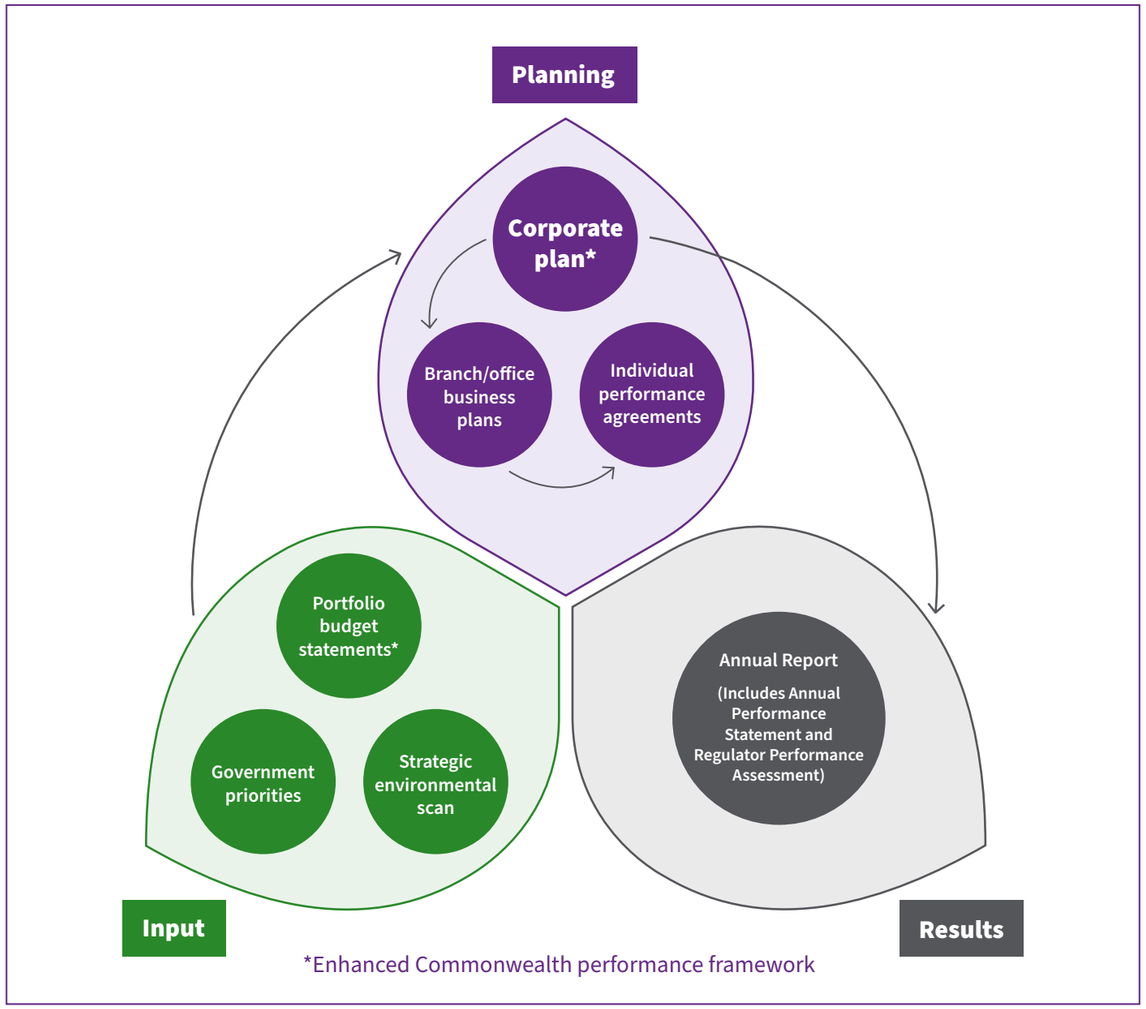
ARPANSA's performance structure has been established to ensure transparency, clarity and accountability in how we assess our progress towards achieving our purpose. To assist this aim, ARPANSA has structured our performance information to demonstrate how we will measure the successful delivery of our 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.



