

Australian Submarine Agency

Agency Resources and Planned Performance

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Australian Submarine Agency

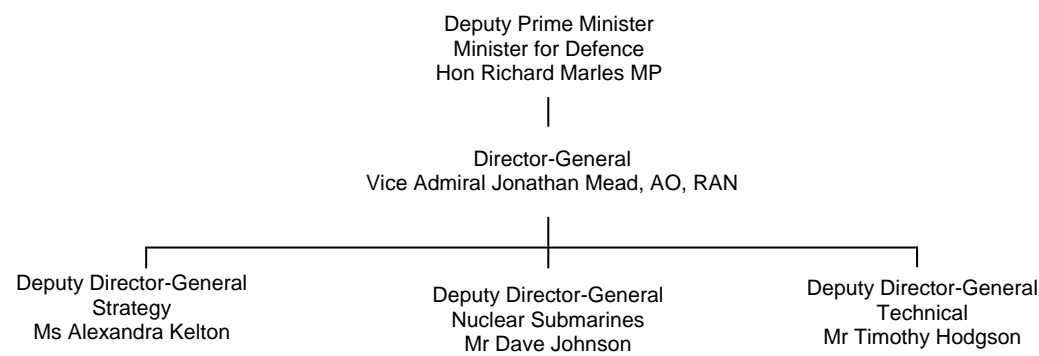
Section 1: ASA Overview and Resources

1.1 Strategic Direction Statement

No changes have been made to the ASA Strategic Direction Statement since the *PB Statements 2025-26*.

ASA Organisational Structure

Figure 2: ASA Organisational Chart



This Organisational Chart is effective as of January 2026. This chart has been amended since the *PB Statements 2025-26* to reflect key management personnel of the ASA.

Senior Executive Changes

The following changes have taken place since the *PB Statements 2025-26*:

- On 29 November 2025, Ms Samantha Higgins ceased in the position as Chief Operating Officer;
- On 29 November 2025, Ms Marlena Davis was appointed Acting Chief Operating Officer; and
- On 27 January 2026, Mr Dave Johnson was appointed Deputy Director-General Nuclear Submarines.

Organisational Structure

As of January 2026, the following organisational changes have taken place since the *PB Statements 2025-26* in order to reflect the roles and accountabilities within the ASA:

- On 25 August 2025, Infrastructure Planning and Coordination Division was established under the Technical Group;
- On 10 November 2025, Workforce, Industry & Supply Chain Division was established under the then Program and Policy Group;
- On 12 January 2026, Program and Policy Group was renamed Strategy Group with the Chief Operating Officer Division transferring to the Group by end of March 2026; and
- On 27 January 2026, the Nuclear Submarines Group was established.

1.2 ASA Resource Statement

The ASA Resource Statement details the resourcing for the Australian Submarine Agency at Additional Estimates. Table 1 outlines the total resourcing available from all sources for the 2025-26 budget year, including variations through *Appropriation Bills No. 3* and *No. 4*, Special Appropriations and Special Accounts.

Table 1: ASA Resource Statement - Budget Estimates for 2025-26 as at Additional Estimates February 2026

	2024-25 Actual Result \$'000	2025-26 Budget Estimate \$'000	2025-26 Proposed Additional Estimates ^[a] \$'000	2025-26 Revised Estimate \$'000	2026-27 Forward Estimate ^[a] \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
Departmental							
Annual appropriations - ordinary annual services							
Departmental appropriation ^[a]	300,111	388,788	-12,193	376,595	488,063	356,932	372,485
Annual appropriations - other services - non-operating							
Equity injection	52,843	8,805	-	8,805	8,069	-	-
Total departmental resourcing	352,954	397,593	-12,193	385,400	496,132	356,932	372,485
Total resourcing for ASA	352,954	397,593	-12,193	385,400	496,132	356,932	372,485

Note

- a. Decrease in estimates of \$12.193 million in 2025-26 and \$75.265 million in the Forward Estimates relates to a 2025-26 savings measure from external labour and other non-wage expenses.

