



Corporate Plan

2026–27

About this Corporate Plan

This Corporate Plan presents Australian Naval Nuclear Power Safety Regulator's (ANNPSR's) direction for the period 2026–27 to 2029–30. It is designed as the principal planning and operational document outlining the purposes of ANNPSR and the strategies to be implemented to achieve our objectives. The Corporate Plan details how ANNPSR will meet the naval nuclear safety expectations of the Australian Government and the Australian public. Building on the inaugural corporate plan, it continues to set a clear path for the further development of ANNPSR in assuring the safety of naval nuclear power, aligned with Australia's pathway for the acquisition and operation of Australia's nuclear-powered submarine capability.

Copyright notice

© Commonwealth of Australia 2026

With the exception of the Commonwealth Coat of Arms and where otherwise noted (including the ANNPSR logo which is protected by copyright), material presented in this document is provided under a Creative Commons Attribution 4.0 Australia licence. Details of the relevant licence conditions are available on the Creative Commons website creativecommons.org.au, as is the full legal code for the CC BY 4.0 AU licence.



The terms under which the Coat of Arms can be used are detailed on the It's an Honour website at pmc.gov.au/honours-and-symbols/australian-honours-system.

Apart from any use as permitted under the *Copyright Act 1968*, no image may be reproduced by any process without prior written permission from the ANNPSR. The report should be attributed as the Australian Naval Nuclear Power Safety Regulator Corporate Plan 2026–27.

Acknowledgment of Country

ANNPSR acknowledges the Traditional Custodians of Country throughout Australia, recognises their continuing connection to traditional lands and waters, and would like to pay respect to their Elders both past and present.

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.



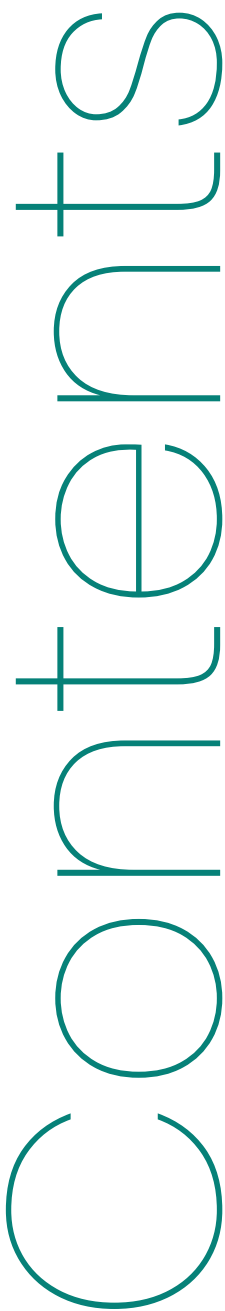
Protecting our Country

Painted by Greg Joseph and
Linda Huddleston-Nungjingi

ANNPSR commissioned artwork

Protecting our Country, an artwork commissioned in 2025, reflects the journey of ANNPSR. Greg Joseph and Linda Huddleston-Nungjingi painted a submarine in motion. The meeting places represent different organisations that ANNPSR will be working with across the nuclear-powered submarine enterprise in order to protect Australia and its people. The eucalyptus leaves represent our connections to the land and the seas which is a part of the Australian identity and protecting our environment.





Foreword

Foreword	vi
----------	----

1.0 Introduction

Statement of preparation	1
Our purpose	1
Vision	1
Mission	1
Regulatory functions	2
Ministerial Statement of Expectations and ANNPSR Statement of Intent	2
Regulatory approach	2
Regulatory posture	2

2.0 Key activities

NPS Optimal Pathway and ANNPSR capability growth	3
Our key activities	4

3.0 Operating context

Environment	5
Capability	6
Risk oversight and management	6
Key risks	7
Partnerships and cooperation	9
Other Commonwealth entities	10
Other Commonwealth regulators	10

4.0 Performance

Portfolio Budget Statements	11
Performance measures	11
Key activity 1	12
Key activity 2	13
Key activity 3	14
Key activity 4	15
Key activity 5	16

5.0 Compliance

PGPA Act compliance	17
---------------------	----

FOREWORD

I am pleased to present the Australian Naval Nuclear Power Safety Regulator's (ANNPSR's) second Corporate Plan, covering the period 2026–27 to 2029–30. Following our establishment in November 2025 and our inaugural 2025–26 Corporate Plan in April 2026, this 2026–27 Corporate Plan reflects ANNPSR's growing maturity and our evolving understanding of Australia's Nuclear-Powered Submarine (NPS) Program.

Australia's acquisition of conventionally-armed, nuclear-powered submarines (SSNs) through the AUKUS partnership with the United Kingdom and the United States is a significant national undertaking. The heart of ANNPSR's role is protecting the environment and people by assuring the highest standards of nuclear safety across Australia's NPS enterprise. Through independent regulatory oversight, we provide confidence that the NPS Program is being conducted safely and in accordance with the *Australian Naval Nuclear Power Safety Act 2024* (ANNPS Act).

