



Australian Government  
Australian Submarine Agency

ASA

# AUSTRALIAN SUBMARINE AGENCY CORPORATE PLAN

2023-27

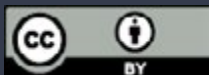


[www.asa.gov.au](http://www.asa.gov.au)

## 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 Foreword



The Australian Submarine Agency (ASA), which I launched on 1 July 2023, is responsible and accountable for the management and oversight of Australia's conventionally-armed nuclear-powered submarine program.

The strategic circumstances Australia now faces are the most complex and challenging they have been since the end of the Second World War.

Only nuclear-powered submarines, acquired through the AUKUS partnership, will meet Australia's defence requirements in the decades ahead. No other platform matches the stealth,

endurance, mobility and mix of capabilities a nuclear-powered submarine provides.

The AUKUS partnership between Australia, the United Kingdom and the United States will enhance our collective capacity to support security, peace and economic prosperity in our region - the Indo-Pacific.

The ASA is implementing, under the Government's direction, the Optimal Pathway for Australia's acquisition of nuclear-powered submarines. This was announced by Prime Minister Albanese, with President Biden of the United States, and Prime Minister Sunak of the United Kingdom on 14 March 2023. This includes Australia becoming sovereign ready to safely and securely operate, build and maintain our own fleet of nuclear-powered submarines.

The ASA's responsibilities include the acquisition, delivery, construction, technical governance, sustainment, and disposal of Australia's nuclear-powered submarines. The ASA will also enable the necessary policy, legal, non-proliferation, workforce, security and safety arrangements.

With such a breadth of important work, involving some of the most incredible and complex military technology, the ASA carries enormous responsibility.

The *2023-2027 ASA Corporate Plan* clearly articulates 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 Australian people and our international partners have a clear view of how the ASA will continue to meet its objectives and responsibilities.

I commend Director-General Vice Admiral Jonathan Mead and all members of the ASA for their ongoing work to implement the nuclear-powered submarine program, and the significant progress they have achieved already.

I am pleased to launch the *2023-2027 ASA Corporate Plan*.

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

## Director-General Foreword



Australia's acquisition of nuclear-powered submarines is a complex, multi-decade undertaking. Through the AUKUS partnership, Australia, the United Kingdom and the United States have united to deliver a conventionally armed, nuclear-powered submarine capability for Australia.

AUKUS partners intend to take a phased approach, informed by a clear understanding of the gravity, scale and promise of this endeavour, and underpinned by strong commitments from each nation to meet agreed readiness thresholds.

Australia takes seriously the responsibility to build our skills, experience, capacity and capability – to become 'sovereign ready' – to safely and securely deliver nuclear-powered submarines. The scale of work required for Australia's acquisition of nuclear-powered submarines will be unlike any previous shipbuilding program in Australia's history. Acquiring nuclear-powered submarines will involve a whole-of-nation undertaking, creating opportunities for Australian industry across the country. This enterprise will be supported by significant investment in Australia's industrial capacity and infrastructure.

The establishment of the Australian Submarine Agency (ASA) represents an enduring commitment to safely and securely deliver the nuclear-powered submarine program.

The ASA will leverage the expertise of the United Kingdom and United States to achieve the outcomes outlined in the Pathway announced in March 2023. The ASA will exemplify a nuclear mindset in our actions, reflecting our dedication to excellence and an unwavering commitment to upholding the safety, security and safeguards of naval nuclear propulsion technology.

I am pleased to present the *2023-2027 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*.

**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) agreed to a phased approach to construct and deliver an enduring nuclear-powered submarine (SSN) capability for Australia. This approach – referred to as the [Pathway](#) and delivered via the nuclear-powered submarine program – includes the following phases:

**Phase 1** – From 2023, the US will commence more frequent and longer visits of SSNs to Australia, and the UK will do likewise from 2026. This will further strengthen Australia's experience in hosting such visits and supporting a rotational SSN presence, known as Submarine Rotational Force - West (SRF-W), in Western Australia from as early as 2027. SRF-W will accelerate efforts to develop Australia's capabilities to safely and securely operate and sustain its nuclear-powered submarines.

