



Australian Government
Australian Submarine Agency



AUSTRALIAN SUBMARINE AGENCY
CORPORATE PLAN

2025-2026



Acknowledgement of Country

The ASA acknowledges the Traditional Owners of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.



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Foreword



The *National Defence Strategy* prioritises the need to acquire conventionally-armed, nuclear-powered submarines (SSNs) to secure Australia's economic connection and contribute to the security and stability of the Indo-Pacific region. The acquisition of SSNs is a necessary and prudent response to the increasingly challenging strategic circumstances facing our region.

The Australian Submarine Agency (ASA) continues to deliver at pace to achieve the outcomes outlined in the Optimal Pathway for Australia's acquisition of SSNs. This acquisition represents the biggest leap in Australia's military capability since the Second World War, and is the most significant industrial undertaking our country has

ever embarked upon. This national endeavour creates opportunities for Australian industry and workers across the country.

Through Australia, United Kingdom (UK) and United States (US) (AUKUS), we are continuing to build our future workforce using a range of initiatives across the partner countries. Integral to the success of this endeavour is the increased visits by US Virginia class and UK Astute class SSNs to HMAS *Stirling* in Western Australia, followed by a rotational presence under Submarine Rotational Force–West (SRF–West). This allows Australia to build skills and experience with SSNs at our submarine base, before acquiring our first SSN in the early 2030s. At the same time, we are making great strides in developing the necessary infrastructure to host SRF–West, and to maintain our own SSNs.

Australia's AUKUS Submarine Industry Strategy, launched in March 2025, sets out our intent to create demand clarity, increase investment attractiveness, simplify industrial regulation, grow our workforce, and integrate Australian defence industry into UK and US submarine supply chains.

The ASA is not doing this alone. To achieve success, we are working shoulder to shoulder with AUKUS partners, and continuing to develop relationships with the South Australian and Western Australian State and Local Governments.

In every action we take, we will exemplify a Nuclear Mindset, 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.

Vice Admiral Jonathan Mead AO RAN

Director-General Australian Submarine Agency



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Introduction

The ASA continues its mission to deliver an enduring SSN capability for Australia through the AUKUS partnership using the agreed three-phased approach for Australia's acquisition of SSNs, referred to as the Optimal Pathway. The Optimal Pathway has been designed to ensure a methodical, safe and secure transition to nuclear-powered submarines from Australian conventional submarines, without a capability gap.

The Optimal Pathway draws on more than 60 years' experience and expertise of AUKUS partners in the safe and effective operation of naval nuclear propulsion.

AUKUS makes a substantial contribution to allied deterrence in the Indo-Pacific region, including through the

development of enhanced defence capabilities and greater regional presence of allied assets. The acquisition of SSNs will also grow Australia's defence industry, including through the generation of thousands of new manufacturing jobs.

Through the Optimal Pathway, we are transforming and integrating our trilateral industrial bases to support SSN production, cooperation and maintenance in the decades ahead. Work and progress across all three phases continues at pace.

The Optimal Pathway is elevating the industrial capacity of all three nations to produce and sustain advanced and interoperable submarines for decades to come. All three

nations are heavily committed to the Nuclear-Powered Submarine Program (NPS 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.

Implementing the highest standards of nuclear safety and security will be critical to the success of the entire NPS Program. All AUKUS nations appreciate the enormity of this endeavour, and are committed to the principles that have upheld the respective UK and the US naval nuclear propulsion programs' unmatched safety records.

Statement of Preparation

As the Accountable Authority for the Australian Submarine Agency, I present the 2025-26 ASA *Corporate Plan*, which covers the periods 2025-26 to 2028-29, as prepared for section 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 Australian Submarine Agency

Phase 1: Becoming 'Sovereign Ready'

The implementation of Phase 1 is integral to the success of the Optimal Pathway, and is directly connected to Australia being sovereign ready to operate and maintain our own SSNs from the early 2030s, increasing Australia's ability to support SSNs in Australia.

