



Australian Government
Australian Submarine Agency

ASA

AUSTRALIAN SUBMARINE AGENCY
CORPORATE PLAN

2024-2028



Acknowledgement of Country

In the spirit of reconciliation, the Australian Submarine Agency acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

We also pay our respects to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.



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Deputy Prime Minister's Foreword



The Australian Submarine Agency (ASA), which marked its first anniversary on 1 July 2024, has been tasked by the Government for the management and oversight of Australia's conventionally-armed, nuclear-powered submarine program.

Australia faces the most complex and challenging strategic circumstances since the end of the Second World War.

The rules-based order that has been vital to our security and prosperity is increasingly under pressure. In the context of the largest military build-up in our region in decades, we now live in a less safe and less stable world.

Our Government is committed to strengthening our defence capabilities to keep Australians safe, contribute to regional stability and to deter conflict. We will employ all elements of

power to protect our national security interests and way of life.

The partnership between Australia, the United Kingdom and the United States (AUKUS), is central to this objective, and will enhance our collective capacity to support security, peace and economic prosperity in our region.

Only nuclear-powered submarines will meet Australia's defence requirements in the decades ahead. No other platform matches the stealth, endurance, mobility and mix of capabilities a conventionally-armed nuclear-powered submarine provides.

Under the Government's direction, the ASA will continue to implement the Pathway for Australia to acquire nuclear-powered submarines, announced on 14 March 2023. The Pathway supports Australia becoming sovereign ready to safely and securely operate, build and maintain our own fleet of nuclear-powered submarines, in accordance with our international nuclear safeguards and non-proliferation obligations.

The ASA is responsible for the acquisition, delivery, construction, technical governance, sustainment and disposal of Australia's nuclear-powered submarines. This

includes enabling the necessary policy, legal, non-proliferation, workforce, security and safety arrangements.

This endeavour will provide a whole-of-nation opportunity, driving growth in new high-skilled jobs, industries and manufacturing, and investment in advanced technologies and industrial uplift.

The 2024-2028 ASA Corporate Plan seeks to articulate how the ASA will deliver Australia's nuclear-powered submarine program and outlines key activities, performance measures and targets. These measures and targets will ensure the Australian Government, the community and our international partners have a clear view of how the ASA will meet its objectives and responsibilities.

I commend all members of the ASA, under the leadership of Director-General Vice Admiral Jonathan Mead, for their ongoing work and commitment to this national priority.

I am pleased to launch the 2024-2028 ASA Corporate Plan.

The Hon. Richard Marles MP
Deputy Prime Minister of
Australia
Minister for Defence

Director-General's Foreword



Australia's acquisition of conventionally armed, nuclear-powered submarines is a historic, complex and ambitious multi-decade program. Through the AUKUS partnership, Australia, the United Kingdom and the United States are working closely together to deliver a conventionally armed, nuclear-powered submarine capability for Australia in accordance with the Pathway.

The Pathway, announced in March 2023, was decided after an intensive 18-month period of consultation that examined the full suite of requirements that underpin delivery of these submarines. It is underpinned by strong commitments and investments from each nation to meet agreed timeframes and readiness thresholds.

The establishment of the Australian Submarine Agency

(ASA) on 1 July 2023 represents an enduring commitment to the delivery of the nuclear-powered submarine program.

Australia takes seriously our responsibility to build the skills, experience, capacity and capability – to become 'sovereign ready' – to safely and securely build, own, operate and maintain nuclear-powered submarines. This work is already well underway including through Royal Australian Navy officers and sailors, and industry training and embedding in UK and US bases, training facilities, and shipyards.

The scale of work for Australia to acquire nuclear-powered submarines is unlike any shipbuilding program in our nation's history, and we do not underestimate the challenge. Acquiring nuclear-powered submarines will involve a whole-of-nation undertaking, creating opportunities for Australian industry and workers across the country. This enterprise will be supported by a significant investment in Australia's industrial capacity, infrastructure and education and training systems.

The ASA is leveraging the expertise of the United Kingdom and United States to achieve the outcomes outlined

in the Pathway. The ASA will exemplify a nuclear mindset in our actions, reflecting our dedication to excellence and improvement and our unwavering commitment to the highest levels of safety, security and stewardship of naval nuclear propulsion technology.

I am pleased to present the 2024-2028 ASA Corporate Plan, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014*.