**Phase 2** – In order to sustain the systematic growth of Australia's stewardship capacity and provide it with an SSN capability

as soon as possible, Australia intends to acquire an existing SSN capability – the US Virginia class SSN. Beginning in the early 2030s, pending approval from the US Congress, the US intends to sell Australia three Virginia class submarines, with the potential to sell up to two more if needed. The acquisition of Virginia class SSNs will ensure Australia maintains a highly effective submarine capability throughout the 2030s.

**Phase 3** – SSN-AUKUS will be a trilaterally-developed submarine based on the United Kingdom's next-generation design that incorporates technology from all three nations, including cutting edge United States submarine technologies. SSN-AUKUS will be delivered as a joint build program constructed in Barrow-in-Furness, UK, and Adelaide, South Australia in the early 2040s.

The Pathway will elevate all three nations' industrial capacity to produce and sustain advanced and interoperable

nuclear-powered submarines for decades to come. All three nations will make significant investments to uplift their respective industrial capability. This collective investment demonstrates the shared intent of AUKUS partners to remain dominant in the undersea domain. More information on the Pathway is available at the Australian Submarine Agency (ASA) [website](#).

Implementing the highest standards of nuclear safety and security will be critical to the success of the entire nuclear-powered submarine program. Australia will work with the UK and the US to implement the highest standards of nuclear safety and security. Australia will draw from decades of UK and US experience with safe naval nuclear propulsion, and build on Australia's 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 (PGPA) Act (2013)* and the ASA functions are listed in Schedule 1 of the *PGPA Rule (2014)*, which is available [here](#) and at [Appendix B](#).

## 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, via 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 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.