Since commencing operations as Australia's independent naval nuclear propulsion regulator on 1 November 2025, ANNPSR has established its regulatory framework, issued its first licences, strengthened engagement with government, industry, communities and AUKUS partners, and invested in workforce capability, governance and international collaboration. These achievements have established a strong foundation for the agency's future growth.

Over the life of this Corporate Plan, ANNPSR will continue to strengthen its regulatory capability through targeted workforce development, practical engagement with Australia's NPS Program, and collaboration with Australian and AUKUS partner regulators. We will further develop our regulatory framework and guidance, while expanding our licensing, monitoring and compliance activities.

ANNPSR has the functions and powers necessary to regulate the unique nuclear safety and radiological protection requirements associated with Australia's NPS enterprise, including its submarines, infrastructure and supporting facilities across their lifecycle. We will continue to work closely with the regulated community and peer regulators to support the safety of submariners, communities and the environment.

As an independent statutory agency, we remain committed to providing trusted, transparent and effective regulatory oversight in the service of the Australian community.



Mr Michael Drake
Director-General

August 2026

1.0 Introduction

Statement of preparation

As the Accountable Authority of ANNPSR, I present the 2026–27 ANNPSR Corporate Plan, which covers the periods 2026–27 to 2029–30, as required under section 35(1)(b) of the *Public, Governance, Performance and Accountability Act 2013* (PGPA Act) and in accordance with section 16(E) of the Public Governance, Performance and Accountability Rule 2014.

Mr Michael Drake | Director-General ANNPSR

Our purpose

The [ANNPS Act](#) established a new regulatory framework to ensure nuclear safety within Australia's nuclear-powered submarine (NPS) enterprise and capability lifecycle. The objects of the ANNPS Act are to:

- promote the nuclear safety of activities relating to AUKUS submarines
- promote public confidence and trust in relation to the nuclear safety of Australia's NPS enterprise
- promote the defence and interests of Australia
- support the AUKUS partnership.

The effective and efficient operation of ANNPSR is key to achieving the object of the ANNPS Act. Our objectives are to protect the environment and people by providing assurance for nuclear safety of Australia's NPS Program, and promoting and ensuring compliance with the ANNPS Act.

Outcome and Commonwealth programs. This plan is directly aligned with the outcome set out in the [ANNPSR Portfolio Budget Statements](#).

Vision



To be a trusted regulator for Australia's nuclear-powered submarines.

Mission



To protect the environment and people by providing assurance of nuclear safety of Australia's NPS Program, while supporting Australia's defence interests and the AUKUS partnership.

Regulatory functions

ANNPSR executes its regulatory obligations through the following core functions:

- **Develop and maintain policy and regulation related to naval nuclear power.** ANNPSR is responsible for regulating facility, material and submarine activities that occur in a designated zone or Australian submarine.
- **Provide ongoing education internally and to the community.** Education and engagement are the core means of supporting ANNPSR promotion obligations.
- **Conduct licensing for regulated activities.** The conduct of a regulated activity requires the issue of a licence by ANNPSR.
- **Conduct ongoing monitoring and compliance activities.** ANNPSR is responsible for conducting monitoring and compliance activities to identify risks, issues and non-compliances with regulatory requirements.
- **Investigation and enforcement.** ANNPSR is responsible for investigating and taking regulatory action in response to nuclear safety matters and incidents.

Execution of these functions is underpinned by key business support and legal counsel enablers.

Ministerial Statement of Expectations and ANNPSR Statement of Intent

The [Ministerial Statement of Expectations](#) was issued to Director-General (DG) ANNPSR on 28 January 2026. DG ANNPSR's responding [Statement of Intent](#) was issued on 28 April 2026.

The Ministerial Statement of Expectations sets out the Australian Government's priorities and expectations for ANNPSR as Australia's independent naval nuclear power safety regulator. It reinforces the importance of maintaining the highest standards of nuclear safety and supporting the safe delivery of Australia's NPS Program. ANNPSR's Statement of Intent outlines how we will meet these expectations through independent regulation, strong governance, workforce capability development, stakeholder engagement and continuous improvement.

While ANNPSR is at the start of the regulator lifecycle, the performance of regulatory functions and development of regulations will embrace the [regulatory reform](#) agenda set by the government to improve the quality and efficiency of Australia's regulatory system, acknowledging that nuclear safety remains paramount. The [Regulatory Policy, Practice and Performance Framework's](#) six Regulator Performance Principles (RPP) have been incorporated into ANNPSR's key activities.