- 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 with Australian sailors joining their crews for training and development.
- From as early as 2027, one UK Astute class submarine and up to four US Virginia class submarines are expected to have a rotational presence at HMAS *Stirling* through the SRF-West initiative.
- 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 SSNs.

Phase 2: Australia's Acquisition of Virginia Class Submarines

Australia's first SSN will be the Virginia class submarine acquired from the US. In December 2023, the US Congress authorised the sale of three Virginia class submarines from the early 2030s, with Australia to retain the option to seek approval for up to two more if required.

The Virginia class submarines will provide Australia with its own SSN capability as early as possible and ensure that there is no gap in Australia's critical submarine capability. Australia's Virginia class submarines will be sovereign Australian submarines, under the command of the Royal Australian Navy and at the direction of the Australian Government.

A pre-condition for Australia to receive its first Virginia class submarine is that it be 'sovereign ready' to enable Australia to operate and sustain the vessel.

Phase 3: SSN-AUKUS

The SSN-AUKUS design was chosen after the extensive 18-month consultation period to develop the Optimal Pathway, including consideration of the full suite of requirements between the AUKUS partners.

The consultation period involved an exhaustive exploration of options that best met Australia's geographic and strategic needs, safety, security and nuclear safeguards requirements, as well as ensuring the continuity of submarine capability throughout the period of transition.

AUKUS partners are collaborating trilaterally, allowing us to pool our expertise to accelerate the development of a state of the art, battle-winning SSN that no single nation could do alone.

To facilitate the build of SSN-AUKUS, the Submarine Construction Yard in Osborne will become one of the most advanced technological hubs in the world and will help us to meet our long-term defence needs. Australia will begin building its first SSN-AUKUS in Osborne South Australia, by the end of this decade.

The UK will commence construction on the first SSN-AUKUS in Barrow-in-Furness, UK, as early as the late 2020s and it is expected to be operational as early as the late 2030s.

Australia is making a fair and proportionate contribution to the nuclear submarine enterprises of the United States (USD \$3.0 billion) and United Kingdom (GBP £2.4 billion).

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). The ASA purposes are listed in Schedule 1 of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

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 NPS Program.

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.

Operating Context

Strategic Environment

Australia's region is being reshaped; the strategic environment is becoming more challenging, accompanied with an unprecedented conventional and non-conventional military build-up in our region that is 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 SSNs through the AUKUS partnership.

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 strengthening regional deterrence, with the Australian SSN fleet providing a unique and game-changing boost to Australia's sovereign defence capability.

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

Australia continues to be a global leader on nuclear non-proliferation, and remains fully committed to preserving and strengthening the international non-proliferation regime. As part of Australia's acquisition of SSNs, we are committed to setting the highest nuclear non-proliferation standard within the framework of Australia's safeguards agreements with the International Atomic Energy Agency (IAEA). 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 that there is no diversion of nuclear material, no misuse of nuclear facilities, and no undeclared nuclear material or activity by Australia in relation to its NPS Program.

All three AUKUS 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 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 NPS Program.

The Nuclear Mindset reflects our dedication to excellence and our unwavering commitment to uphold 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 delivering on our purpose to manage and oversee the safe and secure delivery of Australia's NPS Program.

Capability

Workforce and Culture

The ASA's growing Public Service workforce is complemented by members of the Australian Defence Force, military and civilian personnel from the UK and the US, and contracted support.

The ASA is committed to fostering a culture that integrates diversity and inclusion into how we work, and values the unique knowledge, experience, contributions and needs of every employee to enhance our capability. The ASA will continue to implement initiatives to provide a positive and psychologically safe environment.

The ASA's recent structural review considered opportunities to clarify and streamline accountabilities, and how to engage more effectively and efficiently within the ASA. This review included consideration of how the ASA will grow in the coming years, to ensure that the agency can recruit and retain the specialised skills required to support the NPS Program. Building on the incredible work

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



Unyielding 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

done to establish and build the ASA so far, implementing the ASA structural review will continue to be a key focus over the coming months.