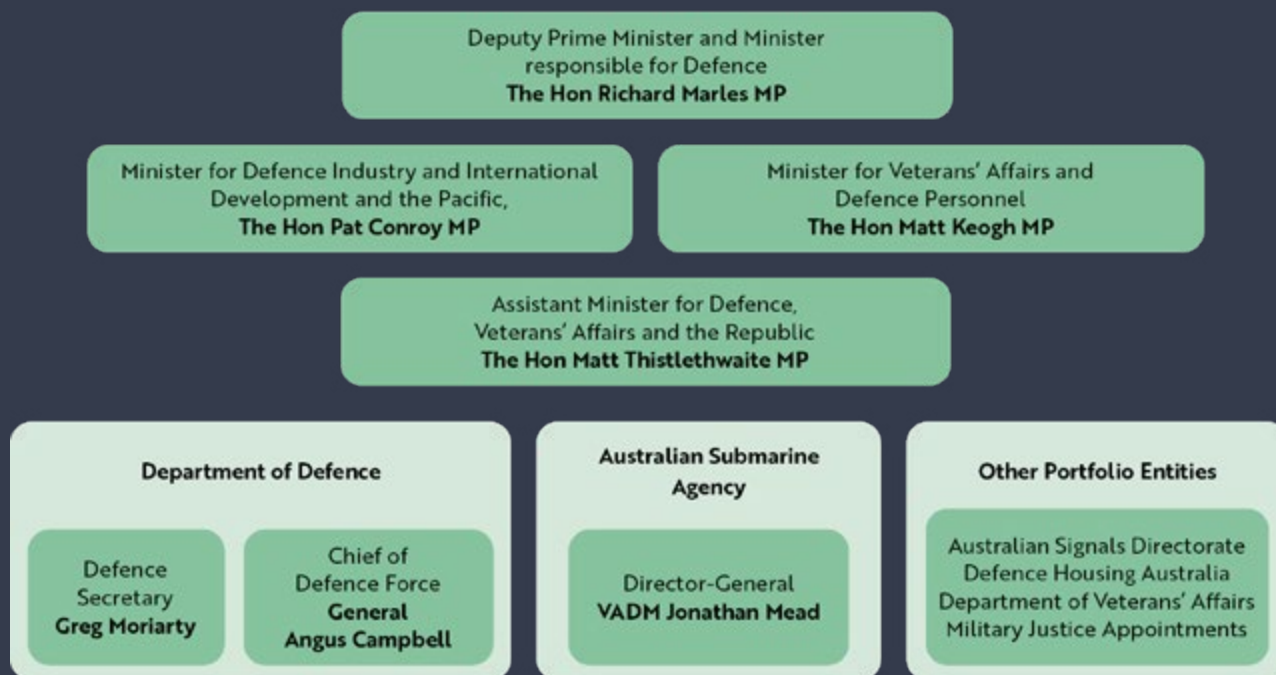


# Our structure

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 directly to the Deputy Prime Minister 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 Australian Government departments and agencies, including Defence, to ensure we achieve our purpose and the nuclear-powered submarine program is aligned with related 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.



# Operating context

## Strategic environment

The *Defence Strategic Review* acknowledges Australia's region is being reshaped and the strategic environment is becoming more challenging. 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 to the stability of the region.

Enhanced capabilities increase Australia's ability to deter threats, and to make stronger contributions to partnerships in the Indo-Pacific. 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. Nuclear-powered submarines are key assets in effecting a strategy of denial and in providing anti-submarine warfare and long-range strike options.

An Australian nuclear-powered submarine fleet provides a unique and game-changing boost to Australia's sovereign capability and to the collective capability of the region. Australia employs its submarines to protect and defend vital trade routes, sea lines of communication and sovereign maritime approaches. For a maritime nation like Australia, similar to the UK and the US, maintaining a submarine capability advantage over potential adversaries is critical for defending itself and for the maintenance of the international rules-based order.

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This nation-building program will be the most transformative industrial and technical endeavour in our history.

Director-General ASA  
Vice Admiral  
Jonathan Mead

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“

At the centre of the success of Australia's nuclear-powered submarines will be the people who build them.

Deputy Prime Minister  
Richard Marles

”

## ASA's commitment to non-proliferation and nuclear safety

Australia is a global leader on nuclear non-proliferation and AUKUS partners understand and recognise Australia's obligations under international law. Australia's acquisition of nuclear-powered submarines will fully comply with Australian and international obligations, including under the *Treaty on the Non-Proliferation of Nuclear Weapons*, and the *South Pacific Nuclear Free Zone Treaty (Treaty of Rarotonga)*.

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 non-proliferation regime. AUKUS partners are engaging with the International Atomic Energy Agency (IAEA) to pursue a 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.

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 more than 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 more than 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.





## CASE STUDY

### Royal Australian Navy officers graduate US Navy Nuclear Power School

Three Royal Australian Navy officers graduated from the United States Navy's Nuclear Power School (NPS) in October 2023, marking a significant step in Australia's mission to operate conventionally armed, nuclear-powered submarines.

Lieutenant Commander James Heydon, Lieutenant Commander Adam Klyne, and Lieutenant William Hall joined the NPS in November 2022, becoming the first group of RAN personnel to undertake one of the most rigorous and demanding training programs run by the US Department of Defense.

The NPS trains and develops the skills of officers and enlisted sailors in the science and engineering principles fundamental to the design, operation, and maintenance of naval nuclear propulsion plants.

Lieutenant Commander Heydon said the NPS was incredibly challenging.

"I knew coming in that this was going to be a challenge and I was not disappointed," he said.

"That said, being one of the first Australians to graduate from NPS means a lot to me personally and for Australia as we work to build the skills and knowledge needed to safely operate naval nuclear propulsion technology. With that as our motivation, my colleagues and I put our heads down and cracked on."