Regulatory approach

ANNPSR takes a graded (risk-based) regulatory approach in a way that the degree of implementation of regulatory requirements corresponds to the associated nuclear and radiological safety risk. The higher the risk associated with an activity, the more stringent the regulatory requirements. In doing so, the approach will contribute to the optimisation of resources and increase the efficiency and effectiveness of the regulatory control.

As a responsive regulator, we will tailor our enforcement approach to the specific context, behaviour, and willingness of a regulated entity to comply proactively with regulations. This approach moves beyond rigid enforcement methods to achieve maximum proactive compliance.

Regulatory posture

We align with international best practice for nuclear safety and radiological protection, leverage our AUKUS partners' experience, and adapt it to the Australian regulatory context.

We work collaboratively towards national uniformity, where appropriate, across the Commonwealth, state and territory radiological, nuclear and environmental requirements.

We apply a graded (risk-based) regulatory approach, employing both prescriptive and outcomes-based regulation, to achieve nuclear safety outcomes.

Given the uniqueness of both the operating environment and the military application, we will be an engaged and proactive regulator to achieve our vision and mission.

2.0 Key activities

NPS Optimal Pathway and ANNPSR capability growth

The AUKUS Optimal Pathway is a phased approach for Australia to acquire conventionally-armed, nuclear-powered submarines (SSNs) by the early 2030s.

Phase 1:

Becoming 'Sovereign Ready'

involves more frequent and longer visits to HMAS *Stirling* by US and UK SSNs from 2026, to help build Australia's workforce and infrastructure. From as early as 2027, one UK Astute class SSN and up to four US Virginia class SSNs are expected to have a rotational presence at HMAS *Stirling* through the SRF-West initiative.

Phase 2:

Australia's acquisition of Virginia class submarines

from the early 2030s to provide Australia with its own sovereign SSN capability.

Phase 3:

SSN-AUKUS.

SSN-AUKUS is a trilaterally developed SSN based on the UK's next generation design that incorporates technology from all three nations. Australia will begin building its first SSN-AUKUS in the NPS construction yard in Osborne, South Australia, by the end of this decade.

Each day, substantial activity is underway across Australia's NPS Program to explore options, develop strategies and plans, and take action that will enable the delivery of the Program. ANNPSR is developing its capability and capacity in a deliberate and graduated way, aligned with the requirements of the AUKUS Optimal Pathway across each of the Phases above. We expect to reach full operating capability in the early 2030s, ahead of the arrival of Australia's Virginia class submarines, and will continue to evolve our capabilities over the lifecycle of the NPS Program.

The graduated approach to developing regulatory capability aligned to the pace and scale of the operating environment is a distinguishing feature for ANNPSR as an Australian regulatory entity. It is less usual in Australia to establish a regulator at the same time as starting the activity to be regulated, and there are opportunities and challenges in these circumstances.

ANNPSR is engaging actively with the current and future regulated community in Defence and defence industry to understand the operating environment and the actions underway to deliver the NPS Program. This enables us in turn to grow understanding in the NPS Program of regulatory requirements, articulate our graded (risk-based) regulatory approach, and so set the early conditions to maintain the highest standards of nuclear safety in all aspects.

Our key activities

ANNPSR's regulatory role will significantly evolve in scope and complexity over the next 10 years, commensurate with the execution of the Optimal Pathway. We are operating with the necessary regulations to enable current activities, and are working to develop the next regulations to cover the activities related to Australia's nuclear-powered submarines. We are monitoring compliance on our first licence activities and working with our regulated community to establish ongoing processes. At the same time, we are continuing to expand workforce development programs to build the specialised skills and expertise needed for future regulatory responsibilities. This includes, from 2027 supporting SRF-West, and from the early 2030s, supporting the introduction into service of the first Virginia class submarines and the regulatory oversight of SSN-AUKUS submarine construction. These activities will be undertaken as ANNPSR continues to grow and mature as a small, independent regulator.

In support of achieving our purpose and effectively executing our functions, ANNPSR is focused on the following significant programs of work over the entire reporting period.