*Enhanced Commonwealth performance framework

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 EG and the ARC on a quarterly basis. Our Annual Performance Statement, as part of the 2025–26 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.

# Key activity 1

Initiate, maintain and promote frameworks for protection and safety.

ARPANSA applies scientific knowledge and expertise to support codes, standards and strategies 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.

Key projects supporting the delivery of Key Activity 1 in 2025–26 include:

## ANRDR Upgrade

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 nuclear-powered submarines operator and relevant regulators (noting that workers will move from one workplace to another).

## Teletherapy Cobalt-60 Source Replacement

ARPANSA is replacing its ageing Cobalt-60 source. The new source will ensure we can continue to calibrate the measurement equipment used by hospitals to provide accurate radiotherapy for cancer patients.

## 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 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| >2,650 surveys received per calendar year. | 2,780 | 2,910 | 3,055 |

### Rationale

A DRL is used by facilities to assess whether, in routine conditions, the amount of radiation used is unusually high, or low, for a specified procedure. ARPANSA's National Diagnostic Reference Level Service (NDRLS) allows imaging facilities to compare these doses to national DRL benchmarks. Facilities using a higher dose than the benchmark are required to review their procedures to achieve improved patient protection. The collection and analysis of DRL surveys allows ARPANSA to determine these benchmarks. This 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. 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 which are reported back to the participating facilities. The DRLs are based on the 75th percentile (third quartile) of the resulting FRL distributions sufficiently representative to periodically update the DRLs. The number of DRL surveys received is tracked in real time and reported on quarterly. The consolidated NDRL data can be found on the ARPANSA website.

### Data source

National Diagnostic Reference Level Service database

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 2

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

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| Worker radiation dose trends, published annually in the 'ANRDR in Review' indicate optimised radiation protection. | Unchanged | Unchanged | Unchanged |

### Rationale

The Australian National Radiation Dose Register (ANRDR) database is designed to store and maintain radiation dose records for occupationally exposed workers. This data 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 and qualitative (effectiveness)

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 to generate annual statistics related to exposure trends. The results of this analysis are presented in the ANRDR report, including:

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

### Data source

ANRDR database

### Explanation of changes since 2024–25 Corporate Plan

This performance measure has undergone a minor review of the assessment methodology (not the target itself) – thus this is recorded as 'no change'.

## CP Performance Measure 3

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

| Targets 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| 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.<br><br>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. | Unchanged | Unchanged | Unchanged |

### 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, and helps to ensure 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 IAEA Member States operating land-based nuclear installations to maintain a high level of safety by setting international benchmarks. The Convention obliges Australia to submit reports on the implementation of their obligations for 'peer review' at meetings of the contracting parties held at the IAEA.

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

## CP Performance Measure 3 (continued)

### 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). These will be published to the ARPANSA website.
- Review meetings occur once every 3 years: Joint Convention 2025, 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 Commonwealth Citizen Space website, as well as targeted consultation dependant on the area of focus. ARPANSA will complete the required documentation and provide it back to the IAEA within the stipulated timeframes.

The targets are standalone aspects of this measure and weighted equally. The target 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
- ARPANSA Consultation Hub

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 4

Provide dosimetry support and measurement services to radiotherapy clinics.

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| 54 audits delivered according to schedule. | Unchanged | Unchanged | Unchanged |

### Rationale

The national radiation oncology dosimetry audit program ensures accurate and safe treatment delivery for over 90,000 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 results recorded in the ACDS database and audit reports within ARPANSA's Management System. Audit reports that have been finalised will contribute to this target. The ACDS is reviewed annually by the Clinical Advisory Group on the assessment of the clinical impact and relevance of work over the past year.