To grow the NPS Program workforce and achieve the generational uplift in capabilities required to deliver Australia's SSN capability, the ASA must appeal to the broadest spectrum of the Australian population. The Australian Government is investing \$128 million to fund 4,001 extra university places over four years (commencing from 2024-25). These additional places will apply to 38 STEM-related courses, designed to attract more students to train in engineering, mathematics, chemistry and physics.

The Australian Government will also provide \$16.3 million over six years, which commenced from 2024-25, to establish the Nuclear-Powered Submarine Scholarship Program, delivering 3,000 scholarships for students studying undergraduate STEM courses relevant to the Nuclear-Powered Submarine Enterprise (NPS Enterprise).

These initiatives support the steady growth of qualified graduates across key STEM fields, to increase attraction and awareness of opportunities in the NPS Enterprise workforce, and be an enabler for building the entry-level NPS Enterprise technical workforce.

Strategic Commissioning Framework

In 2025-26, ASA will continue efforts to bring core work in-house in line with the APS Strategic Commissioning Framework. Our key focus for the coming reporting period will be embedding this framework into the agency's human resources processes, to ensure its integration into standard practice.

Infrastructure and Facilities

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

To support the planned construction and operation of the Submarine Construction Yard, 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, while maintaining provision of power to the Osborne Naval Shipyard Area and surrounds.

Construction of infrastructure and facilities to enable the progression of phases 1 and 2 of the Optimal Pathway has commenced at HMAS *Stirling*, Western Australia. The SRF-West Priority Works project

is progressing to deliver new, and expand existing, facilities that will support the rotation of UK and US nuclear-powered submarines to Australia from 2027. This project is the first of a number of tranches of work that will deliver the infrastructure required for nuclear-powered submarine visits and rotational UK and US nuclear-powered submarines, and in readiness for Australia's sovereign SSN capability into the next decade.

Information and Communications Technology Capability

The ASA receives the majority of its Information and Communication (ICT) services from Defence through a shared service arrangement, and actively participates in the relevant Defence ICT governance boards to ensure fit-for-purpose delivery of a range of ICT systems, applications and services.

In parallel, the ASA also maintains ICT tools, developed in alignment with the Digital Transformation Agency's Cloud First Policy and Secure Cloud Strategy, to enable collaboration with our AUKUS partners on the exchange of sensitive NPS Program information. Given the sensitive nature of the information the ASA holds, we work closely with Defence to maintain a robust and proactive security posture to protect our systems and information.



Oversight and Management

Risk

In the ASA, risk management enables strategy achievement, supports innovation and guides the proper use of public resources. Our endeavour is of such complexity that risk management must be integrated into everything we do. Effective risk management is integral to delivering the NPS Program and promoting a positive risk management culture within the ASA. ASA personnel are expected to engage with and manage risk by considering risk management in all activities at all stages of the NPS Program.

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

including through the support of, and participation in, senior ASA committees. The ASA governance arrangements and structures are designed to manage shared risks where appropriate.

Governance

The ASA is a non-corporate Commonwealth entity for the purposes of the PGPA Act, whose purposes are listed in Schedule 1 of the PGPA Rule.

The ASA's governance and committee structures support the safe and secure delivery of the NPS Program through enhancing risk-based decision making across trilateral, domestic and internal elements of the NPS Program, in accordance with our Nuclear Mindset principles.

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 the ASA's commitments to Government and the community. The Program Management and Investment Committee provides oversight of the planning, execution and delivery of the NPS Program.

The Director-General receives independent advice from the ASA Audit and Risk Committee on the appropriateness of the ASA's financial and performance reporting, the system of risk oversight and management, and the system of internal control. Additional trilateral and domestic forums inform critical NPS Program considerations.