1. **Develop, support and maintain a regulatory framework, and provide operational guidance.** ANNPSR will maintain and advance the [ANNPS Regulations](#) to respond to learnings and new requirements in the Optimal Pathway. This includes the development of additional regulatory framework material to support understanding of the regulated community.
2. **Conduct effective regulatory action.** ANNPSR's regulatory obligations will be focussed on licensing, educating and enabling compliance; with enforcement where necessary. Our actions will include:
 - executing regulatory inspection programs for licence holders
 - supporting and reviewing licence applications for the [Osborne NPS construction yard](#) and for activities within the [Stirling designated zone](#).
3. **Promote public confidence and trust in the Regulator.** Public trust in ANNPSR is essential to our independence, legitimacy and role in supporting the NPS enterprise. ANNPSR will:
 - actively schedule engagement activities with the regulated community and key stakeholders, while remaining agile to emergent needs
 - adhere to best practice in responding to public inquiries
 - publish relevant information on our website to support transparency with the regulated community and general public
 - develop and maintain a healthy nuclear safety culture within the Regulator.
4. **Support the AUKUS partnership.** ANNPSR will assure nuclear safety aligned with the Optimal Pathway. This will include:
 - increased engagement with AUKUS peer regulators to maintain confidence, and maximise leverage of AUKUS partner nuclear safety assurance activities
 - building up ANNPSR regulatory competence and capacity that is aligned with Australia's NPS Program.
5. **Increase and sustain the capability, capacity and expertise of ANNPSR.** ANNPSR is looking to grow a sustainable and capable regulator through:
 - implementing and maturing internal controls and governance arrangements
 - a structured workforce development program to increase workforce capacity and nuclear competence
 - maturing specialist technical and scientific support service arrangements.

3.0 Operating context

Environment

ANNPSR operates in an environment where Australia is establishing a sovereign naval nuclear propulsion capability for the first time, without a civil nuclear power industrial capability. This requires the adaption of proven international regulatory practices to Australia's unique legislative, environmental and operational context.

In the global context, Australia is facing increasing competition economically, militarily, strategically and diplomatically. In response, the [2026 National Defence Strategy](#) outlines the pursuit of enhanced capabilities to deter threats to Australia's national security and regional stability. The acquisition of a fleet of SSNs through the AUKUS partnership was one of the six priorities identified for immediate action in the [2023 Defence Strategic Review](#).

To support the safe introduction of naval nuclear propulsion technology, the Australian Government established ANNPSR as an independent statutory regulator. ANNPSR's role is to ensure the highest standards of nuclear safety and radiological protection are maintained across Australia's NPS Program, consistent with the principles that have underpinned the strong safety records of the US and UK naval nuclear propulsion programs.

ANNPSR has a number of regulatory interfaces with other domestic regulators across Defence, the Commonwealth, states and territories spanning radiological, nuclear, safety and environmental requirements. These include the [Australian Radiation Protection and Nuclear Safety Agency \(ARPANSA\)](#), the [Australian Safeguards and Non-Proliferation Office](#), the [National Environmental Protection Agency](#), and the [Australian Naval Seaworthiness Authority](#). ANNPSR will continue to coordinate with these domestic regulators with a view to national uniformity, where appropriate.

The AUKUS partnership provides access to the regulatory experience and technical expertise of the mature US and UK naval nuclear propulsion programs. Drawing on more than 70 years of safe operation, ANNPSR can leverage international naval nuclear best practice while developing a regulatory framework tailored to Australia's legal, environmental and operational context.

Since commencement, ANNPSR has engaged with a broad range of stakeholders, including the public, defence industry representatives, and First Nations communities located near future NPS facilities. This feedback has highlighted key areas of focus, including the radiological safety of the environment and its people, transparency of reporting, nuclear security, and the effectiveness of safety incident reporting and emergency response arrangements. This feedback reinforces ANNPSR's practical and targeted actions within its regulatory and operational activities to address these priorities and strengthen confidence.

As Australia's NPS Program progresses, building and maintaining public trust and social licence will be critical to its success. Improving community understanding of naval nuclear technology and safety arrangements will help address concerns regarding safety and any perceived environmental impacts, and support informed public discussion. This presents both an important challenge and a significant opportunity for ANNPSR.

Capability

Workforce capability. ANNPSR is intentionally designed to be a small independent statutory regulator employing around 125 people at maturity in 2031–32, and will continue to mature its Australian Public Service and Australian Defence Force workforce. Contracted support currently supplements our workforce, which will decrease over the reporting period as we implement a structured approach to strengthen the necessary nuclear, regulatory and business skills for a specialist, technical agency. In support of regulatory obligations, technical and scientific support is provided by a centralised ARPANSA specialist capability that supports common needs for both regulators. Collectively this approach to ANNPSR's workforce capability aims to develop specialist nuclear and regulatory skills within our workforce, cognisant of a constrained nuclear workforce and very small industry sector in Australia.

ANNPSR is committed to developing its workforce within a healthy nuclear safety culture, underpinned by behaviours of: individual responsibility; staff development; safety advocacy; a questioning attitude; evidence based decision-making; open communication; and a respectful work environment.

Infrastructure capability. ANNPSR staff are primarily located within Defence managed facilities provided under a shared service arrangement in Canberra and at two regional offices in Adelaide, South Australia and near Perth, Western Australia. There are no appreciable facilities expenditure or work forecast in the period of the Corporate Plan to support ANNPSR activities.

