Australian Government

ANSTO

Corporate Plan

2023 – 2027

Science. Ingenuity. Sustainability.

ANSTO vision

Nuclear science and technology for the benefit of all Australians

Contents

1 Introduction

1.1 A message from the Chair of the Board

On behalf of the ANSTO Board, I am pleased to present ANSTO's 2023-2024 Corporate Plan, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth), which covers the period 2023-2027.

ANSTO is, proudly, the heart of Australia's national nuclear capabilities and the custodian of our nation's leading landmark nuclear facilities, including the OPAL multipurpose research reactor, the Australian Synchrotron and also nuclear medicine production facilities. ANSTO will continue to engage across Government, the University sector and industry as appropriate, to ensure that the full breadth of ANSTO's capability is utilised in order to deliver for the Australian people, industry, and community. The range of activities that would benefit from ANSTO's specific expertise and capacity continues to be identified.

While ANSTO possesses extensive capability across a range of subject matter, it is critically important to raise awareness of those different capabilities across the community, including in Government and industry, so that there is broader understanding of ANSTO's potential to assist in solving problems and in innovation. It is my hope that during the currency of this Corporate Plan there will be an increased appreciation of the role that ANSTO and its outstanding staff and researchers can play to advance Australia's interests. In that regard, we will be focused on communicating information more broadly.

With over 70 years of experience as a trusted advisor to the Australian Government on nuclear science, technology, and engineering, ANSTO has supported the Nuclear-Powered Submarine Taskforce in determining the Optimal Pathway. With the Government's announcement, Australia's demand for a nuclear-capable workforce has intensified and ANSTO is well-placed to play a key role in the development of this workforce in Australia. ANSTO will work with other organisations in government, industry, and the education sector to develop the next generation of specialised nuclear talent.

I would encourage all women and men to take advantage of the range of unprecedented STEM opportunities in the nuclear industry.

The support that the Government provides and the research that ANSTO does are constant and pivotal to providing benefits to industry and academia and, in turn, to the Australian economy. ANSTO is focused on delivering sustained economic and social benefits by broadening and diversifying Australia's industrial base. For example, with over 50 per cent of the global market share of irradiated silicon required for high-power semiconductor applications, and as a provider to the Australian critical minerals industry over the last three decades, we contribute to the priorities of the Government's National Reconstruction Fund. In addition to that, ANSTO produces 80 per cent of Australia's nuclear medicines, and we continue to improve health outcomes for the nation with our improvements in research.

We both learn from and support the community around us. In our work with local councils, community groups, and First Nations people, we proactively build ongoing support and stronger relationships. Our STEM outreach extends to many students and schools and the STEM outreach to Indigenous students includes science days at ANSTO for Aboriginal primary and high school students; and we include Aboriginal research/ ANSTO science in general educational content for high school students and science teachers.

ANSTO has supported more than 30 Indigenous focused research projects in the last decade and continues to add to this portfolio. We bring nuclear expertise to provide scientific evidence of the earliest occupation along the Australian coast and earliest occupation inland; dating of the oldest known Aboriginal rock art in the Kimberley and Kakadu; and evidence to support learnings from traditional practices in managing the environment.

Our people are amongst our nation's most talented researchers, scientists, engineers, and nuclear experts, and the work they do shapes the future of Australia. I am eager to see their accomplishments over the next year and ANSTO will continue to deliver positive impact for Australia far succeeding the life of this Corporate Plan.

Finally, I am proud of the sustained and outstanding dedication of the members of the ANSTO Board. Their extensive experience covers a range of expertise and industries including healthcare, nuclear, academia, and mining, and their input is invaluable. I look forward to continuing to work with them to guide ANSTO.

The Hon Dr Annabelle Bennett AC SC
Board Chair

1.2

A message from the Chief Executive Officer

Our Corporate Plan is the strategic blueprint for ANSTO to deliver beneficial science outcomes for Australia. As we pass the 70th anniversary of the establishment of the Australian Atomic Energy Commission, ANSTO's predecessor, we continue to play a vital role in addressing challenges facing Australia today in health, the environment, advanced manufacturing, defence, and national security.

ANSTO is at the forefront of building sovereign capability, as evident when our dedicated team of radiation specialists, working together with the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), Defence, and the Western Australia Department of Fire and Emergency Services, successfully detected and retrieved a missing radioactive source in outback Western Australia. CORIS360, a portable radiation detection technology used to locate the source, was developed and commercialised at ANSTO. I am so proud of our people, and what they have accomplished, and with these achievements recognised on an international scale, they affirm Australia as a nuclear science and technology leader.

ANSTO's 70 years of experience in nuclear science and technology is leveraged through our key stakeholder relationships, positioning Australia as a leader in critical technologies, nuclear science, and technology expertise. The capabilities that exist across ANSTO, ARPANSA, ASNO, ARWA, and the newly formed Australian Submarine Agency (ASA) position Australia as a highly sophisticated nuclear nation. We will continue to work closely with our partners across Government, industry, research, community, education, and international to strengthen Australia's economy.

Our expertise allows us to produce the vast majority of the country's nuclear medicines, both for diagnosing and treatment of disease, as well as lead improvements in water and air quality. Our advanced manufacturing capabilities are pushing our national goals forward – we provide advanced materials for battery storage, electric vehicles, high-speed rail and cleaner, greener, power grids.

With ANSTO's experiences and expert understanding of global nuclear research, developments, and emerging issues, we aid Australia's prosperity using our technological development. Not only do we identify new opportunities in the sector, but we also continue to lead Australia's international nuclear policy work by contributing to key multilateral fora, including the International Atomic Energy Agency, the Nuclear Energy Agency of the OECD, and the Generation IV International Forum, as well as oversee Australia's participation in IAEA Coordinated Research Projects.

As we look to the future, there are new opportunities that will come from the AUKUS relationship and the anticipated expansion of Australia's nuclear workforce as demand for nuclear capabilities continues to grow. Our people are at the heart of these capabilities, and we are committed to shaping the future nuclear workforce to be diverse, inclusive, and high performing. I look forward to the opportunities to acknowledge our talented and dedicated people for applying their talent and capabilities to nuclear science and technology for the nation's benefit, and for our defence and national security expertise.

I am confident that in the years ahead ANSTO will keep doing what we've always done well - to provide knowledge, value, and trust to the Australian Government and the people of Australia – delivering the social and economic benefits from the application of nuclear science and technology to every Australian.

Shaun Jenkinson
Chief Executive Officer

Key documents that have informed the development of this Corporate Plan include:

- *Australian Nuclear Science and Technology Organisation Act 1987* (ANSTO Act 1987)
- Industry, Science and Resources Portfolio Budget Statements 2023-24
- Statement of Expectations (dated 9 December 2022) and Statement of Intent (dated 23 June 2023)
- *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- ANSTO 2023-2027 Divisional Strategies

2 Our organisation

2.1 Our mission

To deliver knowledge, value and trust through the application of nuclear science, technology and engineering.

2.2 What we do

ANSTO operates Australia's only nuclear reactor, and we address some of the most challenging issues facing Australia in the fields of health, environment, advanced manufacturing, defence, and national security.

ANSTO produces 80 per cent of Australia's nuclear medicines, used for the diagnosis, staging, and treatment of diseases, including cancer.

ANSTO is progressing opportunities to collaborate with other Commonwealth agencies in graduate programs and other early career initiatives to build broader workforce capabilities with nuclear technology.

In terms of the environment, we are contributing to improvements in water sustainability, air quality, and understanding the impact of contaminants.

We facilitate education and training in nuclear science and technology in collaboration with universities and vocational institutes, and support industry for a more competitive Australia.

In the advanced manufacturing space, we are addressing issues such as: developing advanced materials, improving battery storage, silicon irradiation for high-tech applications, much greener power grids, high-speed rail, industrial automation, electric vehicles, and satellites.

Maintain sovereign capability in nuclear knowledge, including in areas such as minerals.

In defence and national security, we provide our nuclear know-how and expertise to support the optimal pathway for the acquisition of nuclear-powered submarines, radiation detection, and safety training for multiple agencies.

Support scientific research through access to unique infrastructure.

2.3 Purpose

ANSTO's purpose is derived from section 5 of the *Australian Nuclear Science and Technology Organisation Act 1987* (Cth) (the ANSTO Act), which directs the core functions we undertake for the benefit of Australia, to:

- conduct research and development in relation to nuclear science, engineering and technology;
- produce and use radioisotopes, isotopic techniques and nuclear radiation for medicine, science, industry, commerce and agriculture;
- encourage and facilitate the application and use of results gained from research and development;
- manage radioactive materials and waste arising from various prescribed activities;
- provide goods and services related to core activities;
- provide advice to government and liaise with other countries on behalf of Australia in nuclear-related matters;
- make available to other persons – whether or not on a commercial basis – the knowledge, expertise, equipment, facilities, resources and property of the organisation for the purposes of scientific research, innovation and training;
- publish scientific and technical reports, periodicals and papers, and provide public information and advice; and
- facilitate education and training in nuclear science and technology, including through granting scientific research studentships and fellowships, in cooperation with universities, professional bodies and other education and research institutions.

2.4 Our people

With 70 years of nuclear science and accelerator experience, ANSTO is home to world-class researchers, scientists, engineers, and nuclear experts. Nuclear science and technology will increasingly underpin Australia's economic and social prosperity, so it is vitally important that we continue to invest in our people to develop the STEM workforce of the future. The expansion of Australia's nuclear capability will require a diverse workforce with a broad range of skills. ANSTO plays a pivotal part in this expansion and in developing STEM careers through our early career pathways/programs. We will be crucial in securing a sovereign nuclear capability for Australia's future.