The ASA also participates in Defence's management committees to ensure we remain aligned with Defence priorities and capabilities.

Key Risk

Management Mechanism



Program Delivery

The ASA is unable to deliver the NPS Program within agreed resources and in the timeframes outlined in the Optimal Pathway.

The ASA Senior Executive reviews and addresses key NPS Program risks on a monthly basis. The AUKUS Submarine 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 Optimal Pathway.

The ASA engages in close partnership with all levels of Australian Government, industry, Defence and international partners to develop and deliver fit-for-purpose infrastructure.



Workforce

The ASA is unable to attract, develop and retain the people capability that it needs.

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

The 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 IAEA to develop a robust nuclear non-proliferation approach for Australia's NPS Program.



Social Licence

The NPS Program does not meet the Australian public's expectations.

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

Partnerships and Cooperation

Australia's NPS Program is a whole-of-nation undertaking. The ASA works in partnership with organisations within the Defence portfolio, and with Australian, State, Territory and Local Governments, plus key education and industry leads to deliver this endeavour.

The AUKUS partnership complements our existing network of international partnerships, including the Association of Southeast Asian Nations, the Pacific Islands Forum, and other bilateral and multilateral engagements. We will 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 region. The AUKUS partnership elevates all three nations' industrial capacity to produce and sustain advanced and interoperable conventionally-armed, 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 SSNs requires continued and close collaboration with State, Territory and Local Australian Governments, agencies, institutions and industry leads. 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 and operational maintenance.

The ASA continues to work closely with the South Australian Government to progress key priorities for the Submarine Construction Yard, Skills and Training Academy (STA) and Lefevre Peninsula Master Plan. In March 2025, the Deputy Prime Minister Richard Marles and the Premier of South Australia Peter Malinauskas announced the commencement of work at the STA Academy Campus.

The STA Campus will provide the necessary infrastructure to enable delivery of a full suite of training and qualifications for the nuclear-powered submarine build and shipbuilding industrial workforce. It will play a key role in a broader skilling and training ecosystem that includes TAFE and other Registered Training Organisations, industry owned and leased facilities and universities. The STA is another major milestone towards achieving the Optimal Pathway.

Regional Partners

The AUKUS partnership solidifies Australia's commitment to ensuring the Indo-Pacific region remains a region where every country can act in its sovereign interest and shape its 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 regional partners is central to our approach. Australia will continue to provide regular updates and ensure our international partners are informed on implementation of the Optimal Pathway.

Industry and Academia

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 NPS Program rely heavily on the ability and capacity of a suitably qualified and experienced industrial and technical workforce to support the achievement of the Optimal Pathway. Delivering the NPS Program will require the collective effort of thousands of highly skilled Australian engineers, project managers, operators, technicians, scientists, 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 NPS Program. The ASA will continue to collaborate with industry, universities, vocational education and training providers, and state governments to upskill Australia's NPS Enterprise. This will enable the ASA to develop a

suitably skilled and experienced sovereign workforce capable of building, operating and sustaining a SSN capability.

Australia's AUKUS Submarine Industry Strategy articulates the Australian Government's strategic direction to build and sustain the workforce for the NPS Enterprise. To meet the anticipated workforce demand outlined in this strategy, additional workforce pilot initiatives focused on core critical skills, such as non-destructive testing and welding and increased international placements, will be delivered in advance of the STA Campus becoming operational by Quarter 1, 2028.

Commonwealth Departments and Nuclear Agencies

As the acquisition of SSNs represents the single biggest investment in defence capability in Australia's history, the ASA will remain closely integrated with the Department of Defence in the Defence Portfolio. However, the NPS Program is more than just a Defence capability program,

requiring the ASA to leverage expertise and capabilities from across a wide range of Australian Government organisations to support delivery. The agencies and organisations listed overleaf, have been funded for activities that directly support the delivery of the NPS Program.