### Data source

ARPANSA Management System – ACDS audit database

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

# PBS performance measure 1

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

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

## Planned performance result 1

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

| Target 1 – 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| International literature is reviewed.<br><br>At least 12 advisory documents are reviewed and if required, updated, annually. | Unchanged | Unchanged | Unchanged |

### Rationale

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

### Methodology

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

### Data source

ARPANSA website

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## 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 2 – 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| Annual count of engagement activities with domestic and international stakeholders furthers EME knowledge exchange and advancement:<br><br>**Domestic**<br>• Various stakeholders<br><br>**International**<br>• International Commission on Non-Ionizing Radiation Protection<br>• World Health Organization<br><br>Annual count of engagement activities with the community promotes health and safety and addresses misinformation about EME:<br><br>**Community**<br>• Media coverage and social media posts<br>• Events<br>• Talk to a Scientist questions about EME<br><br>**Research**<br>• Development of technical reports, guidelines and standards to ensure public health policies are based on the most up-to-date information | Unchanged | Unchanged | Unchanged |

## Planned performance result 2 (continued)

### 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, and technologies continue 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 will be provided of each engagement.
- Engagement with the community will be measured through the number of engagement activities undertaken in the community. ARPANSA will record 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

# PBS performance measure 2

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

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

## Planned performance result

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

| Targets – 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| Participation in 6 training drills and exercises held internationally, nationally (cross-jurisdictionally) and within the agency to enhance response readiness.<br><br>Emergency preparedness and response, information management and decision support systems are maintained to 95% availability during port visits and planned events. | Unchanged | Unchanged | Unchanged |

### Rationale

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

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.

## Planned performance result (continued)

### Methodology

Participation will constitute active involvement in the following training exercises:

- Internationally facilitated, e.g. IAEA Convention Exercise (ConvEx).
- Nationally facilitated, e.g. National Emergency Management Agency of Australia.
- Internally facilitated, e.g. ARPANSA field testing.
- Validations with the 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:

- 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.
- 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.
- 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. An average of the targets will be taken to determine the outcome.

### Data source

ARPANSA Management System, ArcGIS dashboard, ARMS database, ARGOS database

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

# Key activity 2

Undertake research and provide expert evaluations, advice and services.

We provide accessible, evidence-based, and risk-informed advice and services to the Australian Government, industry, and the public to promote continuous improvement regarding the use of radiation and nuclear technologies.

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. All radiotherapy in Australia is traceable to this standard, which underpins every patient's radiation oncology treatment.

## Personal Radiation Monitoring Service (PRMS) and Radioanalytical Services laboratory: laboratory information management system design.

This project will support the development of a laboratory information management system that allows effective end-to-end management of data for the PRMS and Radioanalytical Services laboratories.

## PRMS Customer Portal and Application Programming Interface (API)

The development of an API to enable ARPANSA's PRMS customer portal to automatically transfer dose reports to radiation safety management applications.

## 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 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| ARPANSA to publish >7 peer reviewed publications. | Unchanged | Unchanged | Unchanged |

### 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 made published. Topics of publications will be determined by environmental scanning of emerging issues that are of public interest.

### Data source

ARPANSA Journal Publication register

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## 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 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| Stations operational and reporting verified data to the CTBTO at >95% average per reporting period. | Unchanged | Unchanged | Unchanged |

### Rationale

ARPANSA operates the Australian radionuclide monitoring stations as part of the IMS for the CTBTO. This is an Australian obligation under the Comprehensive Nuclear-Test-Ban Treaty.

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

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

### 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 and located in Australia and its territories (Fiji and Kiribati) will be analysed and the yearly average determined. Stations in Australian territories may tolerate a down time of <7 consecutive days or <15 days annually.

### Data source

Data collected from IMS stations system

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 7

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

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| UV information is available to the public >95% of the time. | Unchanged | Unchanged | Unchanged |

### 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 individuals 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 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 8

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

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| >85% satisfied with the quality of our service. | Unchanged | Unchanged | Unchanged |

### 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 or post-service 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, Radioanalytical Services, ARPANSA radiation meter hire service and the ACDS (Radiation Therapist Audit Feedback).