The news was well received across the Royal Australian Navy, especially by the Director-General ASA Vice Admiral Jonathan Mead.

"I could not be more proud of these three officers, and what they achieved," he said.

"This is just the start, as Australia continues to work with our AUKUS partners, learning from the best, to become sovereign ready to safely own

and operate our own nuclear-powered submarine fleet."

AUKUS Integration and Acquisition Program Manager USN Captain Lincoln Reifsteck said the Australian sailors and officers who completed the training would pave the way for future endeavours.

"These officers will form the nucleus of the RAN's nuclear-qualified submariners," he said.

"Through them Australians will develop their abilities to operate, maintain, and build their own conventionally armed nuclear-powered submarines when it receives its first Virginia-class submarine from the early 2030s."

The three Royal Australian Navy officers are continuing their training at the Nuclear Prototype Training Unit in Charleston soon.



## 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 mindset is recognising the special characteristics and unique hazards of nuclear naval 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 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 agency 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.



**Nuclear Safety is paramount**



**Genuine commitment to security and nuclear 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 nuclear-powered submarine 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.

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Thousands more students will train at 16 Australian universities through the allocation of an additional 4,001 Commonwealth supported places in STEM courses to help grow the skilled workforce required to deliver the AUKUS nuclear-powered submarine 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.

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## Infrastructure and facilities

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

In preparation for Phase 3, infrastructure development has also started at the Osborne shipyard. A modern, fit-for-purpose submarine construction yard in Osborne is an essential enabler for the construction of SSN AUKUS in Australia. The scale of work required will be unlike any previous shipbuilding program in

Australia's history. The growth of Australia's submarine delivery infrastructure will be supported and complemented by existing infrastructure in the UK and US, which will be vital to delivering this trilateral program.

Australian Naval Infrastructure Pty Ltd (ANI) has been selected as the Australian Government's design and delivery partner and has started enabling works. In parallel, the design of the submarine construction yard will continue to mature, incorporating complex safety, security, safeguards and technical requirements that will ensure Australia's exemplary nuclear stewardship and transform Osborne into one of the world's most advanced technological hubs.





## Workforce capability through industry and academic cooperation

Responsive and resilient industrial and educational bodies are critical to our purpose in delivering the nuclear-powered submarine program. While the expertise of these bodies has always been important to the achievement of any Defence-related endeavour, the ASA's complex and dynamic strategic environment demands closer integration and collaboration.

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. To satisfy this need, Australia will embark on a national endeavour to develop a suitably skilled and experienced sovereign workforce capable of building, operating and sustaining an SSN capability, including through existing and new skilling and training facilities, and programs.

The ASA will continue to engage proactively with industry and academic leaders and supply chains across the AUKUS partnership, to establish open channels for ongoing support and generate opportunities for industry participation across the trilateral industry base.









## Partnerships and cooperation

In addition to AUKUS partners, ASA works in partnership with organisations within the Defence portfolio, and with Australian Government, state and territory departments and agencies to deliver this whole-of-nation endeavour.

### AUKUS partners

AUKUS is a multi-generational commitment and partnership with the UK and US that will promote stability and contribute to deterrence in the Indo-Pacific. This plan elevates all three nations' industrial capacity to produce and sustain advanced and interoperable nuclear-powered submarines for decades to come. All three nations will make 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 nuclear-powered submarines requires a whole-of-nation effort and continued collaboration with state and territory governments, agencies and institutions. This collaboration will underpin significant opportunities for businesses across the country, and develop a highly skilled workforce. In Western Australia, there will be numerous upgrades to HMAS *Stirling* over the next ten years including wharf upgrades, operational maintenance, logistics and training facilities. South Australia will be the home of the submarine construction yard in Osborne and investment in growing the workforce required has started.