Nuclear Science and Technology

382.7

29.9%

Nuclear Operations and Nuclear Medicine

329.8

25.8%

ANSTO Maintenance and Engineering

149.3

11.7%

Chief Operating Officer Group

121.5

9.5%

Nuclear Safety, Security and Stewardship

116.9

9.1%

Commercial Products and Services

88.1

6.9%

Information Technology

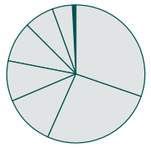
57.7

4.5%

Office of the CEO

10.0

0.8%



TOTAL

1,278.9

Full Time Equivalent (FTE) as at 30 June 2023

2.5 Our capabilities

To create solutions for Australia, ANSTO operates much of Australia's landmark scientific infrastructure including one of the world's most modern nuclear research reactors, OPAL; a comprehensive suite of neutron beam instruments at the Australian Centre for Neutron Scattering; the Australian Synchrotron; and the Centre for Accelerator Science.
We deliver nuclear science and technology research and development directly through our internal research, and indirectly, by making our research infrastructure accessible to external users from universities, research institutions, and industry, from around Australia and internationally. ANSTO continues to expand and enhance capability to advance the national interest, concentrating our research and development efforts around areas that deliver against national priorities against which ANSTO is uniquely positioned to deliver. This includes:

Nuclear Science and Landmark Infrastructure

- Research capabilities
- Infrastructure
- Minerals and metals
- Nuclear forensics
- Irradiation services
- Radiation services
- Nuclear waste solutions
- Advanced manufacturing
- National space payload testing
- Molecular deuteration
- Innovation Precinct

Australia's source of nuclear expertise, advice, and services

- Radioactive waste management
- Australian Government-policymaking
- Nuclear international dialogue
- Training programs
- AUKUS trilateral security partnership
- Radiological Safety

Current and future nuclear technologies for Australia

- Radiopharmaceuticals and radioisotopes – diagnostics, therapeutics, theranostics
- Detection and imaging

Nuclear capable workforce development

- Graduate Institute
- Early careers
- Nuclear Safety Technician Development Program

2.6 Our values

Our values were developed by our staff and underpin everything we do.

Safe. Secure. Sustainable.

Three key principles that underpin everything we do and every decision we make

Curiosity

Harness our curiosity to explore new opportunities and create an environment where ideas can thrive

Leadership

Ownership, accountability and working with integrity to inspire and motivate others

Excellence

Consistently delivering high value outcomes and looking for ways to improve the quality of our performance

Working Together

Success through collaboration, team work and a sense of collective purpose

Trust + Respect

An inclusive environment that's built on our trust and respect for each other's contributions and capabilities

2.7 Our Traditional Custodians

ANSTO is proud to continue to build and strengthen our relationships with Aboriginal and Torres Strait Islander communities and other important stakeholders.

The basis of this is a respectful relationship with the local communities of Dharawal at Lucas Heights and the Boonwurrung of Kulin Nation at Clayton, where our two campuses are located. It extends to cultural representations at both sites in consultation with local groups and advisors. Local sponsorship activities include the provision of educational resources to local schools that highlight Aboriginal cultural values. Educational outreach also includes Aboriginal cultural content for students and teachers relating to how nuclear techniques are used to confirm the great antiquity of Aboriginal culture.

As a national research organisation, ANSTO has research collaborations with academic partners and local Aboriginal and Torres Strait Islander communities in areas such as Kakadu and the Kimberley with connections to Country spanning back thousands of years. Nuclear and accelerator techniques have provided novel approaches to the challenge of dating rock art and evidence of occupation extending back 65,000 years or more. In a contemporary setting, ANSTO promotes the blend of traditional Indigenous knowledge and Western science to find sustainable solutions to environmental challenges. Aboriginal and Torres Strait Islander peoples' understanding of the Australian environment is important to ANSTO, we recognise these peoples as Australia's first scientists, navigators, mathematicians, and engineers. Their intrinsic understanding and scientific approach provide the potential to develop new sustainable solutions. It is important for people from all Aboriginal and Torres Strait Islander communities to be an integral part of the research activities ANSTO undertakes when on Country.

ANSTO has supported research on water resources for rural and remote communities and provenance work to support Indigenous business.

Reconciliation Action Plan

ANSTO demonstrates its commitment to Reconciliation through the implementation of our Reconciliation Action Plan (RAP), a meaningful and living document that guides and informs our organisational governance and processes supporting Aboriginal and Torres Strait Islander peoples. ANSTO's RAP is the blueprint for ANSTO to make progress in three key areas of Aboriginal reconciliation:

1. **Relationships –**
   Building and strengthening relationships with Aboriginal and Torres Strait Islander peoples.
2. **Respect –**
   Increasing understanding, value, and recognition of Aboriginal and Torres Strait Island culture, knowledge, histories, and achievements.
3. **Opportunities –**
   Improve employment outcomes and increase supplier diversity.

The RAP was developed by ANSTO's RAP Working Mob, a committee that guides ANSTO on engagement and outreach with respect to Aboriginal and Torres Strait Islander peoples and communities. The framework, as developed by Reconciliation Australia, provides organisations with a structured approach to advance reconciliation. Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey. ANSTO currently holds an 'Innovate RAP' and over the course of this Plan, we commit to embedding long-term reconciliation business strategies, to actively champion initiatives to empower Aboriginal and Torres Strait Islander peoples.

Key activity	Outcome	2023-2024	2024-2025	2025-2026	2026-2027
Reconciliation Action Plan	Developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.	I	I	M	I

P Preparation I Implementation C Completion M Monitoring and improving

2.8 Safety culture

Safety is at the heart of ANSTO's culture and ANSTO maintains the highest safety standards across the organisation. Our safety culture goes beyond physical safety by utilising a holistic approach to include psychological, cyber, and professional safety commitments. ANSTO aligns our practices with national and international best practice, regularly partnering with the International Atomic Energy Agency to share our safety expertise across the world.

Key activities for 2023–2027:
How we will deliver on our strategy and purpose

Health monitoring
PROGRAM

To improve organisational visibility of occupational health and medical surveillance results, we will implement a human health monitoring program. This program will integrate personal occupational radiation dosimetry with an occupational health software system. It will allow for data-driven early intervention in terms of high-consequence health hazards.

Cybersecurity uplift
PROGRAM

We will continue our development of tools and processes to provide for a mature contemporary cybersecurity operations capability that aligns with international and national best practice, commensurate with risk. Across ANSTO's entire technology landscape, we will make maturity improvements to the Australian Government's essential eight cybersecurity controls and the operationalisation of modern cybersecurity technologies.

This includes security information and event management, vulnerability management, and advanced user awareness and training services.

Key activity	Outcome	2023-2024	2024-2025	2025-2026	2026-2027
Health monitoring program		M	M	M	M
Psychological safety culture program		M	M	M	M
Cybersecurity uplift program		M	C	M	M

P Preparation I Implementation C Completion M Monitoring and improving

Measuring performance and targets	2023-2024	2024-2025	2025-2026	2026-2027
Improvement in safety culture	Increase in opportunities for improvement (OFI) to actual incidents recorded*			
Improvement in site-wide safety	Zero class 1 incidents Year on year decrease in 2 & 3 incidents**			

* **OFI –** An event that did not result in any adverse effects to personnel or the environment and is not considered to have had the potential to cause a lost time injury, medical treatment injury or exposure of personnel, or harm to the environment; but could have resulted in a minor occurrence or damage to plant and equipment.

** **Class 1 –** Damage that permanently alters a person's life; **Class 2 –** Damage that temporarily alters a person's life; **Class 3 –** Inconveniences in person's life or 1–5 days/shifts off work.

2.9 Our strategy in summary

OUR **VISION**

Nuclear science and technology for the benefit of all Australians

OUR **MISSION**

To deliver knowledge, value and trust through the application of nuclear science, technology and engineering

OUR **STRATEGIC OBJECTIVES**

1. **Deliver on Australia's priorities for the benefit of people, industry and the environment** through nuclear excellence in research and the use of national infrastructure
2. **Improve the health of Australians by supporting access to current and future nuclear technologies** for diagnostic, therapeutic and innovative treatments for current and emerging diseases
3. **Australia's source of nuclear expertise, advice and services** to governments, academia, industry, and community
4. **Lead the development of a nuclear capable workforce** aligned with government policy objectives

OUR **VALUES**

Curiosity | Leadership | Excellence | Working together | Trust + Respect

Safe. Secure. Sustainable.

3 Our strategy and our priority activities

3.1 STRATEGIC OBJECTIVE 1 –

Deliver on Australia's priorities for the benefit of people, industry and the environment through nuclear excellence in research and the use of national infrastructure

3.1.1 Operate world-class research infrastructure and leverage capabilities to deliver outcomes for Australia

Our infrastructure places Australia at the forefront of translational research and innovation for the benefit of public health, industry, and the environment. It is used by universities, researchers, and industry both from around Australia and internationally.

ANSTO's national and landmark science and research infrastructure

OPAL multi-purpose reactor

Australian Centre for Neutron Scattering

Australian Synchrotron

Centre for Accelerator Science

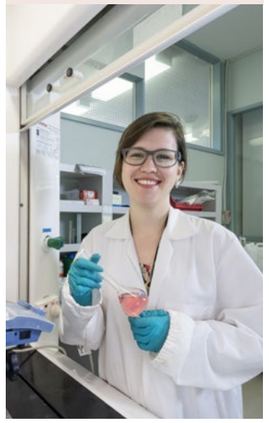
National Deuteration Facility

ANSTO's research focus areas

Health

Environment

Nuclear technologies



Key activities for 2023–2027:
How we will deliver on our strategy and purpose

OPAL multi-purpose nuclear reactor upgrades

Australia's Open Pool Australian Lightwater (OPAL) reactor is a state-of-the-art 20-megawatt multi-purpose reactor that has been operating since 2007. OPAL is one of a small number of research reactors worldwide with capability to support research in the fields of human health, the nuclear fuel cycle, and the environment. OPAL also contributes to the production of 80% of Australia's nuclear medicine, neutrons for research at the Australian Centre for Nuclear Science and processes over 50% of the worlds neutron transmutation doped silicon used by the global semi-conductor industry.

OPAL uses low enriched uranium fuel in a compact core which is cooled by light water and surrounded by a heavy water neutron moderator. It is also equipped with a special Cold Neutron Source (CNS) operating at minus 250 degrees Celsius, which provides research capabilities in neutron scattering. This CNS has a defined operating life of 15 years and its planned upgrade in 2023-2024 will preserve and enhance our ability to provide effective scientific infrastructure infrastructure for research and industry partners. OPAL's comprehensive asset management strategy allows for regular and consistent engagement with regulators and staff to ensure safe and sustainable operations are maintained. Coinciding with the upgrade, ANSTO will undergo scheduled maintenance, this work will require OPAL to be in a shutdown state between March and July 2024. Nuclear medicine, irradiations, and research customers will be impacted during this time, however, we are working to minimise disruption wherever possible. ANSTO will keep stakeholders informed of the OPAL shutdown before, during, and after maintenance and upgrades are completed.

ANSTO is preparing for a shipment in 2025 of spent fuel from the OPAL to a reprocessing facility in France. This will be the second spent fuel shipment, the first of which was successfully carried out in 2018.