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

### Data source

ARPANSA annual customer satisfaction survey, post-service satisfaction surveys

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 9

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

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| 80% of TTAS enquiries from the public are responded to within 5 business days. | Unchanged | Unchanged | Unchanged |

### 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 with enquiry responses 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 to verify the percentage of queries that were responded to within 5 days.

### Data source

TTAS record management system

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 10

Maintain the teletherapy laboratory calibration capability by replacing the Cobalt-60 teletherapy source.

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| A Cobalt-60 (Co-60) source is purchased, installed and commissioned to maintain the agency's teletherapy laboratory calibration capability.<br><br>The successful upgrade of ARPANSA's Primary Standards Dosimetry Laboratory to support the installation of a new Co-60 source. | Unchanged | Unchanged | Unchanged |

### Rationale

ARPANSA's calibration capability underpins a range of agency services, all of which form part of Australia's sovereign capability to provide dose surety and radiation protection for patients undergoing therapy, as well as staff who work with radiation in a range of fields. Specifically, this includes calibrations for every radiotherapy centre in Australia and New Zealand, traceable calibration for PRMS readers as required for their NATA accreditation using a Co-60 source, and calibration services outside ARPANSA, where verification to the Australian Primary Standard is required.

### Methodology – quantitative (output)

Reporting on this measure will be supported by monthly project reporting to the Executive Group.

### Data source

ARPANSA Management System

### Explanation of changes since 2024–25 Corporate Plan

This is a new measure.

# PBS performance measure 3

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

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

## Planned performance result 1

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

| Target – 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| The ACDS annual report is published to the ARPANSA website by 31 March 2026. | Unchanged | Unchanged | Unchanged |

### 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

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## Planned performance result 2

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

| Target – 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| Publication of Diagnostic Reference Level data on the ARPANSA website by 31 March 2026. | Unchanged | Unchanged | Unchanged |