A handwritten signature in white ink, appearing to read 'J Mead', written over a dark background.

Vice Admiral Jonathan Mead
AO RAN
Director-General ASA

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Introduction

In March 2023, Australia, the United Kingdom (UK) and the United States (US) (AUKUS) agreed to the Optimal Pathway (Pathway) to deliver an enduring conventionally-armed nuclear-powered submarine (SSN) capability for Australia. The Pathway is a phased approach that will:

- ensure Australia's capacity to safely operate, maintain and regulate naval nuclear propulsion technology, and set the highest standards for nuclear non-proliferation;
- deliver an SSN capability for Australia in less than a decade, ensuring there is no capability gap;
- bolster Australia's ability to respond to the changing strategic environment and credibly adds to our deterrence posture; and
- transform and integrate our trilateral industrial bases to support SSN production, cooperation and maintenance in the decades ahead.

The three phases of the Pathway are:

Phase 1: The implementation of Phase 1 is integral to the success of the Pathway. It will increase our ability to support SSNs in Australia in the lead up to operating our own

conventionally-armed nuclear-powered submarines.

More frequent and longer visits to HMAS *Stirling*, Western Australia, by US SSNs have already commenced. The UK will do likewise from 2026. This will provide an invaluable opportunity to strengthen Australia's experience to host such visits, before supporting a rotational SSN presence, known as Submarine Rotational Force-West (SRF-West), from as early as 2027. SRF-West will further develop our maintenance capability, establish our facilities and test our policy, legal and regulatory settings to ensure Australia is ready to acquire, operate, and sustain our own conventionally-armed nuclear-powered submarine.

Phase 2: Australia's first conventionally-armed nuclear-powered submarines will be the US Virginia class. The US intends to sell Australia three Virginia class SSNs from the early 2030s, which was authorised by the US Congress in December 2023. Australia retains the option to seek approval for up to two more if required.

The Virginia class SSNs will provide Australia a conventionally-armed nuclear-powered submarine capability as early as possible and ensure

there is no gap in Australia's critical submarine capability.

Australia's Virginia class SSNs will be sovereign Australian submarines, under the command of the Royal Australian Navy, at the direction of the Australian Government.

Phase 3: SSN-AUKUS will be a trilaterally-developed submarine based on the UKs next-generation design that incorporates technology from all three nations, including cutting edge US submarine technologies. SSN-AUKUS will be delivered as a joint build program constructed in Barrow-in-Furness, UK, and construction of the Australian submarines in Adelaide, South Australia in the early 2040s.

The Pathway is elevating the industrial capacity of all three nations' to produce and sustain advanced and interoperable nuclear-powered submarines for decades to come. All three nations are heavily invested in the program, making significant investments to uplift their respective industrial capability. This collective investment demonstrates the shared intent and commitment of AUKUS partners to remain dominant in the undersea domain. One of the strengths of AUKUS is that it boosts trilateral supply chains

and makes them more resilient, enhancing the industrial supply base in all three nations.

The Pathway also provides significant opportunities for Australia's innovative and highly regarded industry and workforce.

The Australian Government's decision on Australia's prime sovereign submarine build and sustainment partners, announced on 22 March 2024, is a demonstration of our commitment to Australian industry and workers. This is just the start, with the Australian Submarine Agency (ASA) working with industry and the UK and US governments to identify products that can be manufactured in Australia,

to enhance the resilience of trilateral supply chains.

On 22 March 2024, the Australian Government announced the selection of ASC Pty Ltd (ASC) and BAE Systems as Australia's sovereign submarine build partners for our SSN-AUKUS submarines. ASC was also selected as Australia's sovereign partner for the sustainment of nuclear-powered submarines, starting with the Australian Virginia class submarines, followed by our SSN-AUKUS submarines. More information on the Pathway is available at the [ASA website](#).

Implementing the highest standards of nuclear safety, security and safeguards is critical to the success of

the entire nuclear-powered submarine program. Australia is working closely with the UK and the US to implement the highest standards of nuclear stewardship, safety and security. Australia will benefit from decades of UK and US experience with safe naval nuclear propulsion, and build on our own record of safely and effectively operating a nuclear research reactor since 1958. A strong technical base and regulatory system will underpin the safety and security of nuclear-powered submarines in Australia.



Our Purpose

The ASA was established on 1 July 2023 to manage and oversee the safe and secure delivery of Australia's nuclear-powered submarine program.