Entity	Activity
National Security Agencies	Provides 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 NPS 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 the ASA's 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 SSNs, 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.
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 the conventionally-armed, nuclear-powered submarine capabilities.
Department of Foreign Affairs and Trade	Provides legal, policy and diplomatic capability to support Australia's acquisition of SSNs.
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.



Our Performance

The ASA's Performance Measures and Targets focus on assessing the delivery of our Key Activities and are aligned with our guiding objective to safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia's conventionally-armed, nuclear-powered submarine capability through the AUKUS partnership. The ASA establishes an assessment methodology for assessing

our achievement against our Performance Measures and Targets, which are agreed by relevant Accountable Officers.

Our Key Activities represent a significant body of work that will be progressed over the forward years, and provide a basis for assessing our performance over this period. However, as we progress through the phases of the Optimal Pathway, and acknowledging

structural changes within the organisation, we anticipate reviews and amendments to our Performance Measures.

An explanation summarising the changes to Performance Measures and Targets can be found in **Appendix A**.

Targets 1.2, 2.1, and 3.1 were reported in the 2025-26 Defence Portfolio Budget Statements: [Part 5 - 2025-26 PBS Australian Submarine Agency](#).

Performance Measures and Targets

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 US and UK SSNs to Australia and a rotational presence of US and UK SSNs in Western Australia.

Target 1.1	Manage and oversee the development of Australian workforce ability to conduct intermediate maintenance of visiting SSNs at HMAS <i>Stirling</i> .
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Target 1.2	Manage and oversee the commencement of construction of facilities and infrastructure to enable the US and UK to rotate through HMAS <i>Stirling</i> .
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Why do we measure this?

Under the PGPA Rule, the ASA's purpose includes managing and overseeing the acquisition, construction, delivery, sustainment and disposal of nuclear-powered submarines. This measure reports on our progress in ensuring that Australia can safely and securely own, operate, maintain and regulate a fleet of nuclear-powered submarines from the early 2030s.

Performance Measure 2

Phase 2: Deliver three Virginia class submarines.

Target 2.1	Continue to manage and oversee the procurement of Virginia class specific training support systems.
Target 2.2	Commence acquisition of a Contingency Dock Capability through the selection of design partner and progression of preliminary design.
Target 2.3	Continue to build, and maintain, a system for workforce development capability to obtain suitably qualified, skilled and experienced personnel to deliver the NPS Program to the highest standards of safety, security, and safeguards.

Why do we measure this?

Under the PGPA Rule, the ASA's purpose includes managing and overseeing the acquisition, construction, delivery, sustainment and disposal of nuclear-powered submarines. This measure reports on our progress in delivering Virginia class submarines as part of a highly effective submarine capability.

Performance Measure 3

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

Target 3.1	Manage and oversee the mobilisation of the SSN-AUKUS program.
Target 3.2	Manage and oversee the development of the Submarine Construction Yard.
Target 3.3	Implement <i>Australia's AUKUS Submarine Industry Strategy</i> .

Why do we measure this?

Under the PGPA Rule, the ASA's purpose includes managing and overseeing the acquisition, construction, delivery, sustainment and disposal of nuclear-powered submarines. This measure reports on our progress in ensuring that we can begin building Australia's first SSN-AUKUS by the end of this decade.

Performance Measure 4

Establish or refine any international arrangements required to implement the Nuclear-Powered Submarine Program and sustain trilateral engagement.

Target 4.1	Continue to establish and refine required international arrangements or agreements necessary to implement the NPS Program and sustain trilateral engagement.
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Why do we measure this?

Under the PGPA Rule, the ASA's purpose includes managing and executing trilateral engagement for the nuclear-powered submarine program and establishing other international agreements and arrangements to support the implementation of the NPS Program. This measure reports on our progress in establishing the necessary arrangements or agreements with our partners.

Performance Measure 5

Develop and implement safeguards arrangements as agreed between Australia and the IAEA.

Target 5.1

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.