### Rationale

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

### Methodology

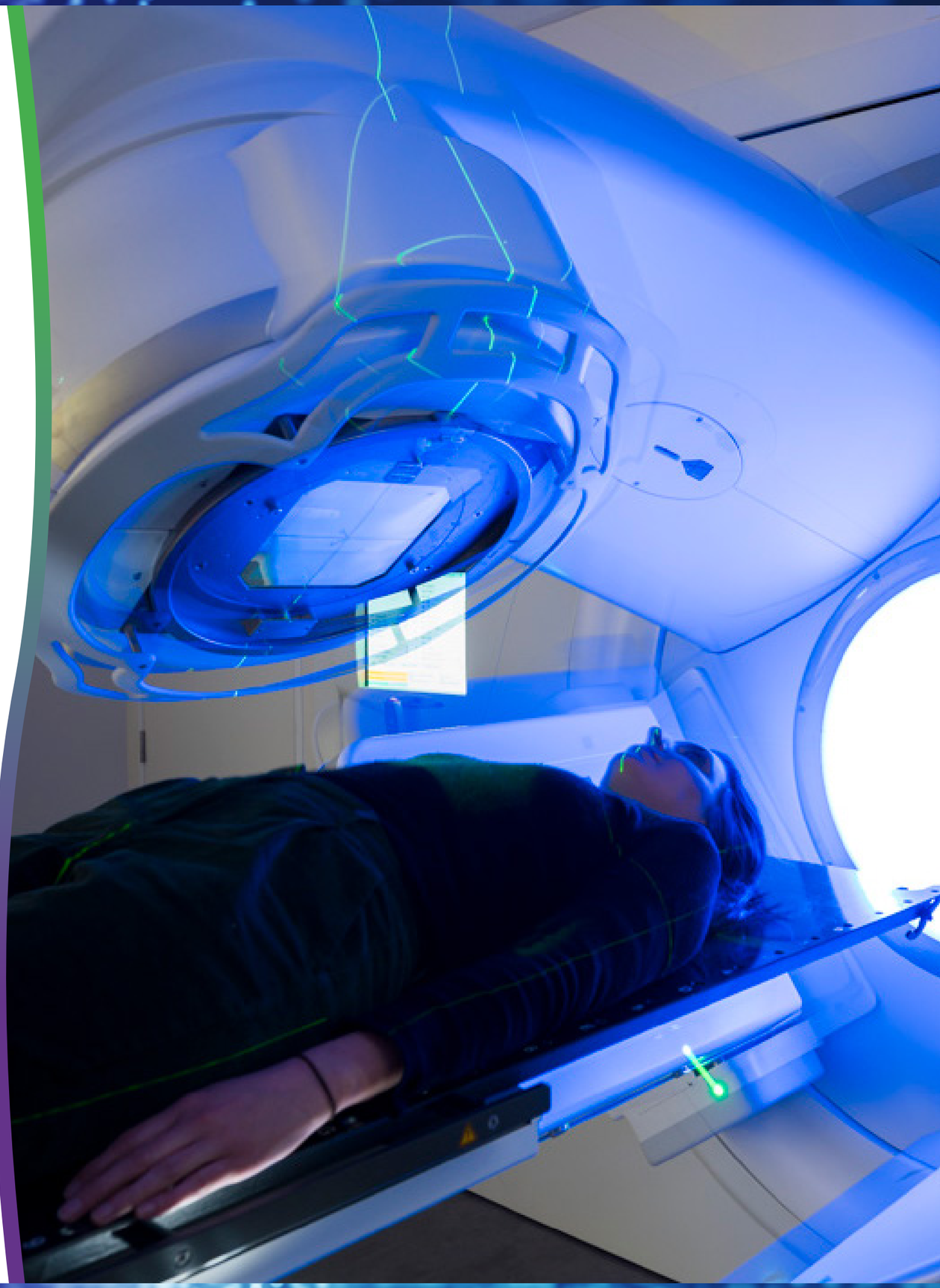
ARPANSA collects data on metrics for patient dose from ionising radiation in diagnostic imaging, particularly for CT. ARPANSA analyses National Diagnostic Reference Level Service survey data to calculate Australian diagnostic reference levels (DRLs), reports the outcomes back to each facility and disseminates the national values at national professional scientific meetings.

### Data source

Diagnostic Reference Level data

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.



# Key activity 3

Ensure effective and risk-informed regulation.

Using a graded, risk-informed approach, we provide regulatory oversight of radiation sources, radiation facilities and nuclear installations through a range of regulatory activities. These include licensing, compliance monitoring, inspection and enforcement. We promote best practice in regulation by improving regulator performance, capability and culture – as outlined in the Commonwealth Regulatory Performance Guide (RMG 128).

## 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 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| 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. | Unchanged | Unchanged | Unchanged |

### 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) the following data:

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

### Data source

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

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 12

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

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| An annual review of regulatory performance (meeting >70% of measures) is undertaken, consistent with the Australian Government Regulator Performance Resource Management Guide (RMG 128). | Unchanged | Unchanged | Unchanged |

### Rationale

The Commonwealth Government outlines 3 principles of regulator best practice in RMG 128:

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

ARPANSA accepts and strives to meet these principles. It has related measures of performance (a mix of quantitative and qualitive) and has a target to meet at least 70% of its measures. An annual review of performance is undertaken and reported in the Annual Report. The target of each individual measure is set to drive performance in its respective area. Individual measures feeding into the annual review are:

**1. Continuous improvement and building trust**

- At least 10 national regulatory engagement meetings are conducted per year.
- Collaborative relationships are developed and maintained with international regulators and organisations, through various communication channels.
- Annual Regulatory Services Branch training day is conducted on key regulatory topics and any updates to the regulatory framework.
- An annual review of the regulations is conducted to ensure costs are updated.