Information and Communications Technology (ICT) capability. ANNPSR utilises ICT services from Defence through a shared service arrangement and with other government entities for specific services (payroll, website). This also includes cyber security services to ensure that information systems and ICT capabilities used to deliver ANNPSR objectives are secure.

Risk oversight and management

ANNPSR's approach to risk management. ANNPSR is aligned with the international standard for risk management, ISO 31000:2018, and Commonwealth Risk Management Policy (CRMP 2013). ANNPSR manages a range of risks, broadly grouped as either nuclear safety risks (the risks related to naval nuclear propulsion activities for which ANNPSR regulates) or ANNPSR business risks (the risks that directly affect the achievement of ANNPSR strategic objectives or business functions). ANNPSR has developed a risk management framework, employing a centralised register to support implementation of the risk management process.

Risk oversight and assurance. ANNPSR risks are overseen through:

- **Risk register.** Risk owners are responsible for monitoring risks, effectiveness of controls, reporting and escalation when necessary.
- **Performance monitoring.** ANNPSR has a performance and measures system that measures, evaluates, and reports on the performance of ANNPSR's end-to-end operations, including risk management.
- **Internal review.** Internal review of notable risks or those requiring escalation are integrated into internal ANNPSR governance meetings.
- **Executive Committee.** The Executive Committee, chaired by the DG, oversees strategic planning, performance and risk for ANNPSR.
- **Audit and Risk Committee.** The external and independent Audit and Risk Committee reviews the system of risk oversight and management and system of internal control.

Key risks

ANNPSR has identified six key risks aligned with our purpose and key activities, and how they will be managed. Our risk appetite and tolerance assessment of these risks will be reflected in future corporate plans.

Key risk	Key activity	Management strategies
1. ANNPSR is an ineffective regulator A significant nuclear safety incident or accident is attributed to ANNPSR's inability to adequately influence the nuclear safety behaviours of the regulated community.	1, 2, 4	Structured development of regulatory material, in consultation with the regulated and broader community. Execution of a graded regulatory approach and posture aligned with the International Atomic Energy Agency's recommended approach, and compatible with the regulatory approaches of our AUKUS partners. Conduct of scheduled monitoring and compliance programs.
2. ANNPSR fails to maintain a safe work environment ANNPSR does not meet its Work Health and Safety (WHS) obligations by not protecting its workers and other persons against harm to their health, safety or welfare leading to loss of life or serious injury or illness.	1, 2, 3, 5	WHS policies, management plans and processes, including employee wellbeing programs to ensure physical and psychological safety of our people in the workplace. Continuous identification, assessment and treatment of safety risks, including enabling escalation of safety risks through the risk management framework.
3. ANNPSR's internal systems of control are ineffective ANNPSR fails to comply with legislative requirements of a non-corporate government entity.	3, 5	Internal controls are structured around documented processes underpinned by organisational policies and frameworks. This includes Accountable Authority Instructions, policies and procedures, human resources and payroll processing, governance, compliance and assurance reporting frameworks, systems of risk and oversight, document control and assurance processes, review of non-financial performance measures, and training programs.

Key risk	Key activity	Management strategies
4. ANNPSR's organisational capability is not aligned to meet regulatory delivery requirements ANNPSR's capacity, technical skills and experience, management systems and processes are not adequate to address Optimal Pathway delivery requirements.	4, 5	Actively monitored and managed workforce development program complemented with external support arrangements for additional capacity and niche skills. Continual regulatory liaison and engagement with AUKUS partners and the regulated community to ensure alignment of regulatory maturity with key Optimal Pathway milestones and activities. Dedicated project management discipline across the agency to manage concurrent regulatory development activities. Prioritised development of core regulatory plans, processes and integrated management systems to support regulatory and enabler functions.
5. ANNPSR fails to recruit, retain and support a nuclear skilled workforce ANNPSR fails to grow a nuclear skilled workforce in the context of domestic and global shortages of nuclear skilled, qualified and experienced persons.	5	ANNPSR offers an attractive employee value proposition, including tailored training and professional development opportunities and options for flexible work arrangements. Utilisation of external support arrangements for niche nuclear and radiological skills and experience to support delivery and staff skilling.
6. Regulatory capture ANNPSR's regulatory function is, or is perceived to be, subject to regulatory capture, whereby regulatory decision making becomes controlled or heavily influenced by the regulated community.	1, 2	Adherence to inspection manuals and processes, strong internal audit program, alignment with Regulator Performance Resource Management Guide 128, promulgated regulatory assessment principles, internal education and training, and conflict of interest declarations.