Annual Appropriations

Table 2: Appropriation Bill (No. 3) 2025-26

	2024-25 Actual Result \$'000	2025-26 Budget Estimate \$'000	2025-26 Revised Estimate \$'000	Additional Estimates \$'000	Reduced Estimates \$'000
Departmental Outputs					
Departmental Outputs	300,111	388,788	376,595	-	-12,193
Total	300,111	388,788	376,595	-	-12,193

Table 3: Appropriation Bill (No. 4) 2025-26

	2024-25 Actual Result \$'000	2025-26 Budget Estimate \$'000	2025-26 Revised Estimate \$'000	Additional Estimates \$'000	Reduced Estimates \$'000
Non-operating					
Equity injections	52,843	8,805	8,805	-	-
Total non-operating	52,843	8,805	8,805	-	-

1.3 Budget Measures

2025-26 Budget Measures and Other Budget Adjustments

Table 4: ASA 2025-26 Measures Since Budget

	2025-26 Revised Estimate \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	Total Forward Estimates \$'000
Budget Measures					
Payment Measures					
Savings from external labour - extension	-12,193	-	-	-	-12,193
Savings from external labour and other non-wage expenses	-	-31,466	-22,234	-21,565	-75,265
Nuclear-Powered Submarine Program – further program support ^[a]	-	-	-	-	-
Total Departmental Budget Measures	-12,193	-31,466	-22,234	-21,565	-87,458
Other Departmental Budget Adjustments					
Other Budget Adjustments	-	-1,432	-366	-380	-2,178
Total Other Departmental Budget Adjustments	-	-1,432	-366	-380	-2,178
Variation to ASA Departmental Funding	-12,193	-32,898	-22,600	-21,945	-89,636

Note

a. The ASA will meet the costs of this measure from within existing resources.

Section 2: ASA Revisions to Outcomes and Planned Performance

2.1 Budgeted Expenses and Performance for Outcome 1

Outcome 1: Safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia’s conventionally-armed nuclear-powered submarine capability, via the AUKUS partnership.

Outcome 1 Strategy

Linked Programs

The following changes have been made to the Linked Programs since the *PB Statements 2025-26*.

Australian Federal Police
Program 3.3 – Nuclear-Powered Submarine Program.
Contribution to Outcome 1 by linked program
The Australian Federal Police works with the Australian Submarine Agency to build and integrate the interim protective security overlay for Submarine Rotational Force West at HMAS Stirling under the AUKUS initiative.

Department of Industry, Science and Resources
Program 1.4 - Nuclear-Powered Submarines.
Contribution to Outcome 1 by linked program
The Department of Industry, Science and Resources, through the Australian Radioactive Waste Agency and the Australian Nuclear Science and Technology Organisation, provides expert advice to support Agency’s conventionally-armed, nuclear submarine program.

Outcome Expense Statement

Table 5: Budgeted Expenses for Outcome 1

	2024-25 Actual Result \$'000	2025-26 Revised Estimate \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
Program 1.1 - Nuclear-Powered Submarines					
Expenses funded by appropriation and own source revenue					
Employees	115,631	160,261	204,691	152,644	167,626
Suppliers	167,832	206,136	272,814	193,356	193,541
Other expenses	5,157	4,868	4,636	4,380	4,096
	288,620	371,265	482,141	350,380	365,263
Expenses not requiring appropriation^[a]					
Resources received free of charge	18,418	-	-	-	-
Depreciation and amortisation	11,358	10,628	10,827	10,827	10,827
Net write-down and net impairment of assets	1,176	-	-	-	-
	30,952	10,628	10,827	10,827	10,827
Total operating expenses	319,572	381,893	492,968	361,207	376,090
Capital expenditure funded by appropriation					
Purchases of non-financial assets	35,000	8,805	8,069	-	-
Principal repayments on lease liabilities	5,575	5,330	5,922	6,552	7,222
Total capital expenditure	40,575	14,135	13,991	6,552	7,222
Total funded expenditure for Program 1.1^[b]	329,195	385,400	496,132	356,932	372,485

	2024-25	2025-26
Average Staffing Level (number)	636	883

Notes

- Expenses not requiring appropriation include depreciation, write-down and impairment of assets, other resources received free of charge and auditor fees.
- Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

2.2 Contributions to Outcome 1

Program 1.1: Nuclear-Powered Submarines

Performance information is as reported in the *PB Statements 2025-26*.

Section 3: ASA Explanatory Tables and Budgeted Financial Statements

Section 3 presents explanatory tables and budgeted financial statements which provide a comprehensive snapshot of ASA’s finances for the 2025-26 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 Explanatory Tables

Table 6: Third Party Payments to and from Other Agencies ^[a]

	2025-26 Budget Estimate \$'000	2025-26 Revised Estimate \$'000
Payments made to Department of Defence for provision of services (Departmental)	36,725	36,725

Note

- a. Third party payments to and from other Agencies include:
- Inter-agency transactions in excess of \$20 million per annum; and
 - Inter-agency transactions relating to budget measures as disclosed in Defence budget measures.