**2. Risk-based and data driven**

- Data systems are used to monitor licence holder performance and inform compliance monitoring bi-annually.
- 80% of high priority inspections are undertaken to required frequencies.
- 75% of Inspection and Site Visit Reports are finalised within 30 business days of the end of an inspection.
- Significant information is maintained and published, including the basis for key regulatory decisions and compliance outcomes.

**3. Collaboration and engagement**

- Periodic liaison forums with major licence holders or potential licence holders are conducted.
- Regulatory guidance for licence holders is prepared, reviewed and updated.
- An annual licence holder forum and workshop on key and relevant issues is conducted.
- Public consultation is conducted on major licence applications.
- Licence charge changes resulting from the cost recovery model, including any implications and justification, are communicated to the major licence holders.

### 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.
- High priority inspections are sites holding regulatory priority 1 & 2 sources and/or facility licences of medium or higher regulatory priority.

### Data source

Regulatory Services Branch internal data systems, including the Regulatory Administration Database (RAD), and ARPANSA Management System

### Explanation of changes since 2024–25 Corporate Plan

This performance measure has been expanded to include 13 quantitative and qualitative KPIs. These changes support a target that is more outcome focused, time-bound and relevant, and which aligns more comprehensively with the RMG128.

The performance measure CP10 (Regulated entities, licence applicants and key stakeholders are consulted on major licence decisions and key ARPANSA initiatives) has been closed and incorporated into CP12 (under ‘Collaboration and engagement’) as a qualitative metric, to ensure it is still captured and reported against.

# PBS performance measure 4

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

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

## Planned performance result

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

| Target 1 – 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| Implement the Radiation Health Committee 2025 Work Plan and develop a Radiation Health Committee 2026 Work Plan. | TBC | TBC | TBC |

### 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 Commonwealth and states/territories 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 National Radiation Protection Series across all jurisdictions.

### Methodology – qualitative (output)

Reporting on this measure will be supported by evidence of discussion of draft proposed options 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 which supports strategic Government priorities.

### Data source

Radiation Health Committee 2025 Work Plan

### Explanation of changes since 2024–25 Corporate Plan

This target has evolved due to the completion of the scalable strategic plan in 2024–25. A key outcome of the strategic plan is the implementation of the 2025 Work Plan, which outlines a schedule of deliverables as agreed by the Radiation Health Committee members to support the consistent application of frameworks – such as the national Radiation Protection Series – across all jurisdictions. The 2026 Work Plan will be developed alongside this in Q1 and Q2, in preparation for the 2026 calendar year.

# PBS performance measure 5

**Linked to Outcome 1, Program 1.2 – Nuclear-Powered Submarines**

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

## Planned performance result

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

| Target – 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| • Agreement on interfaces and boundaries between ARPANSA and other regulatory bodies is established.<br>• The national framework for radiation and nuclear safety standards and guidance is suitable for nuclear-powered submarines.<br>• ARPANSA contributes to the harmonisation of legislation for regulation of nuclear-powered submarines. | Unchanged | Unchanged | Unchanged |

### 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.

# PBS performance measure 5 (continued)

## 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 2024–25 Corporate Plan

This performance measure remains unchanged.

# Key activity 4

Enhance organisational innovation and capability.

We will work to enhance innovation and capability across the agency to ensure systems, assets and staff effectively support and efficiently deliver on our purpose.

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

## ARPANSA facilities and infrastructure upgrade

Upgrade of identified infrastructure and overall building amenities.

## ARPANSA website

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.

## Software system upgrades

Upgrade key software platforms for our library and content management systems to enable enhanced security, accessibility and usability.

## CP Performance Measure 14

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

### Target 2025–26

Deliver the Workforce Strategy as per the program plan schedule.

*This performance measure is due to close in 2026–27.

### Rationale

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

### Methodology – quantitative and qualitative (output)

- Number of initiatives delivered against the program plan during the reporting period.
- Budget maintained for specific work packages during implementation.

### Data source

ARPANSA Management System

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 15

Employees feel willing and are able to innovate at ARPANSA.

