

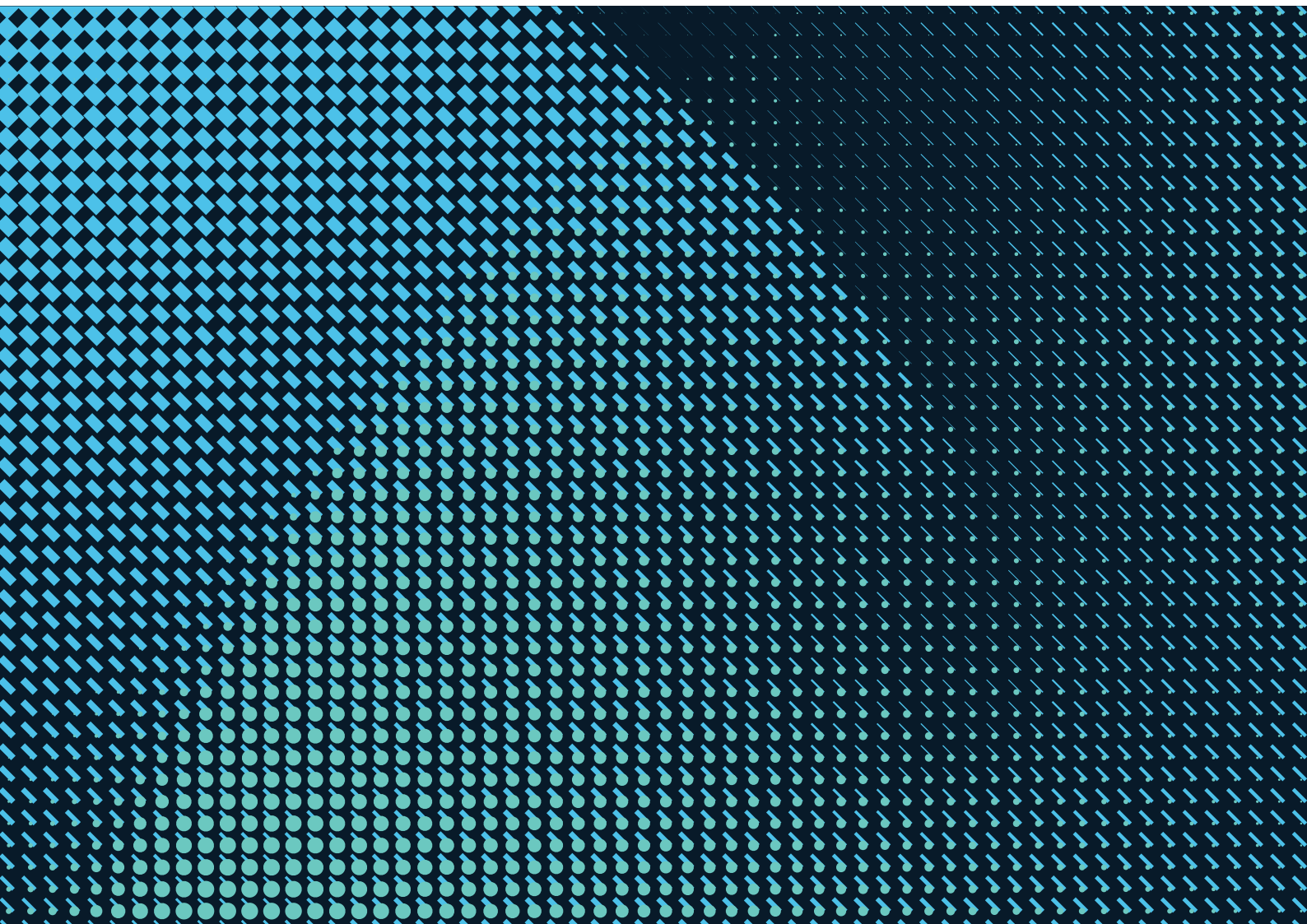


Australian Government
Asbestos and Silica Safety
and Eradication Agency



Operational Plan 2026–27

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Contents

CEO Message	3
Introduction	7
Our Purpose	8
ASSEA Operating Environment	9
Shifting the Current State	9
Principles of operation	11
Linking functions to outcomes	12
ASSEA Plan in Focus 2026-27	14
Our outcome	14
Strategic objectives	14
Our enablers	14
Our performance measures	14
Our Actions	15
Asbestos National Strategic Plan: ASSEA lead actions 2026-27	15
Silica National Strategic Plan: ASSEA lead actions 2026-27	18
Improving our ways of working: Key activities 2026-27	20
Our Risk Management	21
Risk Management Framework	21
Our risk culture	21
Our risk appetite and tolerance	22
Our core risks	22
Our Capabilities	24
Our people	24
Our intelligence	25
Our Values	26
Our Collaboration	27
Our Performance	28
Performance Measures 2026-27	29
Our performance	29
Our outcome	29
Our program	29
Performance measures 2026-27	30
References	33