Project BRIGHT

To date $102 million has been secured for the BRIGHT Beamline program from three universities, research institutes, and government agencies in Australia and New Zealand. This program is enabling ANSTO to construct eight additional beamlines at the Australian Synchrotron over the coming years. The Australian Synchrotron utilises accelerator technology to produce powerful beams of light, a million times brighter than the sun. Synchrotron light is guided into the beamlines that are used for a wide variety of research purposes, including in the fields of human health, energy, agriculture and manufacturing. The unique properties of synchrotron light provide researchers and industry with results that are greater in accuracy, clarity, specificity, and timeliness than those that could be obtained using conventional laboratory equipment. The creation of these new beamlines will nearly double the Australian Synchrotron's research capacity. This level of support highlights the importance of the facility to the Australian and New Zealand innovation and science ecosystem.

The new BRIGHT beamlines include:

Microcomputed Tomography beamline (MCT)	OPERATIONAL
2x Medium Energy X-ray Absorption Spectroscopy beamlines (MEX 1&2)	OPERATIONAL
Small Angle X-ray Scattering beamline (BioSAXS)	COMMISSIONING
2x Advanced Diffraction and Scattering beamlines (ADS 1&2)	UNDER CONSTRUCTION
Nanoprobe beamline (NANO)	UNDER CONSTRUCTION
High Performance Macromolecular Crystallography beamline (MX3)	UNDER CONSTRUCTION

More information on Project BRIGHT can be accessed here.

Australian Centre for Nuclear Science (ACNS) upgrades

ACNS uses neutrons from the OPAL reactor to enable scientists and industry to solve complex questions and problems. Neutron scattering enables research into areas of national importance, including health, food, materials, engineering, quantum materials, energy, cultural heritage and environmental science. In FY24, ANSTO will upgrade critical instrument systems and expand equipment at the ACNS. These investments will ensure ANSTO's state-of-the-art neutron scattering research infrastructure remains world-class and can operate reliably for decades to come.

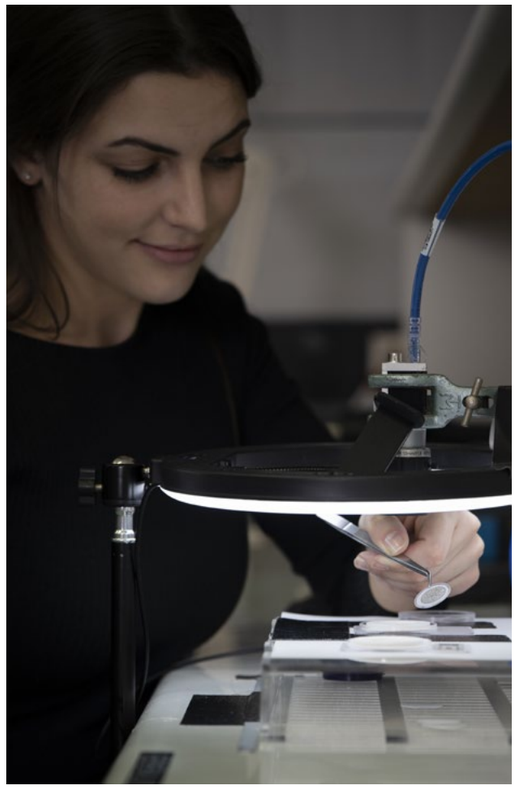
These investments will include:

- **replacement of critical instrument systems and equipment** through the 2020 Research Infrastructure Investment Plan and ANSTO depreciation funding;
- **Koala** (Laue diffractometer) instrument upgrade which will ensure its reliability, scientific capabilities and performance, and future maintainability;
- transition the upgraded **Koala** instrument to the user program;
- **Wombat** (diffractometer) instrument detector replacement which will ensure its reliability, scientific capabilities and performance, and future maintainability; and
- **Bilby** (small-angle neutron scattering) instrument detector upgrade which will ensure its reliability, scientific capabilities and performance, and future maintainability.

ANSTO will also continue with scoping studies for the acquisition of additional neutron beam capabilities, to be housed within the existing neutron beam guide hall and the planned second neutron beam guide hall.

Centre for Accelerator Science (CAS) upgrades

CAS operates four mega-electron volt ion accelerators, a suite of 12 laboratories and electrical and mechanical support facilities to support research and innovation communities with accelerator science applications in materials characterisation, analysis, modification and testing. ANSTO's ion accelerators support research and industry user communities to explore the past, understand the present, and design for the future with a suite of capabilities that can help answer some of the most complex and exciting questions of today. In FY24, ANSTO will upgrade critical accelerator systems and equipment on the STAR and ANTARES accelerators and initiate the design phase of the consolidation of accelerator mass spectrometry sample preparation facilities. This was supported with funding secured through the 2020 NCRIS Research Infrastructure Investment Plan. These investments will ensure the longevity and efficient operation of world-class accelerator science capabilities and instrumentation delivered by CAS.



National Deuteration Facility (NDF) capability expansion

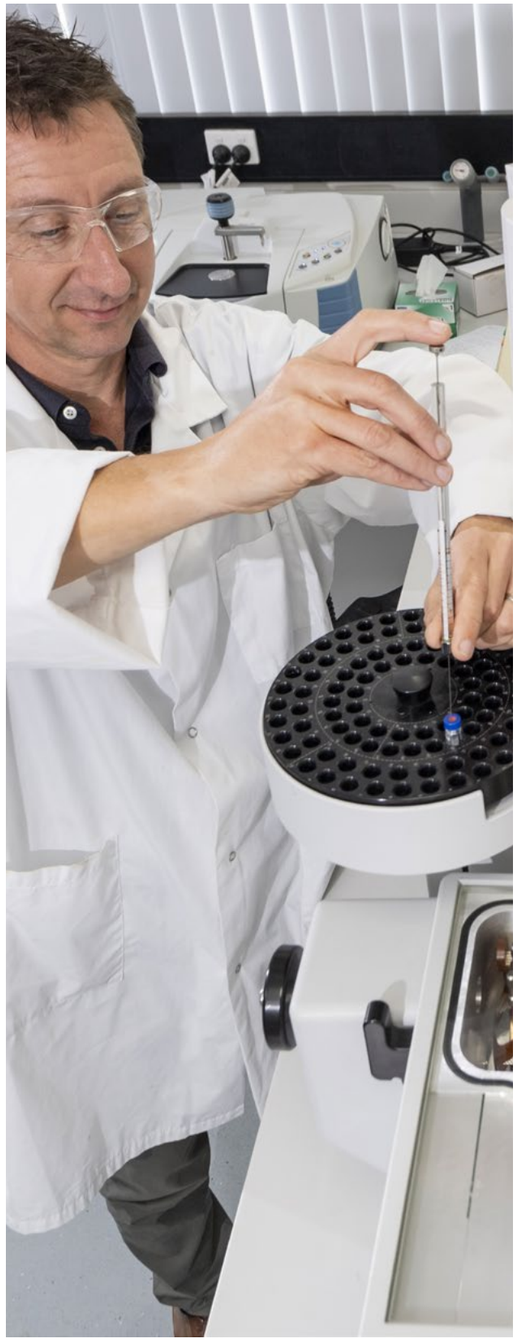
Deuteration enables investigation of the relationship between molecular structure and function of molecules of both biological and synthetic origin for the benefit of the science community and for Australia. The National Deuteration Facility offers molecular deuteration using both in vivo biodeuteration and chemical deuteration techniques. This unique facility is the only facility of its type in the Southern Hemisphere.

Our work is critical in providing onshore support to drug discovery programs in Australia, reducing the inherent risks of dependency on outsourcing deuterium labelling work for molecular characterisation and bioanalysis to overseas countries. In FY23, ANSTO expanded the capabilities within the NDF and provided extra lab space to allow enhanced productivity and wider capability for the provision of deuterated molecules.

Benefits of the expansion include:

- increased production capacity of deuterated lipids and their building blocks by up-scaling reactions using larger size hydrogen/deuterium exchange pressure reactors;
- provision of stable isotope internal standards for drug discovery and analysis programs in Australia;
- provision of solutions to industry by evaluating the effect of deuteration on improving performance or materials properties in industrial, medical, or environmental applications; and
- building Australia's human capital in deuteration by attracting and retaining researchers of high international standing and by providing high-quality postgraduate and postdoctoral training for the next generation of researchers in deuteration.

In FY24, newly acquired and refurbished laboratories will increase capacity within chemistry labs by improving the expansion and productivity of chemically deuterated compounds.



Key activity	Outcome	2023-2024	2024-2025	2025-2026	2026-2027
OPAL multi-purpose reactor upgrades					
Replacement of CNS	Ensure the ongoing and safe operation of the OPAL nuclear reactor and optimally position ANSTO to supply radioisotopes reliably, undertake effective silicon irradiations, and deliver neutrons for research and industry applications.	I	C	M	M
Replacement and expansion of neutron beams		M	M	M	M
Project BRIGHT					
MCT, MEX1&2	Expand the existing infrastructure at the Australian Synchrotron, making it the 'go to' facility for the nation's scientific imaging capabilities for addressing national and global challenges.	C	C	M	M
BioSAXS, MX3		I	C	C	M
ADS 1&2, MX3		I	I	C	M
NANO		P I	I	I	C
ACNS upgrades					
Research Infrastructure Investment Plan	Ensure ANSTO's state-of-the-art neutron scattering research infrastructure remains world-class and can operate reliably for decades to come.	C	M	M	M
Koala upgrades		C	M	M	M
Wombat and Bilby detector upgrades		I	I	I	I
ACNS expansion scoping studies		P I	P I	P I	P I
CAS upgrades					
Research Infrastructure Investment Plan for critical systems, facilities and equipment	Ensure longevity and efficient operation of the world-class capabilities and instrumentation delivered by CAS, and provide sovereign capability for ion beam precision irradiation to meet the national need for facilities supporting space, defence and advanced manufacturing.	I	C	M	M
Automation of sample processing and end station mounting		C	M	M	M
Space radiation testing		I	C	M	M
CAS expansion scoping studies		P I	P I	I	I
NDF capability expansion					
Increase production capacity	Expand existing capabilities to transition NDF from primary support of characterisation techniques to enabling research utilising deuterated molecules as functional materials in industry and biotechnology programs.	C	M	M	M
Provide stable isotope internal standards		C	M	M	M
Provide solutions to industry		C	M	M	M
Build Australia's human capital		M	M	M	M