Why do we measure this?

Under the PGPA Rule, the ASA's purpose includes 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 IAEA. This measure reports on our progress in developing Australia's nuclear non-proliferation and safeguards approach.

Performance Measure 6

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

Target 6.1

Embed Australian personnel into the UK and US in order to build nuclear competency in the Australian NPS Enterprise.

Why do we measure this?

Under the PGPA Rule, the ASA's purpose includes setting program and technical requirements and standards across all phases of the capability life-cycle. This measure reports on our progress setting these requirements and standards.

Performance Measure 7

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

Target 7.1

Continue to identify and progress the necessary nuclear-related domestic regulatory government approvals for all phases of the Optimal Pathway.

Why do we measure this?

Under the PGPA Rule, the ASA's purpose includes gaining and maintaining licences and authorisations from nuclear and non-nuclear regulatory bodies to conduct activities, and establishing the necessary governance arrangements, processes and agreements to acquire, construct, deliver, sustain and dispose of nuclear-powered submarine. This measure reports on our progress in demonstrating our commitment to stewardship and governance.



Appendix A:

Changes to Performance Measures

The following table provides a description of the changes made to the ASA Performance Measures and targets for the 2025-26 reporting period.

PM	Performance information published in the 2024-25 ASA Corporate Plan	Performance information revision in the 2025-26 ASA Corporate Plan	Change	Rationale
1	Phase 1: Establish infrastructure and capabilities to support increased visits of SSNs to Australia and a rotational presence of SSNs in Western Australia.	Phase 1: Establish infrastructure and capabilities to support increased visits of US and UK SSNs to Australia and a rotational presence of US and UK SSNs in Western Australia.	Amended	Minimal refinements to improve measure wording.
1.1	Manage and oversee the development of facilities, infrastructure and equipment to enable the US and UK to rotate through HMAS <i>Stirling</i> .	Manage and oversee the commencement of construction of facilities and infrastructure to enable the US and UK to rotate through HMAS <i>Stirling</i> .	Amended	Minimal refinements to improve measure wording.
1.2	Oversee the development of sufficient personnel and family arrangements to support the US and UK rotational presence.	N/A	Removed	Performance Measure is better demonstrated by direct infrastructure and capability targets, which are addressed in Targets 1.2 and 1.3
1.3	Develop Australian ability to conduct intermediate maintenance of US and UK SSNs at HMAS <i>Stirling</i> on a rotational presence.	Manage and oversee the development of Australian workforce ability to conduct intermediate maintenance of visiting SSNs at HMAS <i>Stirling</i> .	Amended	Minimal refinements to improve measure wording.
2	Phase 2: Deliver three Virginia class submarines.	Phase 2: Deliver three Virginia class submarines.	Retained	N/A
2.1	Manage and oversee the procurement of Virginia class specific training support systems.	Continue to manage and oversee the procurement of Virginia class specific training support systems.	Amended	Minimal refinements to reflect ongoing procurement of training support systems.
2.2	Define an initial plan for SSN depot maintenance capability.	Progress acquisition of a Contingency Dock Capability through the selection and approval of a build partner.	Amended	Wording amended to reflect the next stage of the process to realise a SSN depot maintenance capability.
2.3	Select providers to design and/or deliver skills and training initiatives for the Skills and Training Academy.	Continue to build, and maintain, a system for workforce development capability to obtain suitably qualified, skilled and experienced personnel to deliver the NPS Program to the highest standards of safety, security, and safeguards.	Amended	Wording amended to ensure performance target reflects the broader-range of training requirements to realise the acquisition of the Virginia class submarines and the building of the SSN- AUKUS.