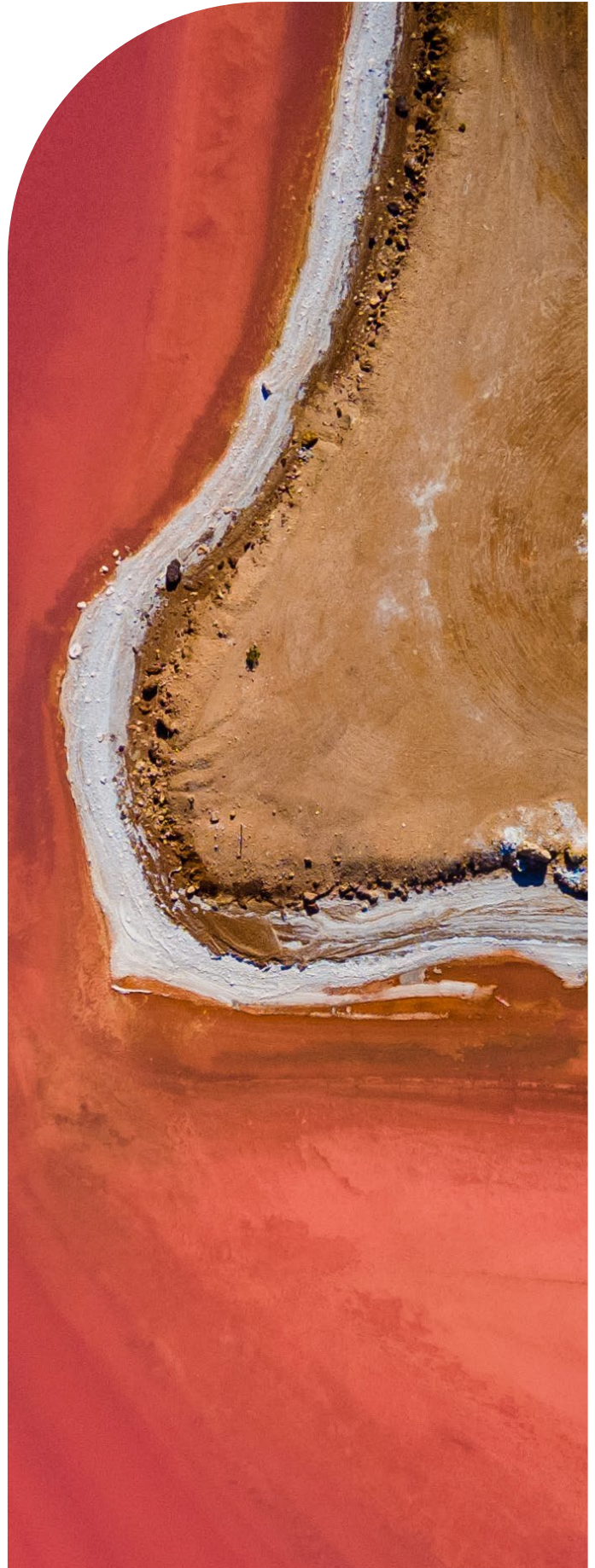
Partnerships and cooperation

ANNPSR is dedicated to supporting and working with the naval nuclear power regulated community. However, ANNPSR relies on cooperation with a broad range of other organisations that make a significant contribution to achieving our objectives.

AUKUS partners. The successful delivery of the NPS Program requires comprehensive cooperation so Australia can develop the necessary regulatory system to produce, operate, sustain and steward a sovereign SSN capability. Notably this includes cooperation and support from our US and UK peer regulators in the form of submarine assurance activities, information sharing, and development of ANNPSR staff.

Australian state-based organisations. ANNPSR's contribution to assuring safety and social licence requires close collaboration and cooperation with state and local governments from South Australia and Western Australia and their agencies, as well as indigenous corporations.

Commonwealth departments and organisations. Execution of our objectives requires ANNPSR to leverage expertise and capabilities from the following Australian government organisations.



Other Commonwealth entities	Activity
Attorney-General's Department	Provides policy and legal advice on legal aspects of international and domestic regulatory frameworks.
Australian Nuclear Science and Technology Organisation	Provides nuclear technology, and safety training.
Department of Defence	Provides a range of shared corporate services through a Memorandum of Understanding (MOU).
Department of Foreign Affairs and Trade	Provides legal, policy and diplomatic capability to support NPS outcomes.
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 safe management and disposal of radioactive waste from the NPS Program through the Australian Radioactive Waste Agency.

Other Commonwealth regulators	Activity
ANNPSR engagement of other Commonwealth regulators will minimise uncertainty, or areas of overlap, that could create conflicting requirements for the regulated community.	
Australian Radiation Protection and Nuclear Safety Agency	Leads in national harmonisation of nuclear safety and radiation protection regulation. Provides support services through a MOU to maintain and improve nuclear safety and policy practices, and provide technical services.
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.
National Environment Protection Agency	Conducts the environmental regulation and assessments required under relevant environmental legislation.
Australian Naval Seaworthiness Authority and the Australian Naval Classification Authority	Provides regulatory oversight of the operation of naval vessels, inclusive of submarines, and naval classification.