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Performance measure		2023-2024	2024-2025	2025-2026	2026-2027
OPAL (Days at power)	OPAL will continue its strong record of performance, retaining its status as one of the most reliable multi-purpose reactors in the world.	**220***	**300**	**300**	**300**
Australian Synchrotron (% utilisation)	The Australian Synchrotron is one of the leading synchrotron facilities of its kind, maximising utilisation to deliver beneficial research outcomes for Australia. ANSTO measures the Australian Synchrotron's performance by percentage availability. This is the delivered number of hours available out of the scheduled number of hours available.	**95**	**95**	**95**	**95**
Australian Centre for Neutron Scattering (% utilisation)	ACNS will remain a world-leading facility, capitalising on the high availability of the OPAL reactor to support Australian researchers and industries. ANSTO measures the performance within ACNS by percentage utilisation. This is the number of actual operating days out of the scheduled operating time.	**85**	**85**	**85**	**85**
Centre for Accelerator Science (% utilisation)	CAS will maximise utilisation of the available capacity of Australia's accelerator technologies and expertise. ANSTO measures the performance within CAS by percentage utilisation. This is the number of actual operating days out of the scheduled operating time.	**65**	**65**	**65**	**65**
National Deuteration Facility (% utilisation)	NDF will maintain a world-leading position in the provision of a wide variety of complex deuterated chemicals for research that are not readily available anywhere else. ANSTO measures the performance within NDF by percentage utilisation. This is the percentage of the NDF production capacity utilised by the approved user demand.	**90**	**90**	**90**	**90**
User Satisfaction (NPS)**	Average NPS across all facilities.	**90%**	**90%**	**90%**	**90%**

* The decreased days at power in 2023-2024 is due to an extended maintenance shutdown of the OPAL Reactor to replace the cold neutron source.
** User Satisfaction (NPS) is measured through a voluntary survey.
Note: % utilisation performance measures are calculated as utilisation divided by availability and represented as a percentage.

3.1.2 Collaborate, deliver, and translate research that has scientific and industrial impact for Australia and the world

As Australia's leading nuclear agency, ANSTO is committed to forming both national and international strategic partnerships and collaboration to leverage more effective outcomes for Australia and the world. We connect a network of global experts who are undertaking advanced research projects to further enhance our research quality and support Australia's sovereign capability.

ANSTO's important work contributes to the priorities of the Government's National Reconstruction Fund (NRF) and boosts industry engagement, in areas such as silicon irradiation and the resources and critical minerals sector.

These collaborations are intended to tackle Australia's most important challenges and support investment for science and research. At ANSTO, we challenge ourselves to create innovative and sustainable solutions to deliver tangible, beneficial outcomes for Australia.

Key activities for 2023–2027:
How we will deliver on our strategy and purpose

Updated ANSTO research and development strategy and implementation

Translating our research into scientific and industrial outcomes is a priority for ANSTO. In developing our updated research and development strategy, we have aligned ANSTO's vision and strategy with Australia's national science and research priorities. Through its implementation, improved communication and engagement about the value and impact of our research and development will be achieved. This will be supported by process improvements to systems which are tailored to research and development, including finance management, IT data management, intellectual property (IP), and commercialisation.

By making ANSTO's research infrastructure accessible to external users, ANSTO is furthering the delivery of nuclear science and technology research and development in the national interest.

Current Research Information System and Portal (CRISP) project

The CRISP project will provide our organisation with best practice, integrated software tools, and analytics to more effectively manage information and data related to all aspects of our research activities. Outcomes from the project will include improved reporting and analytics, and improved support for compliance. Following the scoping study undertaken in FY22, ANSTO is now implementing the Research Infrastructure Management Strategy (RIMS) and gathering requirements for the future state ANSTO Research Portal, the gateway to submission of research proposals by all users of ANSTO's research infrastructure, and a Laboratory Information Management system (LIMS). RIMS will be completed in the financial year 2023-24.

Key activity	Outcome	2023-2024	2024-2025	2025-2026	2026-2027
Updated ANSTO research and development strategy and implementation	Improved health outcomes for all Australians through the effective application of radioisotopes and radioisotope-enabled technologies, including radiopharmaceuticals.	I	I	I	I
CRISP project	Systems for both measuring scientific impact and supporting user programs.	I	I	C	M

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Measuring performance and targets	2023-2024	2024-2025	2025-2026	2026-2027
Total publications*	**580-650**	**580-650**	**580-650**	**580-650**
Publications undertaken with national and international collaborators			**≥95 per cent**	
External revenue from research and research services**	**$5.5 M**	**$5.75 M**	**$6 M**	**$6 M**

* ANSTO only, ANSTO with national co-authors, ANSTO with international co-authors, ANSTO with both national and international co-authors.
** Excluding National Collaborative Research Infrastructure Strategy (NCRIS) grants.

3.1.3 Build new knowledge, drive innovation, and support training and development for the safe management of radioactive waste

Through utilisation of the OPAL multi-purpose nuclear reactor to produce nuclear medicines, scientific research, and industrial applications, ANSTO generates different kinds of radioactive waste. ANSTO has over 70 years of experience in advancing the management, research, and development of spent nuclear fuel to deliver safe and reliable forms of radioactive waste.

Key activities for 2023–2027:
How we will deliver on our strategy and purpose

Develop and implement world-leading innovative radioactive waste treatment and management technologies

Innovative and sustainable waste conditioning and management technologies, such as ANSTO Synroc®, will bring benefits to domestic and international holders of radioactive waste. Such developments support ANSTO's core capability and legislated mandate to temporarily store and manage radioactive waste on behalf of Australia.

The Synroc® waste treatment technology is an exciting Australian innovation. It integrates the design of both the waste form and process technology to immobilise radioactive waste, minimise volume, and provide an extremely durable and safe solution for final disposal. The world-first Synroc® Waste Treatment Plant is under construction adjacent to the ANSTO Nuclear Medicine facility. The new plant will treat liquid waste by-products from the manufacture of Mo-99, and will be commissioned and operational within the timeframe of this plan.

Implement intermediate-level waste (ILW) storage solutions – a new building

In the course of producing radiopharmaceuticals for both Australian and international communities, ANSTO generates different kinds of radioactive waste, which is safely managed on-site. ANSTO currently stores over 1,200 cubic metres of intermediate-level solid waste, also known as remote-handled solid waste (RHSW), from legacy activities. In addition, ANSTO generates an additional 20 cubic metres each year. This will increase with the commencement of operations at the Synroc® Waste Treatment Plant.

Legacy acidic liquid waste from past Mo-99 production processes is currently stored in shielded tanks that have been in service for almost 50 years. Design of a new interim storage facility has commenced and will ensure that ANSTO can continue to manage these wastes safely and responsibly, which in turn will support the continued production of radiopharmaceuticals over the coming decades.

Key activity	Outcome	2023-2024	2024-2025	2025-2026	2026-2027
Develop and implement world-leading, innovative radioactive waste treatment and management technologies	Construction and operation of a world-first Synroc® Waste Treatment Plant to ensure liquid waste by-products from the manufacture of Mo-99 are treated in a safe, economical, and sustainable way.	I	I	C	M
Implement ILW storage solutions					
Construction of new storage facility for intermediate level solid and liquid waste	Asset renewal and extended capacity to store waste from the production of nuclear medicines.	I	I	I	I

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3.1.4 Ensure the reliable and sustainable supply of commercial products and services for the benefit of Australia and the world

Key activities for 2023–2027:
How we will deliver on our strategy and purpose

Minerals and metals

Our world is rapidly transitioning to renewable energy and electrified transport systems that require the safe and efficient mining of a wide range of metals. Across the globe, ANSTO has provided the mining and minerals processing industries with consultancy, process development, and research services for more than 40 years. We contribute to advancing Australia's Critical Minerals Strategy through advice and support to the Critical Minerals Facilitation Office as part of the Department of Industry, Science, and Resources (DISR).

Delivering financial and environmental benefits for Australia, we are committed to providing practical solutions and developing innovative technologies which are focused on the future needs of our clients. Through our mineralogy, radioanalytical and analytical facilities, we will continue to deliver projects to support the extraction of critical minerals, uranium, rare earths, and lithium in an efficient, effective, and environmentally sustainable manner.

Silicon irradiation – neutron transmutation doped (NTD) silicon

Silicon irradiation also known as Neutron Transmutation Doping (NTD), is conducted in the OPAL reactor. Through this process thermal neutrons react with the silicon atoms, changing some of those atoms to phosphorus, which reduces the resistivity of the silicon crystal and improves its ability to conduct electricity. Customers deliver silicon ingots to ANSTO which are then irradiated in the OPAL multi-purpose nuclear reactor and are returned to customers for use.

The NTD process is used when a high level of precision and uniformity in dopant (phosphorous) distribution is required. This allows the achievement of a better, more reliable performance across all electronic devices but is particularly critical for high voltage and high-powered devices used in high-speed rail, industrial automation, and the international electric vehicle and hybrid electric vehicle automotive industry.

These devices are critical for the progression towards net zero as they are essential for efficient power transmission, reliable grids, and the ability to connect renewable energy sources.

Measuring performance and targets	2023-2024	2024-2025	2025-2026	2026-2027
NTD silicon DIFOT*	**≥ 95%**	**≥ 95%**	**≥ 95%**	**≥ 95%**

* Delivery in full and on time.

Note: DIFOT is calculated as delivery 'in full', irradiated within a specified target resistivity tolerance and proportion of material without physical defect or damage and 'on time', is the dispatch from ANSTO on or before an agreed date.

3.1.5 Ensure ANSTO operates sustainably

We will continue to ensure the sustainability of our operations by:

reducing our environmental footprint

maintaining and upgrading our infrastructure and sites to secure the continuity of activities

Key activities for 2022–2026:
How we will deliver on our strategy and purpose

Campus Renewal Plan 2035

ANSTO has developed a multi-year plan to re-develop ageing infrastructure at the Lucas Heights campus over the period to 2035. This will enable more efficient use of the site, more energy efficient buildings and enhance the environmental sustainability of the site overall. This renewal plan will also provide improved facilities for research and other activities and create opportunities for other organisations which are aligned to ANSTO's strategy to co-locate.

Developing an environmental sustainability roadmap

ANSTO developed a new environmental strategy in March 2022. Some short-term actions are already underway. The Strategy will be updated in light of Government policy changes, emerging environmental issues, and organisational priorities. ANSTO will also prepare a net-zero scope-1 and 2 emissions roadmap during FY2023-2024 to align with the Australian Government's Australian Public Service (APS) net zero emissions by 2030 policy.