### Australian Government departments and nuclear agencies

The acquisition of 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. 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
Australian Safeguards and Non-proliferation Office	support the establishment of non-proliferation and safeguard arrangements with the International Atomic Energy Agency
Department of Foreign Affairs and Trade	provide international policy advice and diplomatic support for the nuclear-powered submarine program
Australian Radiation Protection and Nuclear Safety Agency	conduct nuclear licencing activities and provide advice and services
Department of Education	support the development and delivery of education, skills and training initiatives for the nuclear-powered submarine program.
Australian Nuclear Science and Technology Organisation	support radiological baselining and monitoring, and provide advice on the safe implementation of nuclear technology
Department of Climate Change, Energy, the Environment and Water	conduct the environmental regulation and assessments required under relevant environmental legislation
Department of Employment and Workplace Relations	establish a dedicated taskforce to support the development and delivery of skills and training initiatives for the nuclear-powered submarine program
Department of Industry, Science and Resources	through the Australian Radioactive Waste Agency, support the development of radioactive waste management, storage and disposal arrangements with the Department of Defence and the Agency
Department of Health	provide radiation health and safety advice, and support the review of national regulatory requirements
Attorney-General's Department	provide legal and policy advice for the nuclear-powered submarine program, including for the development of relevant treaties and international agreements
Department of Finance	provide commercial, financial and investment program management advice in support of the delivery of the nuclear-powered submarine program

# Performance framework and measures

The *Australian Submarine Agency 2023-2027 Corporate Plan* is designed to assess our ability to deliver on our purpose up to 2026-27 and sets out how we will measure our achievements. The performance measures have been designed to span over this multi-decade program, while targets articulated below refer to our first year of operation and will be updated annually.

## Key activity 1

Deliver nuclear-powered submarines in accordance with the 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

- Manage and oversee the completion of upgrades to the submarine training systems centre and personnel accommodation upgrades at SRF-W (HMAS *Stirling*).
- Start planning and training placements to develop a qualified and experienced naval and industrial workforce to undertake maintenance on visiting US SSNs.

### Performance measure 2

Phase 2: Deliver three Virginia-class submarines, pending approval from US Congress.

#### Targets

- Develop the selection process for the Sovereign Submarine Partner – Sustainment.
- Establish new arrangements with the US to enable access to nuclear technical capabilities.
- Establish procurement arrangements for Virginia-specific training support systems.

### Performance measure 3

Phase 3: Deliver Australian-built SSN-AUKUS, including infrastructure development at Osborne shipyard.

#### Targets

- Manage and oversee the start of preparatory infrastructure works at the Nuclear-Powered Submarine Construction Yard in Adelaide, South Australia.
- Deliver Skills and Training Academy interim operating capability.
- Develop the selection process for the Sovereign Submarine Partner – Shipbuilder.

### Performance measure 4

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

#### Target

- Establish personnel exchange agreements with the UK and US for APS and ADF personnel.

## 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 safeguards arrangements as agreed between Australia and the International Atomic Energy Agency.

#### Target

- In consultation with ASNO, DFAT and AGD, engage with the IAEA on the development of Australia's non-proliferation and safeguards approach.

### Performance measure 7

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

#### Target

- Establish a licensing approach to meet legislative and regulatory requirements for Phase 1.

### Performance measure 6

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

#### Targets

- Embed ASA staff in US and UK nuclear-submarine enterprises, which could include SSN AUKUS build programs and technical authority organisations, and enrolment in education and training courses.
- Define the Australian Technical Authority Plan that describes how Australia will exercise technical 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, People and Culture Committee, and Audit and Risk Committee.

The Executive Committee is the primary committee supporting the Director-General in delivering the nuclear-powered submarine program. The Executive Committee is supported by other committees such as the People & Culture Committee which advises on workforce issues such as work health safety, inclusion, diversity and culture. The Director-General also receives independent advice from the ASA Audit and Risk Committee on financial management, system of internal controls, risks management framework and audit reports. Additional trilateral and domestic forums inform critical program considerations. The ASA also participated in Defence's management committees to ensure we remain aligned with Defence priorities and capabilities.