The ASA is a non-corporate Commonwealth Entity for the purposes of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the ASA functions are listed in Schedule 1 of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), which is available [here](#).

Our Outcome

The ASA will safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia's conventionally-armed nuclear-powered submarine capability, through the AUKUS partnership.

Our Key Activities

The ASA has two key activities that will ensure delivery of the nuclear-powered submarine program. These activities are:

1. Deliver nuclear-powered submarines in accordance with the Optimal Pathway and within government approved costs in collaboration with AUKUS partners.
2. Exemplify best practice nuclear stewardship to build and maintain naval nuclear propulsion technology, in compliance with Australian and international obligations.

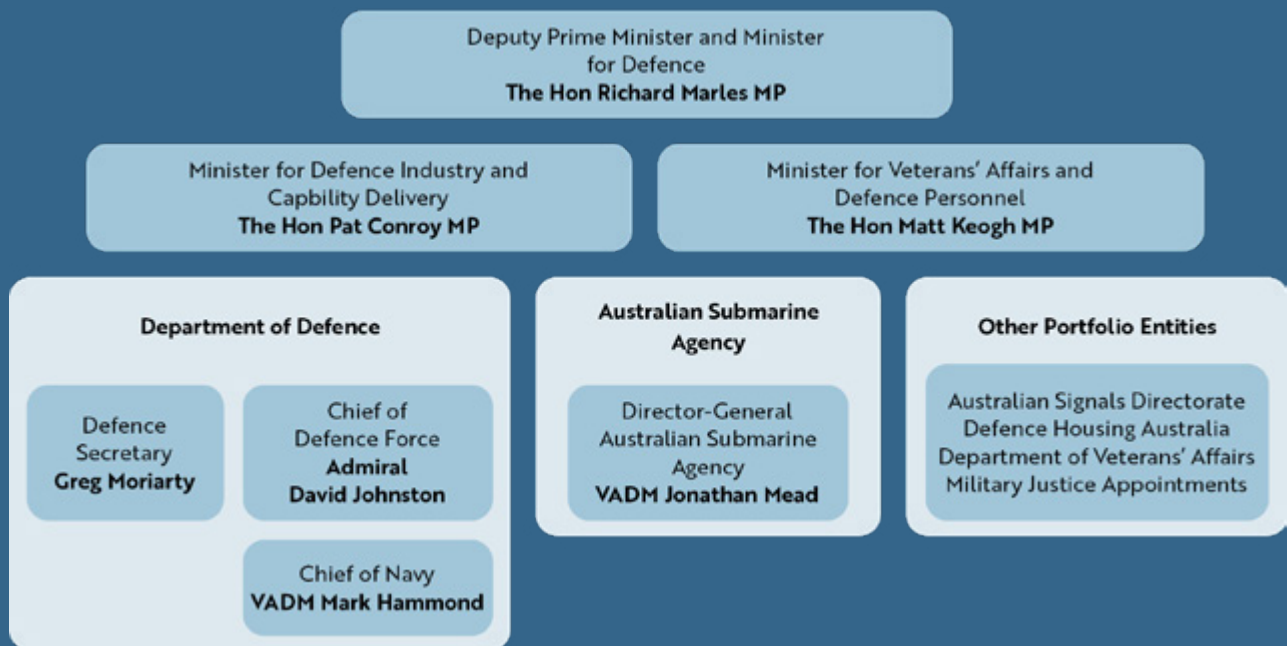


Our Structure

ASA operates within the Defence Portfolio, which brings together component organisations that are collectively responsible for

the defence of Australia and its national interests in order to advance Australia's security and prosperity. The Director-General ASA reports on the

performance of the ASA directly to the Deputy Prime Minister, the Hon. Richard Marles MP, in his role as Minister for Defence.



ASA Organisational Structure

The ASA is led by the Director-General and consists of Australian Public Servants, Australian Defence Force members, and contracted subject matter experts. The ASA is responsible for leading trilateral engagement on the nuclear-

powered submarine program and works collaboratively with Commonwealth departments and agencies, including Defence, to ensure the nuclear-powered submarine program is aligned with related Commonwealth strategies and policies.

The ASA also works with States and Territories, industry, and education and skilling organisations to build the capabilities needed in Australia to deliver the nuclear-powered submarine program.