CEO Message

Advancing National Leadership in Asbestos and Silica Safety

It is my privilege to present the Asbestos and Silica Safety and Eradication Agency's (ASSEA) Operational Plan for 2026–27. Guided by the Asbestos National Strategic Plan 2024–30 (ANSP)¹ and the Silica National Strategic Plan 2024–30 (SNSP)², we remain committed to a safer Australia while also supporting other countries that continue to be at risk of asbestos and silica-related disease.

Over the past year, ASSEA has strengthened national coordination, stakeholder engagement and delivered lead actions under both National Strategic Plans. Following ministerial agreement of the SNSP in November 2024, endorsed targets were incorporated into the SNSP, and ASSEA worked with all jurisdictions to identify and improve access to the silica-related data needed to report progress against targets in coming periods.

In early 2026, ASSEA published the first ANSP 2024–30 progress report³ and the transition implementation report for the SNSP 2024–30⁴. This is the first time in ASSEA's history that the Agency coordinated two national strategic plans and delivered two national reports. Drawing on broader stakeholder input, multiple data sets and completed by a newly established team, this was a significant milestone for the Agency.

A truly important piece of work has been the design of the ASSEA Reconciliation Action Plan 2026–27 (RAP)⁵. Being the first RAP for the agency and with all staff included in the process, makes it the first of its kind. On the back of close engagement and approval by Reconciliation Australia, this plan demonstrates ASSEA's commitment to support self-determination in First Nations communities, and to work with communities to improve outcomes for all First Nations peoples. Over the next year ASSEA will be delivering actions aligned to this plan, while continuing to enhance our cultural capabilities and connections with communities.

ASSEA has also delivered awareness campaigns, supported the response to difficult import incidents, and delivered evidence-based resources such as the National Guide for Asbestos Surveys, Silica Facts & Figures and Asbestos Guidance for Health and Safety Representatives. Focused on outreach, we co-hosted the Asbestos Conference 2026, hosted key stakeholder forums, presented at several asbestos and silica related events, and conducted behavioural insights surveys to better understand at-risk groups. Ongoing awareness across Australia has been secured through our commitment to groups that support impacted families and raise awareness of risks associated with asbestos and respirable crystalline silica.

A highlight has been the launch of a new ASSEA brand and website, enabling greater recognition of ASSEA's work and access to the research, guidance, and resources that ASSEA provides to the community.

Researching and promoting advanced technologies and data are critical elements of both national plans. ASSEA enhanced the availability and use across governments of the National Residential Asbestos Health, provided clarity on the use of real-time handheld detection devices, engaged internationally and nationally on alternative methods of asbestos disposal. We continued to explore emerging data about silica safety to inform future initiatives

ASSEA's international efforts included the co-development of economic impact assessments for both Lao People's Democratic Republic and Cambodia, to provide an evidence base to provide evidence to support the case for a transition away from asbestos use. Along with our partners in our international work Union Aid Abroad – Australian People for Health, Education and Development Abroad (APHEDA)⁶ and the Asbestos and Dust Disease Research Institute (ADDRI)⁷, we have continued to provide information and technical assistance aimed at enhancing capacity in South-East Asia to better manage prevention of dust diseases, as well as improving diagnoses and treatment. Underpinning this work is the ongoing support of reforms to multilateral trade, health, economic and environmental agreements including reforms to international conventions.

Along with Safe Work Australia, we have engaged with other countries to provide insights related to the world-first ban of engineered stone, and improved silica safety regulations.

This progress is only achievable by ensuring the wellbeing of our people and commitment to continuous improvement of ASSEA's capability and governance. Across the year we have embedded a new Risk Management Framework, including system and reporting capabilities. We have enhanced auditing of key functions to ensure ongoing improvement across our business. A review of national reporting has provided insight of jurisdictional experience and a business case for new technology and processes to enhance efficiencies and data accessibility. We have implemented a new Project Management Framework to support improved planning, prioritisation, and monitoring of our key initiatives. Our ongoing focus on health, safety and wellbeing has included the training of mental health first aid officers and mental health awareness training for all staff. We have finalised the first ASSEA Workforce Plan 2026–30 which will see improvements in the end-to-end lifecycle of our workforce. Finally, we have introduced Artificial Intelligence (AI) capability, trained our people and implemented processes that will assist the safe and responsible use, enabling greater efficiencies across our functions.

