



3 August 2020

The Honourable Karen Andrews MP
Minister for Industry, Science and Technology
PO Box 6022
Parliament House
CANBERRA ACT 2600

Dear Minister,

On behalf of the Australian Nuclear Science and Technology Organisation (ANSTO), I write to acknowledge receipt of, and respond to, your Statement of Expectations for the organisation, dated 13 February.

The ANSTO Board has reviewed the document and has approved a Statement of Intent in response, which is annexed and which outlines how ANSTO will deliver on your stated priorities for the organisation.

Our Statement of Intent takes into account your priorities, the Board's priorities, and our legislated responsibilities under the *Public Governance, Performance and Accountability Act 2013* and the *Australian Nuclear Science and Technology Organisation Act 1987*.

Please do not hesitate to contact me should you wish to discuss ANSTO's Statement of Intent.

Thank you for your ongoing support of ANSTO and its operations. The ANSTO Board and Executive team look forward to continuing to work closely with you as we deliver world-class nuclear science and technology for the benefit of all Australians.

Yours sincerely,

The Honourable Dr Annabelle Bennett AC SC FAA
Chair
ANSTO Board

STATEMENT OF INTENT OF THE AUSTRALIAN NUCLEAR SCIENCE AND TECHNOLOGY ORGANISATION

The Board of the Australian Nuclear Science and Technology Organisation (ANSTO) welcomes the Statement of Expectations from the Minister for Industry, Science and Technology and is pleased to outline how it will respond in this Statement of Intent. This response follows the format of the Statement of Expectations.

Resolving national challenges

For over 60 years, ANSTO has advanced Australia's capabilities in nuclear science and technology, and in so doing has helped address some of the most pressing challenges facing our nation. The ANSTO Board is committed to ensuring that ANSTO staff, strategies, partnerships and products underpinned by our landmark infrastructure continue to be used for this purpose. As such, we will:

- Support the delivery of translatable, world-class research, placing ANSTO at the forefront of scientific developments of national significance, including in the defence, energy, environment and health spaces. Notably, this includes development of new pharmaceutical products and deepening our understanding of the history, environment and climate of Australia;
- Foster nuclear-related research and development; supporting Australian and international user access to our landmark research facilities, including the Australian Synchrotron, the Australian Centre for Neutron Scattering, and the Centre for Accelerator Science;
- Support the Government in protecting the national interest through provision of specialised advice on all matters relating to nuclear science, technology, and engineering; and
- Continue to help 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, and continuing to work closely with bilateral partners.

Advancing the Government's policy priorities

ANSTO is committed to actively supporting the Government's policy priorities for science, engineering, technology and health. We will achieve this by continuing to provide enthusiastic support for the realisation of the aims set out in *Australia's National Science Statement (2017)*, *the Foreign Policy White Paper (2017)*, *the National Research Infrastructure Roadmap (2016)*, and *the National Innovation and Science Agenda (2015)*.

We will continue to support Australia's obligations under international law, through compliance with and advancement of the Treaty on the Non-Proliferation of Nuclear Weapons and other relevant international legal instruments, and work with the Department to enable ANSTO to respond effectively to Government's emerging policy priorities in a timely manner.

Supporting the health of Australians with nuclear medicines

ANSTO will use its best endeavours to:

- Produce nuclear medicines and new diagnostic approaches that support the health and wellbeing of Australian patients, and respond to new development such as theranostics (combinations of isotopes for diagnosis and treatment) and accelerator-based techniques, to meet the needs of the Australian medical community and their patients;
- Work closely with the Government to ensure the future reliability of supply of nuclear medicine to Australian patients, including those in rural areas;
- Continue to help to meet international demand for Molybdenum-99, the world's most commonly used radiopharmaceutical, through bulk exports, supported by the recent completion of the ANSTO Nuclear Medicine (ANM) Facility; and

- Continue to work closely with Government and key stakeholders to ensure that the pricing of nuclear medicines by ANSTO takes into account the full lifecycle cost of their production, including the disposal of resultant waste.

Working collaboratively to advance Australian industry

- Partner with Australian business across a range of sectors, including working to support solutions to some of their greatest challenges. For instance, ANSTO Minerals works closely with rare earth mining companies to optimise extraction techniques, while minimising environmental impacts. ANSTO also provides expertise and irradiation services for Australian biomedical companies as they develop new therapies for hard-to-treat cancers and other diseases. Further, ANSTO is expanding links between researchers and industry;
- Further development of the ANSTO Innovation Precinct, which co-locates industry (including high-tech start-ups), researchers and graduate students at our southern Sydney campus, bolstering both national and international collaborations. Ultimately, it is expected that the Precinct will form an international nuclear science hub, where ANSTO's landmark infrastructure and expertise can empower businesses to commercialise their ideas, helping to create next-generation products and solutions; and
- Continue to collaborate with Australian universities and other publicly funded research agencies to pursue solutions to real-world problems.