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| • ARPANSA's Enabling Innovation Index results indicates a positive variance when compared to comparably sized APS agencies.<br>• Case study of the winner of Innovation Award in the annual ARPANSA Awards to be reported in the Annual Report. | Unchanged | Unchanged | Unchanged |

### Rationale

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

### Methodology – quantitative (input)

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

**Case study selection**

ARPANSA's EG oversees an innovation award process that recognises and celebrates significant contributions to the work of ARPANSA by individuals and teams. Submissions are judged by the EG against the selection criteria and validated by the CEO. The winner forms the basis of the Innovation at ARPANSA case study.

### Data source

APS employee census results

ARPANSA innovation award nominations

### Explanation of changes since 2024–25 Corporate Plan

This performance measure remains unchanged.

## CP Performance Measure 16

The agency demonstrates robust management of psychosocial risk.

| Target 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|---|---|---|---|
| ARPANSA Census results relating to workload, change management, and wellbeing policies and support indicate a positive variance when compared to other small sized agencies. | Unchanged | Unchanged | Unchanged |

### Rationale

APS capability is as much about how agencies work together, in partnership with business and civil society, as it is about our individuals that provide these core capabilities. On average, work-related psychological injuries have longer recovery times, higher costs, and require more time away from work compared to physical injuries. Managing the risks associated with psychosocial hazards not only protects workers, but also decreases the disruption associated with staff turnover and absenteeism and may improve broader organisational performance and productivity. The agency recognises this measure is critical to building a positive working environment, which – in turn – 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 compared to other similar sized agencies to determine if the agency is demonstrating a proportionate focus management of psychosocial risk. As well as comparative analysis, an internal analysis of the agency's previous year's results will provide complementary data to this measure and still be tracked through ongoing WHS reporting.

### Explanation of changes since 2024–25 Corporate Plan

The target for this performance measure has shifted from an internally focused comparable measurement against the agency's previous year's performance, to a measurement of agency performance relative to other, similar sized agencies. A comparative analysis of the 3 data points allows ARPANSA to assess its maturity relative to the wider APS for management of psychosocial hazards. Internal analysis of the agency's previous year's results will provide complementary data to this measure and still be tracked through ongoing WHS reporting. This adjustment is a marginal change.

# 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 focused on ensuring our information transparently communicates and complies with PGPA Rule requirements to foster greater accountability and trust.

The ARPANSA Corporate Plan has 20 performance measures (15 originating from this plan, 5 from the PBS).

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 equipped 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 following 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, to reflect the evolution of related work activities or a maturing of our performance information. These include:
  - CP10 (new): Maintain the teletherapy laboratory calibration capability by replacing the Cobalt-60 source
  - CP13 (closed): Efficient implementation of a whole of agency information technology roadmap to support the modernisation of digital services
  - CP10 (closed): Regulated entities, licence applicants and key stakeholders are consulted on major licence decisions and key ARPANSA initiatives.

| Outcome of 2024–25 review | 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 | **Total** |
|---|---|---|---|---|---|
| Performance measures unchanged | 6 | 6 | 2 | 1 | **15** |
| Performance measures marginally changed | 0 | 0 | 1 | 1 | **2** |
| Performance measures significantly changed | 0 | 1 | 1 | 1 | **3** |
| Total number of performance measures for 2025–26 | 6 | 7 | 4 | 3 | **20** |

# 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 |
| Our purpose | 5 |
| Key activities | 6 |
| Operating context | 8 |
| Environment | 8 |
| Capability | 13 |
| Risk oversight and management, including key risks and its management | 14–17 |
| Cooperation | 18–20 |
| Subsidiaries (where applicable) | N/A |
| *Performance* | |
| • Performance measures | 21–38 |
| • Targets for each performance measure (if reasonably practicable to set a target) | 21–38 |
| • Changes to our performance information | 39 |

# Appendix 3 – notes on performance assessment

## 1. Assessment of key activities

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

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

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

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

## 3. Assessment of performance measures with multiple targets

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

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

## 4. Annual count

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