4.0 Performance

Portfolio Budget Statements

The [Defence 2026–27 Portfolio Budget Statements](#) provides information to members of Parliament and the public on how the Government is allocating public resources to ANNPSR so that it can achieve the outcome expected of it. Within the Portfolio Budget Statements are also the programs, key activities and performance measures that ANNPSR has planned to achieve those intended results.

Changes to performance measures since the 2026–27 Portfolio Budget Statements

As part of developing the 2026–27 Corporate Plan, ANNPSR reviewed its performance measures framework. To enhance clarity, the key activities were streamlined and consolidated. As a result, one performance measure was removed.

The performance measures and targets linked to the 2026–27 Portfolio Budget Statements have remained largely unchanged.

ANNPSR plans to conduct a comprehensive review of its performance measures framework in late 2026, after completing a full year of operations. Any changes from that review will be reflected in the 2027–28 Corporate Plan.

Performance measures

ANNPSR's performance measures and targets focus on assessing the delivery of our key activities and are aligned with our objectives to protect the environment and people by providing assurance for nuclear safety of Australia's NPS Program, and promoting and ensuring compliance with the ANNPS Act.

The ANNPSR performance measurement framework adheres to PGPA Rule 16EA regarding performance measures for entities, and leverages Commonwealth resource management guidance (RMG) on regulator performance ([RMG 128](#)) and development of performance measures ([RMG 131](#)) for statutory regulators. The design of the measures have been further influenced by the [2024 Nuclear Energy Agency Annual Report](#).

ANNPSR's performance measures are assessed using a four-tier rating system:

- **Achieved** – the performance measure met or exceeded the target in full
- **Substantially Achieved** – the performance measure was largely achieved, with only minor gaps between the result and the target that did not materially affect the intended outcome
- **Partially Achieved** – some progress was made towards the performance measure, but significant elements of the target were not met
- **Not Achieved** – the performance measure was not met, or little to no progress was made towards the intended outcome.

Our key activities represent significant programs of work to meet our purposes as we mature and the scope of regulated activities increases. As such, we anticipate evolution of our performance measures in future corporate plans.

Key activity 1

Develop, support and maintain a regulatory framework, and provide operational guidance		
Performance measure 1	ANNPSR successfully develops the naval nuclear propulsion safety regulatory framework	
Target 1: Regulatory material development against the planned program is achieved	Method: Qualitative (output)	Data sources: ANNPSR information management systems
Why do we measure this?	Developing and maintaining policy, guidance and regulations are a core ANNPSR regulatory responsibility. The regulated community is dependent on continuing development of the framework and associated guidance material in order to satisfy the delivery requirements of the Optimal Pathway. The material products need to be suitable for use and minimise burden while maintaining essential controls.	
Link to Regulator Performance Principles (RPPs)?	RPP 2 Risk based and data driven	
Explanation of changes since 2025–26 Corporate Plan	This performance measure remains unchanged	

Key activity 2

Conduct effective regulatory action		
Performance measure 2 (Portfolio Budget Statements measure)	Conduct effective regulatory action	
Planned performance result 1	Percentage of licence applications processed in accordance with established timeframes	
Target 1: 	Method: Quantitative (efficiency)	Data sources: ANNPSR information management systems
Why do we measure this?	The timeliness of processing licence applications, inclusive of amendments to licences, is an efficiency indicator related to ANNPSR capacity to meet the delivery requirements of the Optimal Pathway. This measure assumes the application of risk based assurance, and adherence to review processes that ensure required quality.	
Link to RPPs?	RPP 1 Continuous improvement and building trust	
Planned performance result 2	Percentage of planned inspections and audits completed in accordance with relevant regulatory oversight plans and annual inspection plans	
Target 1: 	Method: Quantitative (output-based proxy for efficiency)	Data sources: ANNPSR information management systems
Why do we measure this?	Oversight of the regulated community is one of ANNPSR's key functions. This measure indicates the level of ANNPSR success in executing its planned (risk-based) assurance activities, which is a proxy for effectiveness of ANNPSR assurance and response processes.	
Link to RPPs?	RPP 2 Risk based and data driven	
Explanation of changes since 2025–26 Corporate Plan	This performance measure remains unchanged	