3.2 Budgeted Financial Statements

3.2.1 Budgeted Financial Statements

Table 7: Comprehensive Income Statement (showing net cost of services)
(for the period ended 30 June) ^[a]

	2024-25 Actual Result \$'000	2025-26 Revised Estimate \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
EXPENSES					
Employee benefits	132,101	160,261	204,691	152,644	167,626
Suppliers	169,780	206,136	272,814	193,356	193,541
Depreciation and amortisation	11,358	10,628	10,827	10,827	10,827
Other expenses	6,333	4,868	4,636	4,380	4,096
Total expenses	319,572	381,893	492,968	361,207	376,090
LESS					
OWN-SOURCE INCOME					
Own-source revenue					
Resources received free of charge	18,418	-	-	-	-
Other revenue	169	-	-	-	-
Total own-source revenue	18,587	-	-	-	-
Gains	436	-	-	-	-
Total gains	436	-	-	-	-
Total own-source income	19,023	-	-	-	-
Net cost of (contribution by) services	-300,549	-381,893	-492,968	-361,207	-376,090
Revenue from Government	300,111	376,595	488,063	356,932	372,485
Surplus/(Deficit) attributable to the Australian Government	-438	-5,298	-4,905	-4,275	-3,605
OTHER COMPREHENSIVE INCOME					
Items not subject to subsequent reclassification to net cost of services					
Changes in asset revaluation reserves	-	-	-	-	-
Total other comprehensive income/(loss)	-	-	-	-	-
Total comprehensive income/(loss) attributable to the Australian Government	-438	-5,298	-4,905	-4,275	-3,605

Note: Impact of net cash appropriation arrangements

	2024-25 Actual Result \$'000	2025-26 Revised Estimate \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
Surplus/(Deficit) attributable to the Australian Government prior to Net Cash Appropriation Adjustments	5,345	-	-	-	-
less: depreciation/amortisation expenses previously funded through revenue appropriations ^[b]	11,358	10,628	10,827	10,827	10,827
add: principal repayments on leased assets ^[c]	5,575	5,330	5,922	6,552	7,222
Total comprehensive income/(loss) as per the statement of comprehensive income	-438	-5,298	-4,905	-4,275	-3,605

Notes

- Prepared on Australian Accounting Standards basis.
- From 2010-11, the Government introduced net cash appropriation arrangements where *Appropriation Bill (No. 1)* revenue appropriations for the depreciation/amortisation expenses of non-corporate Commonwealth entities (and select Commonwealth entities) were replaced with a separate capital budget (the departmental capital budget or DCB) provided through *Appropriation Bill (No. 1)* equity appropriations. For information regarding DCBs, please refer to Table 12 Departmental Capital Budget Statement.
- Applies leases under AASB 16 Leases.

Table 8: Budgeted Departmental Balance Sheet (as at 30 June) ^[a]

	2024-25 Actual Result \$'000	2025-26 Revised Estimate \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	5,332	5,332	5,332	5,332	5,332
Trade and other receivables	190,043	219,460	253,064	213,797	216,138
Total financial assets	195,375	224,792	258,396	219,129	221,470
Non-financial assets					
Land and buildings	109,671	108,368	106,244	98,339	90,433
Plant and equipment	40,535	40,013	39,268	36,346	33,425
Prepayments	-	-	-	-	-
Total non-financial assets	150,206	148,381	145,512	134,685	123,858
Assets held for sale	-	-	-	-	-
Total assets	345,581	373,173	403,908	353,814	345,328
LIABILITIES					
Payables					
Suppliers	70,390	84,008	104,161	81,493	84,452
Other payables	6,399	8,304	10,185	8,733	3,792
Total payables	76,789	92,312	114,346	90,226	88,244
Interest bearing liabilities					
Leases	118,061	112,625	106,703	100,151	92,929
Total interest bearing liabilities	118,061	112,625	106,703	100,151	92,929
Provisions					
Employee provisions	36,716	50,714	62,179	47,032	51,355
Total provisions	36,716	50,714	62,179	47,032	51,355
Total liabilities	231,566	255,651	283,228	237,409	232,528
Net assets	114,015	117,522	120,680	116,405	112,800
EQUITY					
Contributed equity	87,860	96,666	104,735	104,735	104,735
Reserves	-	-	-	-	-
Retained surplus/(accumulated deficit)	26,155	20,856	15,945	11,670	8,065
Total Equity	114,015	117,522	120,680	116,405	112,800

Note

a. Prepared on Australian Accounting Standards basis.