Deputy Prime Minister and Minister
responsible for Defence
The Hon Richard Marles MP

Director-General
Vice Admiral Jonathan Mead AO RAN

Deputy Director-General
Program and Policy
Mr David Hallinan

Head Nuclear Submarine Capability
Rear Admiral Matthew Buckley

Head Virginia, Workforce & Commercial
Air Vice-Marshal Philip Tammen

Head SSN Construction
Ms Kate van Hilst

Head Policy Strategy & Engagement
Ms Alexandra Kelton

Deputy Director-General
Technical
Mr Timothy Hodgson

Head Stewardship & Security
Ms Michele Miller

Head Technical
***CDRE Mathew Hudson**

Chief Operating Officer
Ms Samantha Higgins

** Denotes acting arrangements*

Operating Environment

Strategic Context

We are confronted by the most challenging strategic circumstances since the Second World War, and at a time where Australia's economic connection with the world has never been greater.

Australia's region is being reshaped and the strategic environment is becoming more challenging. It is being accompanied by an unprecedented conventional and non-conventional military build-up in our region, taking place without strategic reassurance or transparency. There is increasing competition economically, militarily, strategically and diplomatically alongside a contest of values and narratives.

In this context, Australia is pursuing enhanced capabilities to deter threats to its national security and regional stability. The defence of Australia's interests lies in the protection of our economic connection to the world and the maintenance of the global rules-based order.

One of the six priorities identified in the *Defence Strategic Review* for immediate action was the acquisition of

conventionally armed, nuclear-powered submarines, through the AUKUS partnership.

Following the *Defence Strategic Review*, the Government released the *National Defence Strategy* and the *2024 Integrated Investment Program* on 17 April 2024. The *National Defence Strategy* details the Government's approach to address Australia's most significant strategic risks based on the concept of National Defence.

The *National Defence Strategy* is a coordinated, whole-of-government and whole-of-nation approach that harnesses all arms of Australia's national power to defend Australia and advance our interests. To deliver on the *National Defence Strategy*, the Government has directed Defence to adopt a Strategy of Denial to deter a potential adversary from taking actions that would be inimical to Australia's interests and regional stability.

For a maritime nation like Australia, just like the UK and the US, maintaining a submarine capability advantage over potential adversaries

is vital. By investing in these high-end capabilities, Australia is contributing to unimpeded sea lanes and a peaceful, stable and prosperous region. An Australian nuclear-powered submarine fleet provides a unique and game-changing boost to Australia's sovereign capability.

Australia is a global leader on nuclear non-proliferation and AUKUS partners understand and recognise Australia's obligations under international law. We will work with our AUKUS partners to ensure the safe and secure delivery of Australia's nuclear-powered submarine program that sets the highest possible standard for the global nuclear non-proliferation regime. AUKUS partners are engaging with the International Atomic Energy Agency (IAEA) to pursue a nuclear non-proliferation approach for this initiative that will enable the IAEA to meet its technical objectives of verifying no diversion of nuclear material, no misuse of nuclear facilities and no undeclared nuclear material or activity by Australia.



ASA's Commitment to Nuclear Non-Proliferation and Nuclear Safety

As part of Australia's acquisition of conventionally-armed nuclear-powered submarines, we are committed to setting the highest nuclear non-proliferation standard. Australia will continue to meet its nuclear non-proliferation obligations and commitments, including under the *Treaty on the Non-Proliferation of Nuclear Weapons*, the *South Pacific Nuclear Free Zone (Treaty of Rarotonga)*, and our safeguards agreements with the IAEA.

AUKUS partners continue to work openly and transparently with the IAEA to develop a robust safeguards and verification approach that enables the IAEA to meet its technical objectives of verifying no diversion of nuclear material, no misuse of nuclear facilities and no undeclared nuclear material or activity by Australia.

All three nations appreciate the enormity of this endeavour and are committed to the principles

that have upheld the UK and US naval nuclear propulsion programs' unmatched safety records. For over 60 years, the UK and US have operated more than 500 naval nuclear reactors that have collectively travelled more than 150 million miles – the equivalent of over 300 trips to the moon and back – without incident or adverse effect on human health or the quality of the environment. Australia is committed to upholding these same standards.

Nuclear Mindset

The Australian Nuclear Mindset is a set of shared qualities and attitudes that shape the way the ASA thinks, acts and learns. At the heart of the Nuclear Mindset is recognising the special characteristics and unique hazards of naval nuclear propulsion technology. The Nuclear Mindset consists of ten nuclear propulsion principles and a commitment to individual

and collective behaviour that underpins how we manage and oversee the safe and secure delivery of Australia's nuclear-powered submarine program.