For 2026–27, our strategic priorities focus on bridging the gap between awareness and action. Alongside the leads and partners identified to deliver the National Strategic Plans, we will increase awareness of the importance of the ANSP priority action regarding the safe proactive removal and disposal of asbestos. This will include ASSEA informing potential government-led incentives and action, especially in high-risk and disaster-affected communities where asbestos-containing materials are past their use-by date and at risk of deterioration or damage. We will influence and support the Asbestos Framework Review being led by Safe Work Australia⁸, to secure an improved end-to-end asbestos management system across Australia, while continuing to promote reforms to multilateral trade, health, economic and environmental agreements via the Rotterdam Convention, Global Framework on Chemicals, World Health Organisation and International Labour Organisation.

Our silica efforts will focus on delivering the SNSP actions, applying behavioural insights to raise awareness of the dangers of respirable crystalline silica. Assessing the capacity of industry, reviewing national and international research investments, and establishing international collaboration will aim to build evidence and influence for improved silica safety.

Collaboration is central to our progress. Our partnerships with governments, industry, unions, researchers, clinicians, and those with lived experience are vital. The Asbestos and Silica Safety and Eradication Council, ASSEA advisory committees, the Senior Implementation Forum of lead contributors, the Support Group Network, our Audit and Risk Committee along with the dedicated ASSEA team will ensure our work is informed by practical insights, scientific evidence, and strong stewardship. This collaborative spirit drives innovation and resilience, ensures that we remain accountable to those we serve.

I call on all stakeholders, partners, and communities to remain ambitious and proactive. Together, we can transform systems, behaviours, and mindsets to deliver lasting change. ASSEA's commitment to prevention, support, and reconciliation is steadfast, and I am confident that, through collective effort, we will continue to move closer to eliminating asbestos- and silica-related diseases for all Australians.

Sincerely,

Jodie Deakes

CEO

Asbestos and Silica Safety
and Eradication Agency

Compliance statement

I, as the accountable authority of the Asbestos and Silica Safety and Eradication Agency, present the Annual Operational Plan 2026–27, which covers the period 2026–30, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.⁹ (Section 42(4) of the Asbestos and Silica Safety and Eradication Agency Act 2013¹⁰ states that the annual operational plan is taken to be a corporate plan for the purposes of the Public Governance, Performance and Accountability Act 2013.)

Jodie Deakes

CEO

Asbestos and Silica Safety
and Eradication Agency

Introduction

The Asbestos Safety and Eradication Agency was established in 2013 to oversee national actions to improve asbestos awareness and the effective and safe management, removal and disposal of asbestos.

On 15 December 2023, the agency's functions were expanded to include silica through the Amendment of the Asbestos Safety and Eradication Agency Act 2013. The agency's name was also changed to the Asbestos and Silica Safety and Eradication Agency (ASSEA).

Our Operational Plan 2026–27 (Plan) has been prepared as required under section 42(4) of *Asbestos and Silica Safety and Eradication Act 2013* (Act) and is taken to be the corporate plan for the purposes of subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA). This Plan is provided to the Minister for Employment and Workplace Relations for approval prior to the commencement date of 1 July 2026.

This Plan provides clarity on our mandated functions and how collectively they align to our strategic intent to enable the prevention of exposure to asbestos fibres and respirable crystalline silica and ultimately the elimination of related diseases.

Finally, this Plan provides ASSEA's Performance Measures for 2026–27 which meets the requirements of section 16EA of the PGPA Rule, noting the Agency performance results are reported in the annual performance statements.

Our Purpose

ASSEA's primary purpose is to support and monitor the implementation of two national strategic plans (NSPs):

- the Asbestos National Strategic Plan 2024–30 which aims to prevent exposure to asbestos fibres in order to eliminate asbestos-related diseases in Australia
- the Silica National Strategic Plan 2024–30 which aims to prevent exposure to respirable crystalline silica in Australian workplaces in order to eliminate silica-related diseases.
- to raise awareness, including by developing and promoting materials, of asbestos safety, asbestos-related diseases, silica safety and silica-related diseases
- to collect and analyse data required for measuring progress on preventing exposure to asbestos fibres, or respirable crystalline silica, and for informing evidence-based policies and strategies
- to promote consistent messages, policies and practices in relation to asbestos safety, asbestos-related diseases, silica safety and silica-related diseases.