The ASA acknowledges that our governance arrangements and structures will continue to evolve as the agency matures.

# 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 aligning with 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 to identify and manage risk.

The ASA Risk Management Policy sets expectations for managing risk in line with the Commonwealth Risk Management Policy. The Executive Committee 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.

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 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.



## 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 Executive Committee reviews and addresses key program risks on a monthly basis.

The AUKUS SSN Executive Group and the Program Delivery Leadership Committee reviews trilateral program risks on a quarterly basis.

The ASA leverages One Defence Capability System processes to support 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 will work with government, industry and academic partners to enhance science, technology, engineering and mathematics (STEM) skills to support 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 develop policies to attract and retain the best people who are dedicated to excellence.



**Nuclear stewardship** – The ASA is unable to operate nuclear-powered submarines in a safe and secure manner and be safeguard compliant

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

AUKUS partners work closely with the IAEA to develop a robust 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 establishing information centres in key locations to promote confidence in the safety and security of the program.



# Appendix A

This corporate plan has been prepared in accordance with the requirements of the *PGPA Act* and *PGPA Rule 2014*. 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 2
		The reporting period for which the plan is prepared	Page 2
		The reporting periods covered by the plan	Page 2
2	Purposes	The purposes of the entity	Page 5
3	Key activities	The key activities that the entity will undertake in order to achieve its purpose	Page 5
4	Operating context	The environment in which the entity will operate	Pages 8-10
		The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes	Pages 10-12
		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	Pages 20-21
		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 14-15
		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 16-17
		Specified targets for each of those performance measures for which it is reasonably practicable to set a target	Pages 16-17