Managing research infrastructure and national facilities

- Maximise the utilisation of ANSTO's landmark and national science facilities, which welcome over 6,000 domestic and international researcher visits each year; and
- Leverage the investment made by the Government in ANSTO's science infrastructure by exploiting the application of that infrastructure and expanding its capabilities, to address emerging challenges and to create new products and services with our partners and collaborators.

Embracing the digital economy

- Enhance the organisation's digital capabilities, to enable agility and flexibility for staff, as well as increasing opportunities for collaboration with domestic and international partners;
- Commit to a multi-year program of works to improve our IT security posture, with an emphasis on the Australian Cyber Security Centre Top Four Cyber Security Mitigation Strategies. Supporting this commitment, ANSTO's dedicated Cyber Security team is focusing on culture, awareness, and training, as well as prevention and response to incidents; and
- Maintain essential computational codes, modelling and dynamic simulation and validation capabilities in nuclear physics and applied areas such as materials to support OPAL and partners in nuclear applications.

Promoting STEM and STEM equity

- Enhance the pipeline of young people pursuing a career in STEM. This will primarily be achieved through best practice recruitment, providing a safe and inclusive work place and advancing ANSTO's educational outreach programs designed to encourage young people of all genders to pursue careers in STEM; and
- Deliver on the action plan that ANSTO developed as part of the Science in Australia Gender Equity accreditation process. The organisation's firm goal and commitment is to achieve, so far as possible, gender equity across the organisation by 2030. As part of the organisation's commitment to gender equity, ANSTO will continue to support your Department's *Advancing Women in STEM Strategy* and the *Women in STEM Decadal Plan*; and

- Achieve greater diversity across the ANSTO workforce more broadly. This objective takes into account our Reconciliation Action Plan, respect for cultural, ethnic and religious diversity, our LGBTQI+ community, staff who are parents or have other caring responsibilities, and with due consideration for the impact of intersectionality.

Driving ANSTO's performance

The ANSTO Board is committed to ensuring that ANSTO is a high-performing and continually improving organisation. As such, we will:

Legislative requirements

- Continue to fulfil the requirements set out in our governing legislation, including the *Australian Nuclear Science and Technology Organisation Act 1987* (the ANSTO Act) and the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act);
- Deliver informative and timely governance documents, including annual reports and corporate plans, in consultation with you and the Department, which take into account the priorities set out in the Statement of Expectations and this Statement of Intent; and
- Continue to refine metrics that meaningfully capture the scope of ANSTO's work, and, where applicable, highlight opportunities for improvement. This includes the availability and utilisation of key infrastructure, as detailed in the organisation's Annual Performance Statement.

Sustainable operations and governance

- Reaffirm our commitment to the safe and sustainable operation of the organisation both now and into the future, with a particular focus on our core responsibilities, while enhancing safety and financial performance. Moreover, we are committed to continuing to work closely with you and the Department to support organisational change where required;
- Strive to fulfil ANSTO's purpose and achieve the strategic objectives set forth by the Board and Executive Team by engaging with risk and exploiting opportunity, while also efficiently managing uncertainty; and
- Continue to evaluate the effectiveness and performance of the Board and its individual members regularly. As part of the organisation's commitment to good governance, regular, independent reviews of the Board will be conducted.

Agency staff and health

- Review and develop our focus on the health and wellbeing of ANSTO staff, so that we can continue to attract and retain the best talent;
- ANSTO has a particular focus on reducing risks in nuclear medicine production. We will continue to engage openly and positively with our regulators, including the Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), the Therapeutic Goods Administration (TGA) and Comcare, to facilitate continuous improvement in our safety culture; and
- Maintain our place as a leader in work health and safety management systems. ANSTO is certified to ISO45001 and is committed to having a system that exceeds the standard and provides practical guidance on maintaining a safe and healthy workplace.

Communication of ANSTO's science and research

- Continue the organisation's proud history of public outreach and science education. At present, ANSTO welcomes over 15,000 students, teachers and members of the public to its campuses each year, subject to meeting government settings for emergency, security and pandemic contexts;

- Continue to proactively share details of the organisation's research outcomes through the media, submissions to parliamentary inquiries, and its strong internet and social media presence;
- Identify innovative ways to increase engagement with rural and remote communities, which will build on the current suite of in-class videoconferencing, on-line syllabus support and virtual reality applications tailored to rural and remote schools; and
- Work with partners to amplify research outcomes and translation of research, including with disadvantaged communities.

Working with your Department and Office

- Continue to work with your Office and the Department, including through the continuation of regular briefings, meetings, phone and email contact, particularly with regard to budgetary matters;
- Keep you and your Department informed of any major developments; and
- Continue to provide advance notice of all significant announcements and events likely to attract media attention.

A handwritten signature in blue ink, appearing to read 'Annabelle Bennett', is positioned above the typed name.

The Honourable Dr Annabelle Bennett AC SC
Chair
ANSTO Board