Key activity 3

Promote public confidence and trust in the Regulator		
Performance measure 3 (Portfolio Budget Statements measure)	Promote public confidence and trust in the Regulator through public consultation and engagement	
Planned performance result 1	Public enquiries (excluding freedom of information requests) received and responded to within 20 working days	
Target 1: 	Method: Quantitative (output-based proxy for efficiency)	Data sources: ANNPSR information management systems
Why do we measure this?	Public trust in ANNPSR is essential to its legitimacy and role in supporting Australia's NPS Program. ANNPSR's responsiveness to public enquiries and issues demonstrates transparency and competence, thereby building public trust in ANNPSR's independent nuclear safety assurance role. This is an output-based measure where timeliness is used as a proxy for efficiency.	
Link to RPPs?	RPP 1 Continuous improvement and building trust	
Planned performance result 2	Conduct engagement activities with relevant stakeholders	
Target 1: At least 20 per annum	Method: Quantitative (efficiency)	Data sources: ANNPSR information management systems
Why do we measure this?	Being an engaged and proactive regulator is fundamental to address the uniqueness of the NPS operating environment and its military application. This measure captures the level of formal ANNPSR stakeholder engagement across the regulated community, relevant stakeholders and the general public.	
Link to RPPs?	RPP 1 Continuous improvement and building trust RRP3 Collaboration and engagement	
Explanation of changes since 2025–26 Corporate Plan	This performance measure remains unchanged	

Key activity 4

Support the AUKUS partnership		
Performance measure 4 (Portfolio Budget Statements measure)	Support the AUKUS partnership by assuring nuclear safety aligned with the Optimal Pathway	
Planned performance result 1	AUKUS peer regulators are regularly engaged	
Target 1: No target	Method: Quantitative (output)	Data sources: ANNPSR information management systems
Why do we measure this?	Regular engagement with peer AUKUS regulators is essential to support building of ANNPSR's regulatory competence and capacity that is aligned with NPS Program activities. It will also maintain confidence, and maximise leverage of AUKUS partner nuclear safety assurance activities.	
Link to RPPs?	RPP 3 Collaboration and engagement	
Planned performance result 2	ANNPSR regulatory capability is aligned with NPS Program activities	
Target 1: No target	Method: Quantitative (output-based proxy for effectiveness)	Data sources: ANNPSR information management systems
Why do we measure this?	Aligning ANNPSR regulatory capability with NPS Program activities is critical to successful execution of the Optimal Pathway. As such, this output-based measure is a proxy for effectiveness of ANNPSR (and associated level of maturity) to provide regulatory functions matched to future licenced activities.	
Link to RPPs?	RPP 2 Risk based and data driven	
Planned performance result 3	Observing visits of US and UK SSNs	
Target 1: No target	Method: Qualitative (output)	Data sources: ANNPSR information management systems
Why do we measure this?	US and UK SSN visits provide opportunities for ANNPSR to develop regulatory staff, and support planning activities in advance of a continuous SSN presence in the Stirling designated zones from the commencement of SRF-West and in preparation for Australia's sovereign SSN acquisition from the early 2030s.	
Link to RPPs?	RPP 1 Continuous improvement and building trust	
Explanation of changes since 2025–26 Corporate Plan	This performance measure remains unchanged	

Key activity 5

Increase and sustain the capability, capacity and expertise of the Agency		
Performance measure 5	Implement the ANNPSR workforce development system	
Target 1: Deliver the workforce development system as per the planned schedule	Method: Quantitative and qualitative (output)	Data sources: ANNPSR information management systems
Why do we measure this?	The workforce development system takes an enterprise view and identifies the priorities for shaping, retaining and upskilling workforce in response to regulatory demands associated with the Optimal Pathway.	
Link to RPPs?	RPP 1 Continuous improvement and building trust	
Explanation of changes since 2025–26 Corporate Plan	This performance measure remains unchanged	

Following a review of the 2025–26 key activities, the key activity ‘Developing and maintaining a health nuclear safety culture within the regulator’ was recognised as supporting the key activity, ‘Promote public confidence and trust in the Regulator’. Therefore, the related performance measure was removed.

Performance measure 1 (*Corporate Plan 2025–26*). ANNPSR successfully develops an intentional nuclear safety culture. **Removed**

5.0 Compliance

The following table presents our compliance with the corporate plan requirements under the PGPA Act and Rule.

PGPA Act compliance

Topic	Matters to be included	Page reference
Introduction	• 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
Purposes	• The purposes of the entity.	1
Key activities	• Key activities that an entity will undertake during the entire period of the corporate plan to achieve its purpose.	3–4
Operating context	• Environment. The environment in which the entity will operate.	5
	• Capability. The capability required by the entity to undertake its key activities and to achieve its purposes.	6
	• Risk. A summary of the risk oversight and management systems, and the key risks that the entity will manage and how those risks will be managed.	6–8
	• Cooperation. 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.	9–10
	• Subsidiaries. How any subsidiary of the entity will contribute to achieving the entity's purpose.	N/A
Performance	- Details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: - 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.	11–16

Contact

www.annpsr.gov.au

enquiries@annpsr.gov.au



Australian Naval
Nuclear Power
Safety Regulator