PM	Performance information published in the 2024-25 ASA Corporate Plan	Performance information revision in the 2025-26 ASA Corporate Plan	Change	Rationale
3	Phase 3: Deliver Australian-built SSN-AUKUS, including infrastructure development at the Osborne Submarine Construction Yard.	Phase 3: Deliver Australian-built SSN-AUKUS, including infrastructure development at the Osborne Submarine Construction Yard.	Retained	N/A
3.1	Establish the arrangements necessary to mobilise the SSN-AUKUS program.	Manage and oversee the mobilisation of the SSN-AUKUS program.	Amended	Minimal refinements to improve measure wording.
3.2	Manage and oversee the development of the enabling works for the Nuclear- Powered Submarine Construction Yard in Adelaide, South Australia.	Manage and oversee the development of the Submarine Construction Yard.	Amended	Minimal refinements to remove location of the Submarine Construction Yard.
3.3	Develop the Nuclear-Powered Submarine Industrial Uplift Strategy.	Implement <i>Australia's AUKUS Submarine Industry Strategy</i> .	Amended	Wording amended to reflect the final publication title of the strategy.
4	Establish or refine any international arrangements required to implement the Nuclear-Powered Submarine Program and sustain trilateral engagement.	Establish or refine any international arrangements required to implement the Nuclear-Powered Submarine Program and sustain trilateral engagement.	Retained	N/A
4.1	Establish international arrangements and agreements to support the delivery of the Pathway.	Continue to establish and refine required international arrangements or agreements necessary to implement the NPS Program and sustain trilateral engagement.	Amended	Minimal refinements to improve measure wording.
5	Develop and implement safeguards arrangements as agreed between Australia and the IAEA.	Develop and implement safeguards arrangements as agreed between Australia and the IAEA.	Retained	N/A
5.1	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.	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.	Retained	N/A

PM	Performance information published in the 2024-25 ASA Corporate Plan	Performance information revision in the 2025-26 ASA Corporate Plan	Change	Rationale
6	Set program and technical requirements and standards for nuclear-powered submarine capability across all capability life-cycle phases.	Set program and technical requirements and standards for nuclear-powered submarine capability across all capability life-cycle phases.	Retained	N/A
6.1	Embed staff in US and UK programs to gain training, qualifications and experience to build nuclear competency in accordance with the Technical Enterprise Plan.	Embed Australian personnel into the US and UK in order to build nuclear competency in the Australian NPS Enterprise.	Amended	Minimal refinements to improve measure wording.
6.2	Develop the Australian Technical Base Plan to support the exercise of the control over nuclear-powered submarine design, build, sustainment and operations.	N/A	Removed	Measure removed as the ASA intends to set program and technical requirements and standards via a different mechanism.
7	Establish stewardship capabilities to support the introduction of naval nuclear propulsion technology to Australia.	Establish stewardship capabilities to support the introduction of naval nuclear propulsion technology to Australia.	Retained	N/A
7.1	Enhance the licensing approach to meet legislative and regulatory requirements for all phases.	Continue to identify and progress the necessary nuclear-related domestic regulatory government approvals for all phases of the Optimal Pathway.	Amended	Wording amended to reflect full range of compliance requirements.
7.2	Develop environmental monitoring and public reporting program.	N/A	Removed	Measure removed as significant progress towards achievement was made during the previous financial year.

Appendix B: Table of Requirements

The 2025-26 ASA 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 PGPA Act	1
		• The reporting period for which the plan is prepared	1
		• The reporting periods covered by the plan	1
2	Purposes	• The purposes of the entity	3
3	Key activities	• The key activities that the entity will undertake in order to achieve its purposes	3
4	Operating Context	• The environment in which the entity will operate	4
		• The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes	4-6
		• 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	8-9
		• 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	10-12
		• How any subsidiary of the entity will contribute to achieving the entity's purpose	N/A
5	Performance	Details of how the entity's performance in achieving the entity's purposes will be measured and assessed through:	
		<ul style="list-style-type: none"> • Specified performance measures for the entity that meet the requirements of section 16EA of the PGPA Rule. • Specified targets for each of those performance measures for which it is reasonably practicable to set a target 	14-16 14-16



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