Key activity	Outcome	2023-2024	2024-2025	2025-2026	2026-2027
Campus Renewal Plan 2035	Plans in place for the future of our Lucas Heights campus.	I	I	I	I
Developing an environmental sustainability strategy	Put plans in place to reduce our environmental footprint and contribute to a more sustainable Australia.	P	I	I	I

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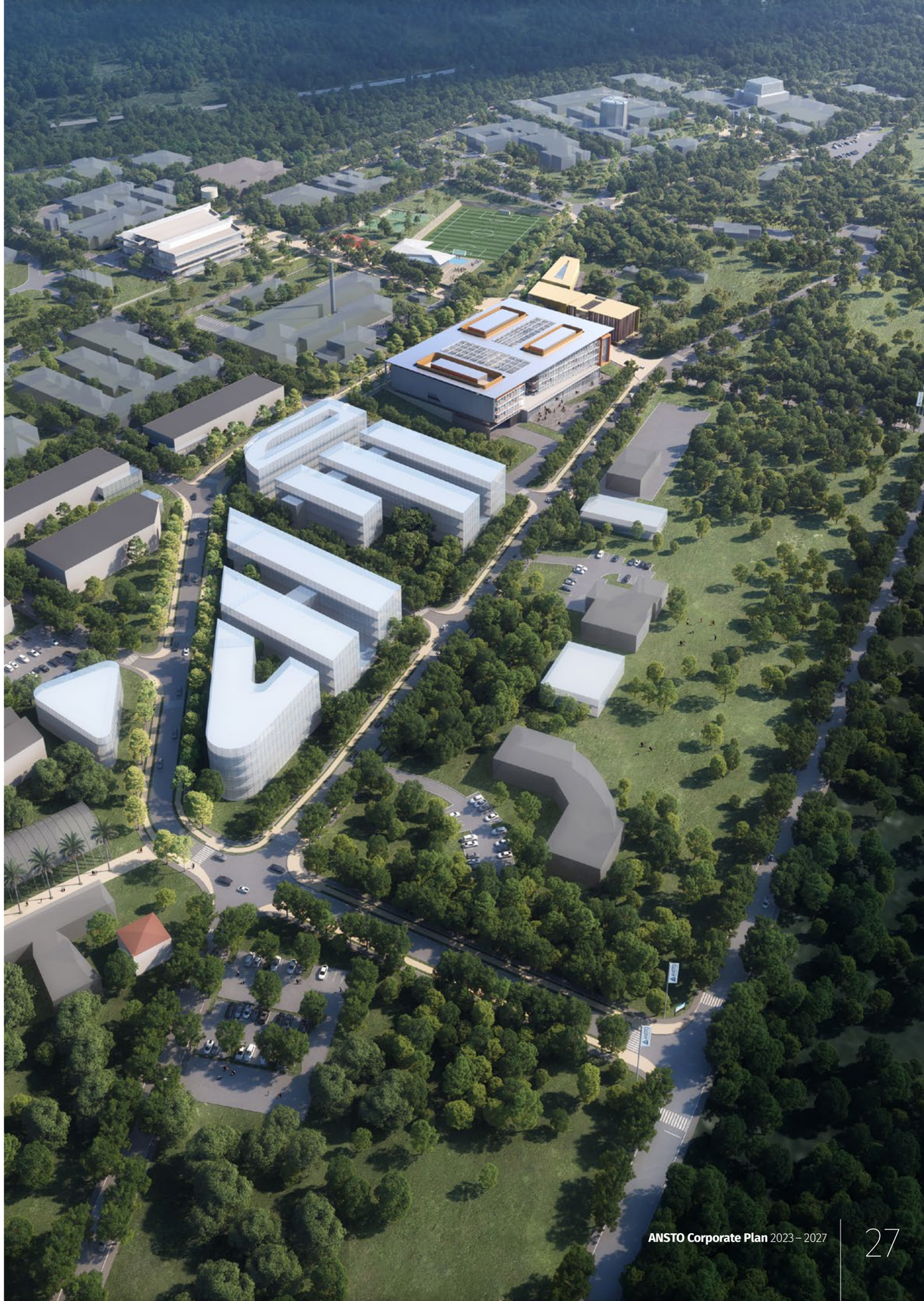

3.2 STRATEGIC OBJECTIVE 2 –

Improve the health of Australia by supporting access to current and future nuclear technologies for diagnostic, therapeutic and innovative treatments for current and emerging diseases

3.2.1 Ensure the reliable and sustainable supply of nuclear medicines, products and services

Through significant investment in manufacturing, research, and development capabilities, ANSTO maintains its focus on developing reliable nuclear medicines that will improve clinical outcomes for Australia. Australia is one of the few nations in the world to produce radioisotopes necessary for nuclear medicine procedures with approximately 80 per cent of nuclear medicine isotopes used nationally being developed here at ANSTO.

Key activities for 2023–2027:
How we will deliver on our strategy and purpose

Nuclear Medicine Project – planning and design

ANSTO's current Nuclear Medicine Production Facility is currently 60 years old. In the 2023-24 Budget the Commonwealth Government announced funding to construct a new nuclear medicine manufacturing facility and to support the continued production of nuclear medicine in the existing facility pending completion of the replacement project. This decision secures Australia's end-to-end modern, sovereign nuclear medicine manufacturing capability for the long term.

The new nuclear medicine manufacturing facility, if approved by government, will provide a purpose-built manufacturing facility, containing modern equipment and the latest technology for production to the highest standards of safety, quality, and reliability. This infrastructure will support the delivery of nuclear medicine services and offer investment in future industry development, including highly skilled jobs such as nuclear medicine researchers, developers, and practitioners. It will also support pharmaceutical research and development and contribute to research translation and medical industry collaboration to improve health care in Australia.

Ongoing maintenance of our Nuclear Medicine Production Facility

In order to provide a safe, secure, and sustainable supply of nuclear medicines from the current facility a significant redesign of maintenance strategies and capital improvement plans is required. An assessment of the facility and its systems is being undertaken to determine the most appropriate maintenance strategy.

The current Asset Management Plan includes a capital improvement plan that initially focuses on the remediation of the facility over the next five years to enable it to continue to run safely and reliably. This plan will then transition to maintaining the facility for its remaining life.

Five-year research and development strategy for successful innovation in health

Plans are being implemented to develop a pipeline of nuclear medicine products and technologies to address areas of unmet clinical need. A key initiative is to develop and evaluate new radioisotopes and radiopharmaceuticals for disease diagnosis and therapy. World class radiochemistry capability and infrastructure is being built to enable innovation in radioisotope separations, radiolabelling, production scale-up and advanced manufacturing. Initial priority is being given to a program for production of ytterbium-161 by irradiating gadolinium-160 in OPAL.

Key activity	Outcome	2023-2024	2024-2025	2025-2026	2026-2027
Nuclear Medicine Project – planning and design	Safe, quality and reliable delivery of nuclear medicines for Australia.	P I	I	I	I
Ongoing maintenance of our Nuclear Medicine Production Facility	Sustainment of operations within the Nuclear Medicine Production Facility.	M	M	M	M
Five-year research and development strategy for successful innovation in health	Improved health outcomes for all Australians through the effective application of radioisotopes and radioisotope-enabled technologies including radiopharmaceuticals.	P I	I	I	I

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Performance measure	2023-2024	2024-2025	2025-2026	2026-2027
ANM (Mo-99) DIFOT*	**>95%**	**>95%**	**>95%**	**>95%**
Nuclear Medicine Production Facility DIFOT	**>95%**	**>95%**	**>95%**	**>95%**

* Delivery in full and on time.
Note: DIFOT is calculated as delivery in full of the product along with delivery on time.

3.3 STRATEGIC OBJECTIVE 3 –

Australia's source of nuclear expertise, advice and services to governments, academia, industry and community

3.3.1 Deliver expert advice to local, state and federal governments, and other stakeholders to support the national interest

ANSTO is a science, research and engineering partner, that collaborates and shares information with universities, industry, other publicly funded research agencies, research institutes, cooperative research centres, Australia's Chief Scientist and international partners. ANSTO advises Government on nuclear science and technology. ANSTO works closely with the Honourable Ed Husic, MP, Minister for Industry and Science, the Department of Industry, Science and Resources, along with other Commonwealth agencies, including; the Department of Foreign Affairs and Trade, Department of Defence, Department of Health and Aged Care, Department of the Prime Minister and Cabinet and the Australian Radioactive Waste Agency.

Key activities for 2023–2027:
How we will deliver on our strategy and purpose

Nuclear Security Science capability – planning and design

The Australian Government has provided funding for the development of a Detailed Business Case to assess Australia's current and future nuclear security science needs enabled through ANSTO.

Through ANSTO, Australia contributes to national, regional, and international efforts that enhance nuclear security. The Government is supporting ANSTO to collaborate with a wide range of stakeholders to ensure Australia can continue its support for nuclear security for decades to come.

ANSTO leads Australia's critical nuclear security science program that contributes to the International Atomic Energy Agency (IAEA) to undertake its role in facilitating national, regional, and international efforts to enhance nuclear security.

At the Lucas Heights campus, ANSTO operates a nuclear forensics facility staffed with experts in radiochemistry and forensic science. This facility is equipped to undertake the forensic analysis of nuclear or radioactive material or evidence contaminated with these materials.

The team also conducts research into methods to determine the origin of radioactive materials, decontamination, and examination of contaminated materials.

Nuclear-powered Submarines

On 14 March 2023, Prime Minister Albanese, US President Biden, and Prime Minister Sunak of the United Kingdom, announced the optimal pathway for Australia to acquire a conventionally-armed, nuclear-powered submarine capability. This will be a multi-decadal, whole-of-nation effort. Reflecting our position as the national nuclear science centre-of-excellence, ANSTO has been providing support and advice to the Nuclear-Powered Submarine Taskforce and has been provided support under the Federal Budget to continue this support as the Task Force transitions to the new Australian Submarine Agency (ASA).

The support ANSTO will provide to the ASA includes:

- Dedicated and specialist technical advice on a range of issues including safe, secure, and effective operation of nuclear facilities, nuclear science and technologies as applied to nuclear-powered submarines, specialised training and development of a nuclear-capable workforce, public communications, and development of social licence.
- Support under the Visiting Ships Panel Nuclear (VSP(N)) for increased radiological monitoring and training necessitated by increased visiting of nuclear-powered submarines.
- Increased regulatory oversight on ANSTO arising from the NPS program.
- Radiological monitoring expertise to help characterise Defence sites and conduct other environmental analysis.
- Increasing ANSTO's security infrastructure to ensure reliable and reliable communications with relevant stakeholders.
  - » ANSTO is also providing support in areas such as nuclear stewardship, nuclear education, workforce development, nuclear safety, social licence, and communication, as well as waste management. Other areas of activity in support of the NPS program, include lifting our capacity in emergency preparedness and response to ensure we can meet our requirements under the Visiting Ships Panel (Nuclear) and the increased frequency of partner NPS visits to Australian ports arising from the NPS program and help develop the capacity required for Submarine Rotational Force West (SRF West) program commencing in 2027.
  - » Working closely with Defence to help establish radiological baselines of key sites utilising our unique analytical facilities at Lucas Heights.