Table 9: Budgeted Departmental Statement of Cash Flows (for the period ended 30 June) ^[a]

	2024-25 Actual Result \$'000	2025-26 Revised Estimate \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	254,144	347,180	454,459	396,199	370,144
Net GST received	6,709	-	-	-	-
Other	8,116	-	-	-	-
Total cash received	268,969	347,180	454,459	396,199	370,144
Cash used					
Employees	112,384	144,464	191,240	169,243	168,244
Suppliers	143,170	192,518	252,661	216,024	190,582
Interest payments on lease liability	5,336	4,868	4,636	4,380	4,096
Other	106	-	-	-	-
Total cash used	260,996	341,850	448,537	389,647	362,922
Net cash from (used by) operating activities	7,973	5,330	5,922	6,552	7,222
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment	35,000	8,805	8,069	-	-
Total cash used	35,000	8,805	8,069	-	-
Net cash from (used by) investing activities	-35,000	-8,805	-8,069	-	-
FINANCING ACTIVITIES					
Cash received					
Contributed equity	35,000	8,805	8,069	-	-
Total cash received	35,000	8,805	8,069	-	-
Cash used					
Principal repayments on leased assets	5,575	5,330	5,922	6,552	7,222
Total cash used	5,575	5,330	5,922	6,552	7,222
Net cash from (used by) financing activities	29,425	3,475	2,147	-6,552	-7,222
Net increase/(decrease) in cash and cash equivalents held	2,398	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	2,934	5,332	5,332	5,332	5,332
Effect of exchange rate movements on cash and cash equivalents at the beginning of the reporting period	-	-	-	-	-
Cash and cash equivalents at the end of the reporting period	5,332	5,332	5,332	5,332	5,332

Note

a. Prepared on Australian Accounting Standards basis.

**Table 10: Departmental Statement of Changes in Equity - Summary of Movement
(Budget Year 2025-26) ^[a]**

	Retained Earnings \$'000	Contributed Equity \$'000	Total Equity \$'000
Opening balance as at 1 July 2025	26,155	87,860	114,015
Comprehensive income			
Comprehensive income recognised directly in equity	-	-	-
Subtotal Comprehensive income	-	-	-
Surplus/(deficit) for the period	-5,298	-	-5,298
Total comprehensive income recognised directly in equity	-5,298	-	-5,298
Transactions with owners			
Contributions by owners			
Appropriation (equity injection)	-	8,805	8,805
Subtotal transactions with owners	-	8,805	8,805
Transfers between equity components	-	-	-
Estimated closing balance as at 30 June 2026	20,856	96,666	117,522
Closing balance attributable to the Australian Government	20,856	96,666	117,522

Note

a. Prepared on Australian Accounting Standards basis.

Table 11: Statement of Departmental Asset Movements (Budget Year 2025-26)

	Land and Buildings \$'000	Other Property, Plant and Equipment \$'000	Total \$'000
Opening balance as at 1 July 2025			
Gross book value	128,877	41,683	170,560
Accumulated depreciation/amortisation and impairment	-19,205	-1,148	-20,353
Opening net book balance	109,671	40,535	150,206
CAPITAL ASSET ADDITIONS			
Estimated expenditure on new or replacement assets			
By purchase - appropriation equity	8,456	349	8,805
Total additions	8,456	349	8,805
Other movements			
Depreciation/amortisation expense	-9,757	-871	-10,628
Total other movements	-9,757	-871	-10,628
Closing balance as at 30 June 2026			
Gross book value	137,332	42,032	179,364
Accumulated depreciation/amortisation and impairment	-28,964	-2,019	-30,983
Closing net book balance	108,368	40,013	148,381

Table 12: Departmental Capital Budget Statement (for the period ended 30 June)

	2024-25 Actual Result \$'000	2025-26 Revised Estimate \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	52,843	8,805	8,069	-	-
Total new capital appropriations	52,843	8,805	8,069	-	-
<i>Provided for:</i>					
Purchase of non-financial assets	35,000	8,805	8,069	-	-
Other items	-	-	-	-	-
Total items	35,000	8,805	8,069	-	-
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations	-	8,805	8,069	-	-
Funded by finance leases	-	-	-	-	-
Funded internally from departmental resources	-	-	-	-	-
Funding by special appropriations	-	-	-	-	-
TOTAL	-	8,805	8,069	-	-
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	35,000	8,805	8,069	-	-
less additions by finance lease	-	-	-	-	-
less additions by creditor/borrowings	-	-	-	-	-
plus borrowing/finance cost	-	-	-	-	-
plus annual finance lease costs	-	-	-	-	-
less gifted assets	-	-	-	-	-
less s75 transfers/restructuring	-	-	-	-	-
Total cash used to acquire assets	35,000	8,805	8,069	-	-

3.2.2 Notes to the Financial Statements

The financial statements have been prepared in accordance with the Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*.

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