The Nuclear Mindset reflects our dedication to excellence and our unwavering commitment to upholding the safety, security and safeguards of nuclear propulsion

technology. Generating a Nuclear Mindset, both within the ASA and within the Australian community, is integral to retaining and enhancing the public trust in the ASA and our purpose to manage and oversee the safe and secure delivery of Australia's nuclear-powered submarine program.



The Nuclear Mindset principles and behaviours supplement the ASA's continued commitment to Defence and Australian Public Service values and behaviours.



Nuclear Safety is paramount



Genuine commitment to nuclear security and safeguards



The best people, dedicated to excellence



Maximise lethality, reliability, availability and readiness



Accountability



Strive for improvement



Compliance with approved standards and procedures



Not living with deficiencies



Decisions are considered, well-informed and underpinned by strong technical evidence



Clear and effective communication

Technological Capability and Change

Technology is rapidly evolving and advancing in many areas, and the ASA will need to evolve. Technological capability is not limited to our SSN capabilities, but also includes our business and the way we operate. To meet this challenge, the ASA will work with government, industry and academic partners to enhance science, technology, engineering and mathematics (STEM) skills in its workforce and invest in new and emerging technologies.

Thousands more students will train at 16 Australian universities through the allocation of an additional 4,001 undergraduate Commonwealth Supported Places in STEM courses, to help grow the skilled workforce required to deliver the Pathway.

The Albanese Government is investing \$128 million to fund the extra university places over four years, starting in 2024. These additional places will apply to 38 STEM-related courses, designed to attract more students to train in engineering, mathematics, chemistry and physics.

Infrastructure and Facilities

Australia will begin building its first SSN-AUKUS in Osborne, South Australia by the end of this decade. Construction will be supported by an expansion of the existing Osborne Naval Shipyard Area to support the facilities and infrastructure required to build the first SSN-AUKUS, referred to as the Submarine Construction Yard.

To support the planned construction and operation of the Submarine Construction Yard, conduct of preliminary enabling works will optimise access routes and traffic flows



around the site. The relocation of above and below ground utilities will ensure that future developments are safe and unimpeded whilst maintaining provision of power to the Osborne Naval Shipyards and surrounds.

Infrastructure development to enable the Pathway has already commenced at HMAS *Stirling* to support Phases 1 and 2. HMAS *Stirling* and other supporting facilities in Western Australia will be expanded to support the scale of infrastructure required for conventionally-armed nuclear-powered submarines – both for visiting and rotational submarines, and for Australia’s own conventionally-armed nuclear-powered submarines.

Workforce

The current workforce comprises of members of the Australian Public Service, members of the Australian Defence Force, and contracted support, with continued growth over the coming years. In 2024-2025, the ASA will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024-2025 focus on reduced outsourcing within the Accounting and Finance Job Family, with an expected reduction of \$725,000 in 2024-2025 in outsourcing expenditure.



Partnerships and Cooperation

Australia's nuclear-powered submarine program is a whole-of-nation undertaking. ASA works in partnership with organisations within the Defence portfolio, and with Australian Government, State and Territory departments and agencies to deliver this endeavour.

The AUKUS partnership complements our existing network of international partnerships, including the Association of Southeast Asian Nations (ASEAN), the Pacific Islands Forum, and other bilateral and multilateral engagements. We will seek to continue to work with our partners in Southeast Asia and the Pacific to shape our region together, and support our shared interests.

AUKUS Partners

AUKUS is a multi-generational commitment and partnership with the UK and US to promote stability and contribute to deterrence in the Indo-Pacific. The AUKUS program elevates all three nations' industrial capacity to produce and sustain advanced and interoperable nuclear-powered submarines for decades to come. All three nations are making significant investments to uplift their respective industrial capacity to make trilateral supply chains

more robust and resilient in support of trilateral outcomes.

Australian States and Territories

Australia's acquisition of conventionally-armed nuclear-powered submarines requires a continued and close collaboration with State and Territory governments, agencies and institutions. This collaboration underpins significant opportunities for Australian businesses and workers across the country as well as exciting education and training programs and international placements to develop a highly skilled workforce.