ANSTO will work closely with the ASA on this nationally important program.

Key activity	Outcome	2023-2024	2024-2025	2025-2026	2026-2027
Nuclear Security Science capability – planning and design	Planning, design and preparation of a Detailed Business Case for an enduring nuclear security science capability.	P	P	I	I
Nuclear-powered submarines	Support government to implement the AUKUS Nuclear Powered Submarine Pathway.	I	I	I	I

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* 2025-26 and 2026-27 implementation status is subject to Government decision.

Performance measure	2023-2024	2024-2025	2025-2026	2026-2027
Australian Government stakeholder satisfaction – federal, state, and local government	**75%**	**75%**	**75%**	**75%**

3.3.2 Participate in global and regional nuclear discussions and forums to ensure that Australia remains a leader in the application of nuclear science and technology

As Australia's national nuclear research organisation, ANSTO liaises between Australia and the world on matters of nuclear science and technology. As a member of the International Atomic Energy Agency (IAEA), ANSTO participates in and provides leadership of a range of committees and working groups including the Organisation for Economic Co-operation and Development (OECD) Nuclear Energy Agency's (NEA) highest policy-making body, the Steering Committee for Nuclear Energy, in addition to the Nuclear Development Committee, and engagement with the global nuclear medicine industry.

Through active participation in the Generation IV International Forum (GIF), ANSTO provides comprehensive advice to government on nuclear technologies and contributes to GIF policy and Expert Group meetings. ANSTO represents Australia on the treaty-level RCA for Research and Development Training Related to Nuclear Science and Technology for Asia and the Pacific and the Forum for Nuclear Cooperating in Asia (FNCA), a Japanese Government-led initiative aimed at furthering nuclear knowledge transfer and capability development in our region.

Measuring performance:

Performance measure	2023-2024	2024-2025	2025-2026	2026-2027
Facilitation of Australian participation and leadership in IAEA and RCA programs	**RCA:** Participation in 80 per cent of active projects, leading ≥1 project **IAEA CRP:** Participate in ≥10 projects relevant to nuclear applications			

Key activities for 2023–2027:
How we will deliver on our strategy and purpose

Chairing the Regional Cooperative Agreement (RCA)

The RCA is a treaty level agreement between 22 counties run under the auspices of the International Atomic Energy Agency (IAEA) Technical Cooperation programme. The treaty is the primary mechanism by which Australia demonstrates its international obligations to cooperate in the peaceful uses of nuclear science and technology to bring socio-economic benefits to the Indo-Pacific region.

Australia, through ANSTO, will serve as the Chair of the RCA from May 2023 to May 2024. The Chair position rotates through each of the 22 RCA government parties annually and offers Australia a rare opportunity to provide strategic direction to the activities of the RCA. The treaty is the primary mechanism by which Australia demonstrates its international obligations to cooperate in the peaceful uses of nuclear science and technology.

Australia will play a major role in steering the RCA as it re-starts its social and economic development projects that were paused over the past few years due to the pandemic. As we move forward, Australia will adjust programmes to the different paces and priorities of the countries in our region. Australia will promote gender parity strategies as we strive to achieve gender equality in the field of nuclear science and technology in our region. As Chair we will support the RCA to deliver its mission and vision, and to uphold the rules and norms of this important multilateral forum.

During this tenure, Australia aims to recognise the importance of consensus in RCA decision making and create an inclusive forum to help design, implement and assess the impacts of regional projects to ensure equitable and meaningful outcomes which serve the interests of all Government Parties.

3.3.3 Grow a more informed generation of Australians who understand the benefits of nuclear science and technology

Measuring performance:

Performance measure	2023-2024	2024-2025	2025-2026	2026-2027
Offer a range of resources for teachers and students to support the national science curriculum outcomes for years 3 to 12	**Deliver ≥ six national programs per annum**			
Increase accessibility of STEM teacher training programs	**Deliver teacher professional development days in all states and territories**			
Conduct educational tours and science experiences at ANSTO's Sydney and Melbourne campuses	**≥ 15,000**	**≥ 15,000**	**≥ 15,000**	**≥ 15,000**
	visitors to ANSTO's campuses per annum			

3.4 STRATEGIC OBJECTIVE 4 –

Lead the development of a nuclear-capable workforce aligned with government policy objectives

Australia needs to grow its STEM capabilities. The demand for nuclear science and technology capabilities is at an all-time high and it is essential that we build a sustainable highly skilled STEM workforce over the coming decade. This demand requires collaboration between industry stakeholders at all levels to grow nuclear-capable skills in the workforce of the future. An expansion of Australia's nuclear capability is not only individuals with nuclear engineering and science qualifications, but also a range of other professional, semi-professional and trade qualified individuals with the specialist knowledge and training needed to work in a nuclear environment.

We employ some of Australia's most talented people and we are committed to partnering with other organisations in government, industry, and education institutions to develop the next generation of specialised nuclear talent by:

Building upon ANSTO's existing workforce talents and cross-skilling with industry to develop the niche nuclear skills and experiences needed for an expanded capability pathway.

Leveraging extensive education and university linkages to support the education sector in strengthening nuclear curriculum.

Establishing robust succession planning tools and techniques that minimise the risks to ANSTO associated with the loss of critical skills and experience.

Servicing the training requirements of the external nuclear community through ANSTO's deep nuclear technical training expertise and programs.

Providing mid-career collaborations and secondments with other nuclear agencies, both locally and internationally, to enrich career development pathways.

Focusing on the early career pipeline by building on the existing ANSTO programs and injecting more positions and funding towards the future pipeline.

Leveraging and contributing to greater nuclear workforce planning initiatives with the Federal government.

Encouraging collaborations with other agencies on hosting early and mid-career placements and rotations.

3.4.1 Develop a workforce plan for the next generation of specialised nuclear professionals

Our people are amongst the nation's most talented researchers, scientists, engineers, and nuclear experts. To protect Australia's nuclear science and accelerator expertise, it is critical that we collaborate with other organisations in government, industry, and the education sector to develop the next generation of talent.

Key activities for 2023–2027:
How we will deliver on our strategy and purpose

Organisation capability development

Upon completion of the engineering capability development project which mapped out our current and future capabilities for our engineering team, we will focus on mapping the capabilities of our entire organisation. We are currently analysing the future needs of the Australian nuclear industry and identifying what our workforce will need to continue to deliver our purpose into the future. By expanding the process developed by Engineers Australia, the current skills and qualifications of ANSTO's workforce will be mapped to create an organisation-wide capability framework. From this, the creation of development plans will pave a pathway for training and enhancing skill development. This will allow us to adapt to the dynamic nature of the nuclear industry whilst also creating an agile technical workforce, where our staff can lead the way in innovation and expertise for Australia.

The sustainability of nuclear-based knowledge is critical to ensuring security, safety, and innovation particularly related to human health, food, agriculture, water, and energy. There are global concerns regarding the sustainability of nuclear-based knowledge due to a majority of the nuclear workforce approaching retirement leading to a loss of experience and knowledge. The Australian nuclear industry is facing labour difficulties and this technical and highly specialised skill set is sought after within the different nuclear agencies in Australia. Additionally, the broader Australian labour market has seen the lowest unemployment levels for many years.

ANSTO is very proactive in continuous skill building and has a suite of programs to develop the talent pipeline across the organisation. We work with a range of educational institutions to create more career pathways in the nuclear workforce at all levels of the industry.

These programs include:

Graduate program

Emerging Engineers Program

Cadetships

Apprenticeships

Traineeships

Internships

Year in Industry Internships

Key activity	Outcome	2022-2023	2023-2024	2024-2025	2025-2026
Organisation capability development	Create a highly skilled, agile technical workforce.	I	C	M	M

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Performance measure	2022-2023	2023-2024	2024-2025	2025-2026
Postgraduates supervised	**130**	**150**	**160**	**160**

3.4.2 Provide an inclusive environment that empowers our people and supports a culture of collaboration and engagement

ANSTO strives to be a leader in diversity and inclusion by employing a range of initiatives including an LGBTQI+ Staff Support Network, a Parental Career Phase resource, a Domestic and Family Violence Support Program, and inclusive leadership programs. We understand that diversity is a source of organisational agility and resilience, and our work-based policies support flexibility and the individual needs of our employees to attract, develop and train the best talent for Australia's nuclear workforce.

Measuring performance and targets:

Performance measure	2022-2023	2023-2024	2024-2025	2025-2026
Leadership teams – representation	Female 40% | Male 40% | Discretionary 20%			
ANSTO-wide – representation	Female 40% | Male 40% | Discretionary 20%			

Psychological safety culture program

Psychological safety for our workforce is an important priority for ANSTO. Psychological safety is monitored through data from workplace surveys, qualitative measures, and feedback. ANSTO is focussing on early intervention where psychological safety issues arise in the workplace through various support mechanisms. The program focuses on psycho-social safety monitoring utilising data collection, diversity and inclusion surveys, employee satisfaction surveys, safety empowerment and reporting measures. We use this data to implement early intervention programs to proactively improve the wellbeing of our people.

4 Our operating environment

4.1 National factors

4.1.1 Ministerial expectations

ANSTO is an agency within the Industry, Science and Research portfolio. The Minister responsible for ANSTO is the Hon Ed Husic MP, Minister for Industry and Science. On 9 December 2022, the Hon Ed Husic MP, Minister for Industry and Science, issued ANSTO with a **Statement of Expectations**. This Statement outlines the Australian Government's expectations of ANSTO including important contributions that ANSTO can make to national priorities and supporting the health of Australians through nuclear medicine production.

ANSTO is committed to ensuring that the delivery of its strategy is fully aligned with the Statement of Expectations. ANSTO's **Statement of Intent** published on 15 June 2023 outlines the response to the Statement of Expectations, and how ANSTO will continue to work in close partnership with the Minister for Industry and Science, the Department of Industry, Science and Resources (DISR), other Commonwealth agencies, universities, other research institutions and industry.