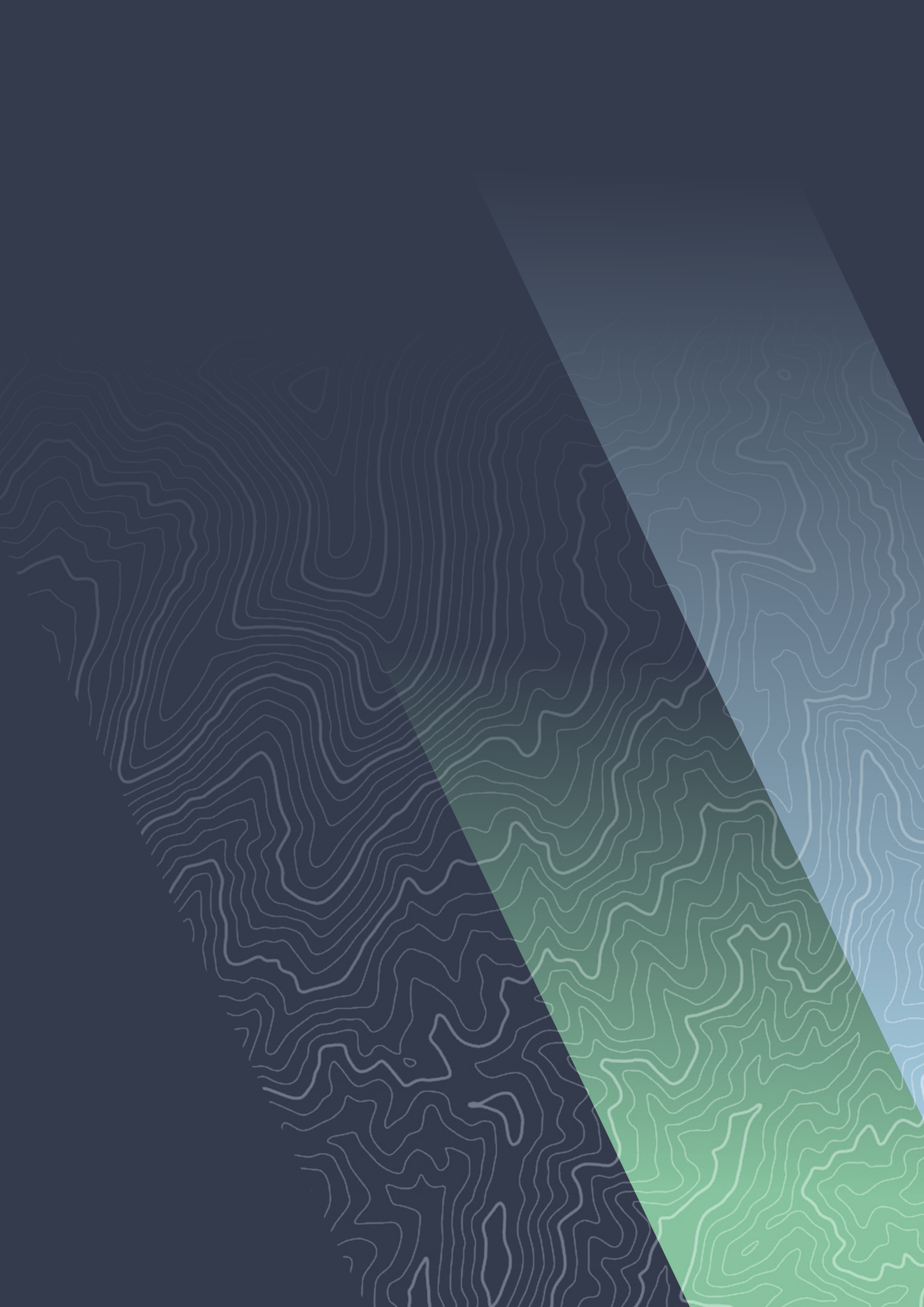
# Appendix B

## The Australian Submarine Agency Functions as listed in Schedule 1 of the PGPA Rule

As outlined in our [purpose](#), the ASA is a non-corporate Commonwealth entity and is accountable for the following functions as per Schedule 1 of the *Public Governance, Performance and Accountability Rule 2014*, which is available [here](#).

The purposes of the listed entity include the following:

- (i) managing and overseeing the acquisition, construction, delivery, sustainment and disposal of nuclear powered submarines;
- (ii) managing and executing trilateral engagement for the nuclear powered submarine program, with the exception of submarine operations;
- (iii) giving strategic, policy and legal advice about the nuclear powered submarine program to the responsible Minister for the entity;
- (iv) managing nuclear powered submarine program strategy, risk, resourcing, scheduling, legal issues and budgeting;
- (v) ensuring that the nuclear powered submarine program is aligned with the international relations, defence, national security and other national strategies and policies of the Commonwealth;
- (vi) working with the Department of Defence, the Department of Foreign Affairs and Trade and the Australian Safeguards and Non Proliferation Office to develop and implement safeguards arrangements as agreed between Australia and the International Atomic Energy Agency;
- (vii) establishing other international agreements and arrangements, working with Commonwealth, State and Territory agencies, to support the implementation of the nuclear powered submarine program;
- (viii) setting program and technical requirements and standards across all phases of the capability life cycle;
- (ix) developing and implementing domestic nuclear policy and legislation to support naval nuclear propulsion, in consultation with Commonwealth, State and Territory agencies that have functions or responsibilities relating to nuclear activities;
- (x) establishing the necessary governance arrangements, processes and agreements to acquire, construct, deliver, sustain and dispose of nuclear powered submarines;
- (xi) maintaining technical governance and developing systems of compliance, including by retaining technical authority of the nuclear propulsion plant during operations and supporting the Chief of Navy's responsibility to the Chief of the Defence Force as the Seaworthiness Authority and Submarine Operating Authority;
- (xii) gaining and maintaining licences and authorisations from nuclear and non nuclear regulatory bodies to conduct activities.







Australian Government  
Australian Submarine Agency

ASA

[www.asa.gov.au](http://www.asa.gov.au)