Our statutory functions are:

- to encourage, coordinate, monitor and report on the implementation of the NSPs
- to review, amend or replace, publish and promote the NSPs
- to provide advice to the Minister about asbestos safety, asbestos-related diseases, silica safety and silica-related diseases
- to collaborate with Commonwealth, state, territory, local and other governments, agencies or bodies (including international governments, agencies and bodies) regarding the NSPs
- to conduct, commission, monitor and promote research about asbestos safety, asbestos-related diseases, silica safety and silica-related diseases

ASSEA is a non-corporate entity under the PGPA and therefore operates within all relevant Australian Public Service (APS) legislative requirements, frameworks and directions.

In 2026–27, ASSEA will continue its approach of retaining and developing in-house core capabilities essential to delivering its functions in line with the APS Strategic Commissioning Framework while partnering with external partners to ensure ongoing growth where appropriate.

ASSEA Operating Environment

Shifting the Current State

The actions agreed to within the National Strategic Plans, are driven by the need to shift the current state of asbestos and respirable crystalline silica (RCS) harms to a position of where exposure is prevented, so that workers and our communities are not impacted by the devastating impacts of related disease.

ASBESTOS

An estimated 4,000 Australians die annually from asbestos-related diseases.¹¹



More than 6 million tonnes of asbestos materials remain in our built environment.¹²



A quarter of Australians know someone who has been diagnosed with an asbestos-related disease, but almost half don't think to check if something could contain asbestos.¹³



Increased asbestos removal from buildings can prevent up to 28,000 deaths by 2100.¹⁴



Time and cost to recover from a disaster increases significantly if asbestos is present.¹⁷



Asbestos materials are degrading, increasing the risk they pose.¹⁷



Every dollar spent on increasing the rate of asbestos removal can return a positive net benefit to the Australian economy.¹⁴



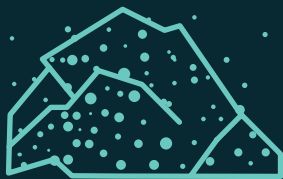
Around the world, more than 1 million tonnes of asbestos is mined, and consumed, every year!¹⁸



ASSEA Operating Environment

RESPIRABLE CRYSTALLINE SILICA (RCS)

Silica, in crystalline and non-crystalline forms, is a naturally occurring and widely abundant mineral that is a major component of most rocks and soils; it is also found in common building products.¹⁵



RCS is generated through mechanical processes such as crushing, cutting, drilling, grinding, sanding, sawing, or polishing of natural stone or crystalline silica-containing products.¹⁵



RCS dust particles are 100 times smaller than a single grain of sand.¹⁶



RCS is a confirmed human carcinogen, and increases the risk of a range of other diseases.¹⁹⁻²¹



Research indicates that up to 600,000 Australian workers are exposed to RCS every year.²²



If left uncontrolled, RCS exposure could result in over 100,000 silicosis cases and 10,000 lung cancers in Australia.²³

100+k

Globally, silicosis accounts for 90% of all pneumoconiosis cases and is a serious public health issue.²⁴

90%

Silica-related diseases are preventable.²⁵



Principles of operation



Consultation, collaboration and cooperation

We work with all tiers of government as well as non-government groups to gain insight and to ensure consistent and coordinated awareness messages and to improve asbestos and silica risk control practices.



Evidence-informed decision making

We identify, analyse, transform and actively release accessible Australian and international evidence to influence behaviours, and where gaps exist, undertake or commission national research and data collection.



Transparency

We operate in an open, inclusive and transparent way to ensure that the community has access to all relevant information, enabling credibility, trust and commitment.



Sharing best practice

We use our resources to reduce duplication across jurisdictions, encourage innovation and drive continuous improvement in asbestos and silica awareness and risk control.