The Hon Ed Husic MP

4.1.2 Building communities/community engagement

ANSTO's Lucas Heights campus is located within the Sutherland Shire and is one of the area's major employers and economic hubs. Over one-third of ANSTO's workforce resides in the Sutherland Shire and approximately 200 staff are employed at ANSTO's Clayton campus, home to the Australian Synchrotron. Community engagement is a strong priority at ANSTO through STEM education with local schools and site visits and event sponsorship with local business groups and community groups.

Through our various education and outreach programs, we facilitate knowledge sharing to connect ANSTO's science and research with Australia. ANSTO will continue to seek further opportunities to engage with our local communities. ANSTO is undertaking a second Innovate Reconciliation Action Plan (RAP) as part of our commitment to the goals of reconciliation. Through our RAP, ANSTO will conduct and support research to achieve synergies between traditional Aboriginal knowledge and current scientific and technological practice.

4.1.3 Radioactive waste management

Australia is committed to providing safe and sustainable radioactive waste management over generations. Radioactive waste is currently managed at around 100 locations around Australia including hospitals, industrial sites, mines, and at ANSTO. All radioactive waste in Australia is managed in accordance with national and international standards. The management of waste generated by Commonwealth bodies, including ANSTO, is regulated by an independent safety regulator, ARPANSA. ANSTO acknowledges the Australian Government's announcement on 10 August 2023 of the decision to not appeal the recent Federal Court's judgment on the National Radioactive Waste Management Facility, nor to pursue Napandee or other previously-shortlisted sites as a potential location for the facility. ANSTO also notes the Australian Government remains committed to its goal of safely storing and disposing radioactive waste in a permanent, purpose-built facility.

ANSTO will continue to support Government on alternative proposals for the storage and disposal of the Commonwealth's civilian low-level and intermediate-level radioactive waste through the provision of expert advice and technical support.

4.1.4 Regulatory environment

ANSTO operates within a complex and highly regulated business environment with varying degrees of accountability to more than 30 regulators across international, federal, and state levels.

ANSTO's main regulators include:

Australian Government Australian Radiation Protection and Nuclear Safety Agency	Australian Government Australian Safeguards and Non-Proliferation Office	Australian Government Comcare	Australian Government Department of Health and Aged Care Therapeutic Goods Administration
Australian Radiation Protection and Nuclear Safety Agency (ARPANSA)	**Australian Safeguards and Non-Proliferation Office (ASNO)**	**Comcare**	**Therapeutic Goods Administration (TGA)**

4.1.5 Financial environment

ANSTO relies on a combination of government appropriations, grants, and commercial revenue to finance our operations. For 2023-24, the Australian Budget delivered $318.5 million to support ANSTO's achievement of its purpose, goals, and objectives, in addition to the $141.6 million forecasted for our own source revenue, primarily from the sale of nuclear medicine. ANSTO is committed to ensuring the financial sustainability of its operations, including opportunities to grow our commercial revenue.

The 2023-24 Australian Budget contained the following new measures in support of ANSTO:

- $44.5 million over 3 years from 2023-24 which includes support to manage the planned upcoming long maintenance shutdown of our nuclear reactor OPAL in 2024, as well as the importation of nuclear medicine needed during this time to support Australian patients who depend on nuclear medicine products. You can read more about the OPAL 2024 shutdown here.
- $39.9 million over 3 years from 2023-24 to formally wind-up ANSTO Nuclear Medicine Pty Ltd by 1 July 2024 and transfer its operations, assets, and liabilities to ANSTO, enabling streamlining of governance and expertise.
- Funding from 2023-24 for ANSTO to construct a new nuclear medicine manufacturing building to replace the current facility housed in Building 23, if approved by government, as well as ongoing maintenance of the current ageing facility. Funding over two years from 2023-24 for ANSTO to develop a business case for a new facility supporting Australia's sovereign nuclear security science capability.
- $16.3m over two years for ANSTO to support the Department of Defence deliver the Nuclear-Powered Submarine Program.

Achieving a sustainable operating budget remains a challenge that is being impacted by both internal and external factors. ANSTO is responding to these challenges as we continue to identify opportunities for commercial revenue.

4.2 Global factors

4.2.1 Geographical factors

Australia's climate continues to change with a prediction of warmer temperatures, reduced precipitation, and increased risk of drought. Extreme weather events including extreme temperatures and rainfall events, more frequent and intense fires, and susceptibility to sea-level rises have also been suggested.

ANSTO's work contributes to a better understanding of the processes that shaped the climate and landscape and is critical to improve the predictions of future climate and environmental changes. ANSTO environmental researchers undertake targeted research to improve knowledge of past and present climate and the evolution of landscape. ANSTO's unique nuclear and isotopic techniques, complemented by geochemical and biological capabilities and combined with multidisciplinary expertise can provide new knowledge of complex environmental and climatic processes. This information can build Australia's capacity to respond to changes in climate and the environment.

4.2.2 Peaceful applications of nuclear science and technology

Australia's support for the peaceful use of nuclear science and technology remains integral to its commitment to the global non-proliferation regime. As the current Chair of the Regional Cooperative Agreement for Research, Development and Training Related to Nuclear Science and Technology for Asia and the Pacific (RCA), Australia, through ANSTO, demonstrates continued promotion of the UN Sustainable Development Goals in the critical areas of human health, agriculture, environment, and industry. The RCA is a Treaty level agreement between 22 countries in Asia and the Pacific under the auspices of the International Atomic Energy Agency (IAEA) Technical Cooperation Programme.

We will continue to support these objectives through engagement in international forums, including the IAEA, RCA, and the Forum for Nuclear Cooperation Asia (FNCA).

4.2.3 Geopolitical factors

Moving past the COVID-19 pandemic, our world faces significant challenges including shifts in power both regionally and globally, challenges to globalisation and the rules-based international order, and impact of inflation on the global economy. Some of these significant trends contest Australian interests and are complex to navigate.

ANSTO will continue to advance Australia's national and international interests as the nation's trusted advisor on nuclear science and technology. Through our research, we seek to develop sovereign capability to strengthen our national economy through competitiveness and resilience. Shifts in strategic power regionally and globally will undoubtedly continue. ANSTO is conscious that these developments shape Australian government interests and is ready to support the execution of international engagement priorities and foreign policy objectives.

4.3 ANSTO's global partnerships

ANSTO values its global partnerships which demonstrate leadership in best practice in nuclear science and technology capability across the globe. We have deep engagement, and continue to build strong relationships, with multilateral and bilateral partners. We have existing cooperative arrangements with a number of organisations and institutions internationally, and, more specifically, in the Asia-Pacific region.

Research and Development

- Universities
- Academics
- Industries
- Innovation Precincts

Government

- Local councils
- State
- Federal
- International agencies
- Regulatory bodies

Community/Education

- STEM education and outreach
- Indigenous engagement
- AINSE

Industry

- *nandin* innovation precinct

International

- Multilateral organisations
- International counterparts

4.4 Portfolio Budget Statements, Corporate Plan and Annual Report

Our Corporate Plan is our key strategic planning document. Our Annual Report measures our results against this Corporate Plan and the Portfolio Budget Statements (PBS).

Corporate Plan

s. 35 PGPA Act

Our Corporate Plan is our primary planning document, which outlines our purpose, strategy, performance measures, key activities, and capabilities over the next four years. As our primary planning document, the Corporate Plan includes the full set of performance measures endorsed by the ANSTO Board. These measures build and expand on the performance measures outlined in the PBS.

Annual Report

s. 46 PGPA Act

Our Annual Report responds to certain legislative requirements regarding ANSTO's finances, governance, performance, and activities during the previous financial year. It reports against the PBS and Corporate Plan.

Portfolio Budget Statements (PBS)

s. 36 PGPA Act and Appropriations Bills (No. 1 and No. 2)

Our PBS informs Parliament of the proposed allocation of resources to ANSTO. It is presented in the PBS for the Industry, Science, and Resources Portfolio.

4.4.1 Planning and measuring performance

Our integrated business planning (IBP) process provides an integrated framework for ANSTO employees to manage the operations of the organisation to ensure delivery on our purpose and strategy within this Corporate Plan. Our commitment to customers, partners, and stakeholders remains at the forefront of our planning activities.

Divisional and tactical implementation plans provide the foundation for the performance measures and key activities found within each strategic objective. Each of these performance measures and key activities are endorsed by our Group Executives.

The IBP process provides monthly check-ins on performance in alignment with our strategy through measurement against our performance measures, rolling-24 months, and forecasted projections.

ANSTO's planning cycle responds to the requirements of the PGPA Act and has two cycles: planning and forecasting; and reporting and performance.

4.5 Our subsidiaries

ANSTO subsidiaries and companies operate in the context of the Corporate Plan to enhance our capabilities, fulfil our purpose and strategy, and provide transitional arrangements as we reorganise our activities.

ANSTO Subsidiaries	Jurisdiction of Operation	Description
PETTECH Solutions Pty Ltd	*New South Wales*	PETTECH Solutions Pty Ltd (PETTECH) is a wholly-owned ANSTO subsidiary which owns a cyclotron facility. On 2 January 2019, the business of this company was sold to Cyclotek NSW Pty Ltd. PETTECH Solutions Pty Ltd, remains the owner of the major facility assets (building, cyclotron, and hot cells) and is entitled to a share of profits from the Cyclotek NSW business in connection with this arrangement. Deliver excellent research and use national research infrastructure in support of Australia's priorities that benefit Australian industry, people, and the environment. **(Strategic Objective 1)**
ANSTO Nuclear Medicine Pty Ltd	*New South Wales*	ANSTO Nuclear Medicine Pty Ltd (ANM) is a public non-financial corporation to which ANSTO, and the Minister for Industry, Innovation and Science (on behalf of the Commonwealth) are shareholders. ANSTO is the operator of the ANM Molybdenum-99 (Mo-99) Manufacturing Facility, which produces of one of the world's most important nuclear medicines. Through ANM, ANSTO is able to produce and supply Mo-99 for use in Australia, and globally. In Budget 2023-24 the Government announced its decision to formally wind up ANM by 1 July 2024 and transfer its operations, assets and liabilities to ANSTO. Improve the health of Australia by supporting access to current and future nuclear technologies for diagnostic, therapeutic, and innovative treatments for current and emerging diseases. **(Strategic Objective 2)**
Other Companies* *where ANSTO possesses a material interest		
Applied Molecular Therapies Pty Ltd	*Victoria*	Contract development and manufacturer of radiopharmaceutical products. Improve the health of Australia by supporting access to current and future nuclear technologies for diagnostic, therapeutic, and innovative treatments for current and emerging diseases. **(Strategic Objective 2)**

5 Governance and risk management

The risk factors outlined below provide an overview of our key strategic risks within the context of our strategy and operating environment. These risks influence the delivery of our strategic objectives and purpose.