In Western Australia, there will be significant infrastructure upgrades to HMAS *Stirling* over the next 10 years, including wharf upgrades, operational maintenance, logistics and training facilities, which are expected to support about 3,000 direct jobs over the decade.

Osborne, South Australia will be the home of the Shipyard Construction Yard with Australian and the South Australian Governments signing a land exchange agreement for the new development on 10 November 2023.

Deputy Prime Minister Richard Marles and the Premier of South Australia Peter Malinauskas also released the South Australian [Defence Industry Workforce and Skills Report and Action Plan](#), delivering a detailed strategy to grow and sustain South Australia's defence industry workforce for the future including the Skills and Training Academy that will educate and train Australia's elite nuclear-powered submarine and naval shipbuilding workforce.

Regional Partners

The AUKUS partnerships solidifies Australia's commitment to ensuring the Indo-Pacific remains a region where all countries – big or small – are able to act in their sovereign interests to shape their own future free from coercion. Australia is transparently investing in a capable military, defence industry, and partnerships, including through AUKUS, to be a reliable security partner in the region.

Engaging in a transparent and open way with our partners in the region is central to our approach. Australia provides regular updates to international partners on progress and key partners informed will continue to be informed on implementation of the Pathway.





Industry, Academia and Workforce

Training and education pathways are vital to develop the workforce that will build, operate and sustain Australia's nuclear-powered submarines. All three phases of the nuclear-powered submarine program rely heavily on the ability and capacity of the industrial and technical workforce to operate within the nuclear environment.

Delivering this program will require the collective effort of thousands of highly-skilled Australian scientists, engineers, project managers, operators, technicians, welders, construction workers, electricians, metal fitters and builders.

Growing this workforce requires targeted investment in education and training programs that build the necessary skills and qualifications in Australians who will deliver the nuclear-powered submarine program. In the 2023-2024 financial year, the ASA collaborated with industry, universities, and state



Governments to introduce traineeships, apprenticeships, international placements to upskill Australia's naval shipbuilding and sustainment workforce, nuclear graduate programs, and an additional 4,001 Commonwealth Supported Places in STEM university courses.

Over coming years, the ASA will continue to work proactively with industry and our training and education sector to support this national endeavour to develop a suitably skilled and experienced sovereign workforce capable of building, operating and sustaining a conventionally-armed nuclear-powered submarine capability.

Commonwealth Departments and Nuclear Agencies

The acquisition of conventionally-armed nuclear-powered submarines represents the single biggest investment in defence capability in Australia's history and as noted in [Our Structure](#) above, the ASA will remain closely integrated with the Department of Defence in the Defence Portfolio. However, the nuclear-powered submarine program is more than just a Defence capability program, and the ASA will also leverage expertise and capabilities from across a wide range of Australian Government organisations to support delivery. The agencies and organisation listed on the next page have been funded for activities that directly support the delivery of the nuclear-powered submarine program.

Organisation	Responsibilities
National Security Agencies	provide intelligence and protective security support.
Attorney-General's Department	provides policy and legal advice to the Government on the legal risks of the nuclear-powered submarine program, and international and domestic regulatory frameworks.
Australian Nuclear Science and Technology Organisation	provides expertise and advice in the support of the nuclear-powered submarine program, with a focus on baselining and augmenting Australia's nuclear stewardship capabilities and credentials.
Australian Radiation Protection and Nuclear Safety Agency	provides regulatory oversight for ASA nuclear facilities, supports through research, policy, advice, codes, standards, services and regulation.
Australian Safeguards and Non-proliferation Office	provides regulatory oversight for nuclear safeguards, necessary to support Australia's acquisition of conventionally-armed, nuclear-powered submarines, while setting the highest non-proliferation standards.
Department of Climate Change, Energy, the Environment and Water	conducts the environmental regulation and assessments required under relevant environmental legislation.
Defence Science and Technology Group, Department of Defence	provides personnel and services to support the development and delivery of the technical research and development activities for the nuclear-powered submarine program.
Department of Education	provides expertise, advice and support in the delivery of nuclear-powered submarines capabilities.
Department of Employment and Workplace Relations	supports Australia's broader sovereign capabilities through strategic engagement across Government and supporting the nuclear workforce.
Department of Finance	provides budget and commercial advice for the delivery of nuclear-powered submarine capabilities.
Department of Foreign Affairs and Trade	provides legal, policy and diplomatic capability to support Australia's acquisition of conventionally-armed, nuclear-powered submarines.
Department of Health	provides radiation health and safety advice, and supports the review of national regulatory requirements.
Department of Industry, Science and Resources	supports the acquisition of SSNs through the Australian Radioactive Waste Agency.



Performance Framework and Measures

The ASA 2024-2028 Corporate Plan is designed to assess our ability to deliver on our purpose. It sets out how we will fulfil our purpose and measure our achievement. The annual targets below are key activities to be achieved within the financial year that will support the ASA to deliver on relevant performance measures.

Key Activity 1

Deliver nuclear-powered submarines in accordance with the Optimal Pathway and within government approved costs in collaboration with AUKUS partners.

Performance Measure 1

Phase 1: Establish infrastructure and capabilities to support increased visits of SSNs to Australia and a rotational presence of SSNs in Western Australia.

Targets

- Develop Australian ability to conduct intermediate maintenance of US and UK SSNs at HMAS *Stirling* on a rotational presence.
- Oversee the development of sufficient personnel and family arrangements to support the US and UK rotational presence.
- Manage and oversee the development of facilities, infrastructure and equipment to enable the US and UK to rotate through HMAS *Stirling*.

Performance Measure 2

Phase 2: Deliver three Virginia class submarines.

Targets

- Manage and oversee the procurement of Virginia class specific training support systems.
- Define an initial plan for SSN depot maintenance capability.
- Select providers to design and/or deliver skills and training initiatives for the Skills and Training Academy.

Performance Measure 3

Phase 3: Deliver Australian-built SSN-AUKUS, including infrastructure development at the Osborne Submarine Construction Yard.

Targets

- Manage and oversee the development of the enabling works for the Nuclear-Powered Submarine Construction Yard in Adelaide, South Australia.
- Establish the arrangements necessary to mobilise the SSN-AUKUS program.
- Develop the Nuclear-Powered Submarine Industrial Uplift Strategy.

Performance Measure 4

Establish or refine any international arrangements required to implement the nuclear-powered submarine program and sustain trilateral engagement.

Target

- Establish international arrangements and agreements to support the delivery of the Pathway.

Key Activity 2

Exemplify best practice nuclear stewardship to build and maintain naval nuclear propulsion technology, in compliance with Australian and international obligations.

Performance Measure 5

Develop and implement nuclear safeguard arrangements as agreed between Australia and the IAEA.

Target

- In consultation with the Australian Safeguards and Non-Proliferation Office, the Department of Foreign Affairs and Trade and the Attorney-General's Department, engage with the IAEA on the development of Australia's nuclear non-proliferation and safeguards approach.

Performance Measure 7

Establish stewardship capabilities to support the introduction of naval nuclear propulsion technology to Australia.

Targets

- Enhance the licensing approach to meet legislative and regulatory requirements for all phases
- Develop environmental monitoring and public reporting program.

Performance Measure 6

Set program and technical requirements and standards for nuclear-powered submarine capability across all capability life-cycle phases.

Targets

- Embed staff in US and UK programs to gain training, qualifications and experience to build nuclear competency in accordance with the Technical Enterprise Plan.
- Develop the Australian Technical Base Plan to support the exercise of the control over nuclear-powered submarine design, build, sustainment and operations.





Governance

The ASA governance structure has been developed to effectively and efficiently support the safe and secure delivery of the nuclear-powered submarine program. The ASA governance arrangements are designed to enhance risk-based decision making across trilateral, domestic and internal elements of the program in accordance with our Nuclear Mindset principles. The ASA committee structure oversees management accountabilities and includes the Executive Committee, Program Management and Investment Committee, and Audit and Risk Committee.

The Executive Committee is the principal decision-making and oversight forum for the ASA's operational matters, setting top-level organisational goals and driving delivery of ASA's commitments to Government and the community. The Executive Committee's scope includes identifying and managing enterprise level risks, and matters related to the Agency budget and workforce issues such as work health and safety. The Program Management and Investment Committee provides oversight of the execution and delivery of the nuclear-powered submarine program.

The Director-General also receives independent advice from the ASA Audit and Risk Committee on the appropriateness of the ASA's financial and performance reporting, system of risk oversight and management and system of internal control. Additional trilateral and domestic forums inform critical program considerations. The ASA also participates in Defence's management committees to ensure we remain aligned with Defence priorities and capabilities.