Oversight of risk management

The Board retains overall accountability for the application and integrity of our systems of risk and control. Our Group Executives are accountable to the Board and are responsible for implementing, monitoring, and continuously improving these risk management systems, and their integration into the day-to-day activities of the organisation.

Board-level
Risk governance and oversight

The ANSTO Board retains overall accountability for the governance of risk. The Risk & Audit Committee is appropriately mandated to assist the Board in giving effect to its accountability. The Board receives regular updates via the Risk & Audit Committee on key risk factors and ANSTO's most significant risks and plays a key role in ensuring appropriate responses to these risks.

- Board
- Risk & Audit Committee

Management-level
Risk governance and oversight

The Board delegates responsibility to implement and execute effective risk management to the Chief Executive and the Risk Oversight Committee (ROC).

Group Executives, as members of the ROC, are accountable for management of risks within their areas of responsibility, with delegated responsibility and ownership of their respective business areas.

- CEO and ROC
- ROC Sub-Committees
- Group Executives
- Line Managers

Our Enterprise Risk Management (ERM) process

Our strategic risks are identified in consideration of our strategy and ever-changing operating environment. We continue to ensure that we strengthen the link between our strategy and strategic risks by applying our ERM process in the context of our key business imperatives, which provide the basis for our strategic risks. We continue to focus our risk management process on ensuring the adequacy, appropriateness and effectiveness of our key responses to prevent and mitigate potential significant business impacts and to ensure delivery on our strategy.

Strategic risk informed by:
Strategy, internal and external operating context and key business imperatives

Key business imperatives:
Research and research infrastructure, commercial activities and expert advice

Enterprise Risk Management Process

Identifying and reviewing strategic risks

Our key business imperatives, aligned with our strategy, guide and inform our strategic risks. We regularly review our strategic risks with due consideration of a dynamic internal and external operating environment. We benchmark our strategic risks against available global, industry and peer company risk views.

Assessing, managing and responding to strategic risks

We assess and understand the potential impact of our strategic risks in relation to ANSTO's risk appetite and tolerance levels. We understand our capability to respond to our strategic risks by identifying and regularly reviewing the appropriateness and effectiveness of our key responses.

Our risk management process is iterative and applied in a dynamic operating context

Reporting on strategic risks

We report on our strategic risks to the relevant governance and oversight structures. We communicate and report significant risks to external stakeholders in accordance with statutory and regulatory requirements.

Risk management governance and assurance

We have governance and oversight structures at Board and management level and combined assurance arrangements to provide assurance on our strategic risks and risk management processes in line with a five lines of defence model.

Applying our ERM process to identify, assess, manage, govern, assure and report on our strategic risks, and respond to increased and emerging risks being faced in the short, medium and long term

Strategic risks

RISK THEMES AND FACTORS	OUR KEY RESPONSES
Financial ▪ Fluctuations in own source revenue and exchange rates may adversely affect our financial outcome. ▪ We may not achieve our cash management targets.	▪ Management has reviewed all aspects of operational expenditure to identify cost reduction options, with a view to achieving a sustainable operating budget from FY23 and beyond. ▪ We have a two-year rolling forecast which enables us to minimise the impact of fluctuations and to respond earlier when fluctuations are identified. ▪ Exploring and pursuing viable revenue-generating opportunities.
Capital expenditure/ investments ▪ Our major projects are subject to schedule delays and cost overruns, and we may face material changes in market conditions or other business assumptions which could have a negative effect on the delivery of our projects, on time and on budget.	▪ Management has established a Capital Committee and an ANSTO Capital Program Management Office. This provides an additional layer of governance and oversight for our key projects.
Safety and operations ▪ Our operations are subject to operating risks (e.g., accidents resulting in injury or the loss of life or property; environmental incidents; mechanical or design failures), which could result in significant operational impacts (e.g., inability to supply Mo-99 and/or medical isotope generators), regulatory non-compliance and legal claims for compensation.	▪ All operations are underpinned by a comprehensive WHS management system that is accredited to ISO 45001. ▪ We embed subject matter experts (SMEs) at the design phase of projects. ▪ SMEs support ANSTO activities through a prioritised approach in-line with our ANSTO strategy. ▪ There is an assurance process involving relevant SMEs for identified high-risk activities. ▪ An ongoing program of works addresses legacy hazards including asbestos and electrical hazards. ▪ A deep dive safety culture audit process has been developed that meets international best practice and is implemented across site.
Legal, regulatory and governance ▪ We are subject to the legal risks associated with non-performance in terms of commercial, research, procurement, and other contracts. ▪ Our operations, particularly those involving radioactive and hazardous materials and information, are subject to extensive regulatory obligations and a heavy compliance burden. ▪ Our operations involve the handling, transportation, and disposal of radioactive, and hazardous materials. This could result in damage to property, the environment, or personal injuries, and substantial civil liability. ▪ Changes in legal and regulatory requirements, and inefficient compliance processes, could adversely affect our operations. ▪ Actual or alleged non-compliance with laws could result in criminal or civil sanctions and could harm our reputation. Misconduct, fraud or other improper activities by one or more of our employees or partners, as well as our failure to comply with applicable laws and regulations, could have a negative impact on our business, reputation and workplace. ▪ We rely on intellectual property (IP) laws and legal agreements to protect our IP. We also rely on the IP we license from third parties. Our failure to protect our IP rights, our infringement or misuse of third-party IP or our inability to obtain or renew licenses to use the IP of third parties, could adversely affect our operations.	▪ We maintain enhanced second-line regulatory and compliance functions and framework. ▪ We are redeveloping our compliance register and undertake active compliance monitoring.
Geopolitical ▪ Country-specific risks relating to the countries we are dealing with, including supply chain disruption could have a negative impact on our operations and financial condition.	▪ ANSTO continually monitors for international risks to, and opportunities for, its operations and business lines. ▪ ANSTO is engaging with Australian Government central departments and agencies regarding the risks and opportunities and is following government policies in its international dealings.

RISK THEMES AND FACTORS	KEY RESPONSES
Stakeholders ▪ A decline in stakeholder confidence in our ability to deliver on our mandate could result in damage to ANSTO's reputation and, reduced demand for our products or services.	▪ Our engagement approach is based on open and effective communication and mutually beneficial outcomes where possible, as well as inclusiveness and integrity. ▪ Various processes are in place to proactively engage with stakeholders and to mitigate associated risks. ▪ ANSTO's engagement strategy and key messages have been endorsed by the Board and Executive. ▪ ANSTO manages or participates in numerous committees and forums of the Australian Government, with participation contributing to stakeholder management, external messaging, risk identification/mitigation, and opportunity development. ▪ ANSTO is the implementing agent for Australian participation in numerous international forums and projects, which helps to strengthen ANSTO's relationships with key nuclear organisations and associations, with attendant reputational enhancement in Australia.
Market ▪ Increasing competition in the radiopharmaceutical market may have a negative effect on our business and financial condition. ▪ Our strategy includes development and commercialisation of new technologies which may require significant investment and involves various risks and uncertainties.	▪ We proactively work with customers to ensure ANSTO is a preferred supplier through achieving service targets ▪ With NTP Radioisotopes, a South African based global producer and supplier of nuclear medicine and radiation-based products and services, we leverage market supply and demand dynamics to diversify our source of export revenue (ongoing) for Mo-99. ▪ We leverage I-131 market dynamics to grow local share and leverage excess capacity to grow export revenue. ▪ We are seeking to expand Lu-177 production runs to two (in 2023), enabling ANSTO to meet growing local demand with excess capacity being made available for export.
People ▪ We may not be successful in attracting, developing, and retaining sufficiently or appropriately skilled employees.	ANSTO seeks to attract, develop and retain skilled employees through: ▪ early careers pathways – graduates, apprentices; ▪ training and development programs; ▪ a rigorous talent and succession process; ▪ employee engagement surveys; ▪ utilising contractors appropriately for short term work and capital programs where expertise is required. ▪ utilising individual contracts for senior and specialist staff, enabling closer to market remuneration; and ▪ Science in Australia Gender Equity (SAGE) accreditation.

RISK THEMES AND FACTORS	KEY RESPONSES
Information technology ▪ We may face information security breaches or attempts to disrupt critical IT services, which may adversely impact our operations.	▪ ANSTO Systems Security Plan, focuses on prevention, detection, and containment through network security controls, intrusion detection, anti-virus, firewalling, logging, and monitoring provide defence in depth. ▪ We run scheduled routine patching on both core production servers and non-legacy endpoints. ▪ ANSTO follows the information security governance standards: Australian Government Information Security Manual and IAEA guidance. ▪ We leverage cybersecurity services available through the Information Security Registered Assessors Program (IRAP) of the Australian Signals Directorate (ASD). ▪ ANSTO invests in the development of key people capabilities. ▪ Legacy systems are decommissioned.

Appendix

List of requirements

This Corporate Plan has been prepared in accordance with the requirements of:

- s 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule)
- RMG-132 Corporate Plan for Commonwealth entities

These are the required sections and the page reference(s) that show how our corporate plan meets these expectations:

REQUIREMENT	PAGE REFERENCE(S)
Introduction	
The Corporate Plan must include an introductory statement that: **(i)** states that the plan has been prepared for paragraph 35(1)(b) of the PGPA Act; **(ii)** specifies the reporting period for which the plan is prepared; **(iii)** specifies the reporting periods covered by the plan (this would usually be the minimum four-year period covered by the Plan).	X
Purpose	
The Corporate Plan must include the purpose(s) of the entity. The purposes of an entity include the objectives, functions or role of the entity.	XX, XX
Key activities	
The Corporate Plan must identify the key activities that an entity will undertake during the entire period of the Corporate Plan in order to achieve the purposes of the entity.	XX, XX
Operating context	
Environment - The environment in which the entity will operate	XX
Capability - The capability required by the entity to undertake its key activities and to achieve its purposes	XX
Risk Management	XX
Cooperation - How an entity cooperates with others to achieve its purposes	XX
Subsidiaries - How any subsidiaries will contribute to achieving the entity's purposes	XX
Performance	
The Corporate Plan must set out the details of how an entity's performance in achieving its purposes will be measured and assessed for each reporting period covered by the plan.	XX

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