Risk Oversight and Management

Effective risk management is integral to delivering the nuclear-powered submarine program and promoting a positive risk management culture. ASA personnel are expected to engage with, and manage, risk by considering risk management in all activities at all stages of planning, acquisition, operation and disposal, in line with Australia's strict non-proliferation standards.

AUKUS partners are committed to the highest standards of nuclear safety and security, including alignment to International Atomic Energy Agency guidelines, and managing nuclear-related risks with the highest degree of caution and fidelity. The decades of experience offered by the UK and US programs will support Australia in managing risks and maximising opportunities.

The ASA Risk Management Policy sets expectations for managing risk in line with the Commonwealth Risk Management Policy. The Senior Executive determines ASA's risk appetite and tolerance, and oversees enterprise risks that may affect our ability to achieve our purpose.

Recognising the need for effective risk management, the Director-General appointed a Chief Risk Officer to provide a cohesive, agency-wide approach to risk management. The Chief Risk Officer also participates in the ASA Executive Committee and the ASA Audit and Risk Committee.

Additionally, we understand the success of the nuclear-powered submarine program relies on our partners. This means there are shared risks across trilateral, domestic, state and territory partners, including with Defence. The ASA governance arrangements and structures are designed to manage shared risks where appropriate.

The ASA acknowledges to successfully mitigate our risks and achieve the ambitious goals outlined in the Pathway, we must embed the Nuclear Mindset in all our actions, and learn from our domestic and international partners in all facets of our work. As the ASA matures, we will leverage our partners' expertise on how best to identify and manage our risks, and how to continue to improve our risk management processes.

Key risk

Management mechanism



Program delivery – The ASA is unable to deliver the nuclear-powered submarine program within agreed resources and in the timeframes outlined in the Pathway

The ASA Senior Executive reviews and addresses key program risks on a monthly basis. The AUKUS SSN Executive Group and the Program Delivery Leadership Committee review trilateral program risks on a quarterly basis.

The ASA leverages One Defence Capability System processes to support the necessary capability delivery.



Infrastructure - The ASA is unable to deliver the necessary infrastructure required to achieve the Pathway

The ASA engages in close partnership with Australian industry to develop and deliver fit-for-purpose infrastructure.



Workforce – the ASA is unable to attract, develop and retain the people capability it needs

The ASA draws on expertise from Australian, UK and US industry, education and skilling businesses and organisations to develop a continuous pipeline of suitably qualified and experienced personnel needed to deliver the program.

The ASA uses the People and Culture Committee and Nuclear Mindset principles to attract and retain the best people who are dedicated to excellence.

The ASA ensures its people manage security risk in accordance with the Australian Government Protective Security Policy Framework and the Defence Cybersecurity and Defence Security Principles Framework.



Nuclear stewardship - ASA is unable to establish the capability to steward nuclear safety, security, disposal and non-proliferation safeguards

The ASA draws on expertise from Australian and AUKUS nuclear organisations to develop stewardship capability and capacity.

AUKUS partners work closely with the International Atomic Energy Agency to develop a robust nuclear non-proliferation approach for Australia's nuclear-powered submarine program.



Social licence – the nuclear-powered submarine program does not meet the Australian public's expectations

The ASA works with Australian communities to build knowledge and awareness of the nuclear-powered submarine program, including the establishment of information centres in key locations to promote confidence in the safety and security of the program.

Appendix

The ASA 2024-2028 Corporate Plan has been prepared in accordance with the requirements of the PGPA Act and PGPA Rule. The table details the requirements and the page reference(s) for each requirement.

Item	Topic	Matters to be Included	Page Ref
1	Introduction	A statement that the plan is prepared for paragraph 35(1)(b) of the Act	Page iv
		The reporting period for which the plan is prepared	
		The reporting periods covered by the plan	
2	Purposes	The purposes of the entity	Page 3
3	Key activities	The key activities that the entity will undertake in order to achieve its purpose	Page 3
4	Operating Context	The environment in which the entity will operate	Page 6
		The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes	Page 6
		A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed	Page 22
		Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes	Pages 12, 16
		How any subsidiary of the entity will contribute to achieving the entity's purpose	N/A
5	Performance	Specified performance measures for the entity that meet the requirements of section 16EA of the <i>Public Governance, Performance and Accountability Rule 2014</i>	Pages 18-19
		Specified targets for each of those performance measures for which it is reasonably practicable to set a target	



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