Precaution

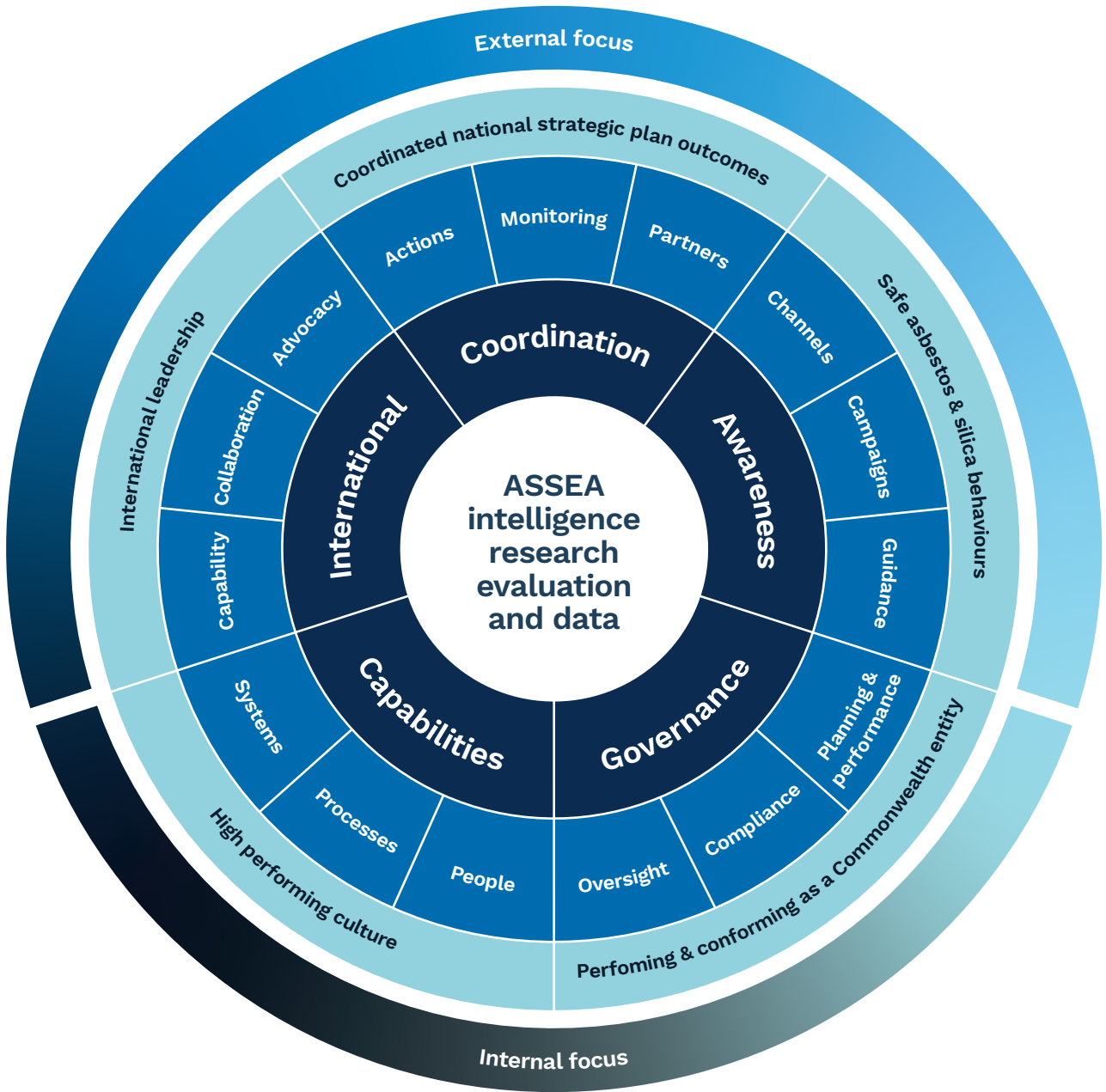
We take a proactive and precautionary approach to how we consider and address the risks of exposure to asbestos and respirable crystalline silica, while being ambitious towards future challenges that create real value.

Linking functions to outcomes

The following diagram represents the operational relationship between ASSEA's functions and outcomes.



Linking functions to outcomes



Refer to page 28 for Performance Measures information.

ASSEA Plan in Focus

2026-27

Our outcome

Assist in the prevention of exposure to asbestos fibres and respirable crystalline silica, to eliminate asbestos- and silica-related diseases in Australia through coordinating the implementation of the Asbestos National Strategic Plan and the Silica National Strategic Plan.

Strategic objectives

Ensure stewardship of our business and achievement of our outcomes by:

- 1 Delivering ASSEA's lead actions from National Strategic Plans, while influencing and coordinating national implementation.
- 2 Applying ASSEA's functions in asbestos and silica safety research, data analytics, awareness raising, and engagement to strengthen the effectiveness of the National Strategic Plans.
- 3 Improving our ways of working, introducing new approaches and capabilities, and to seek opportunities that increase organisational capacity.

Our enablers

Influence
Government action



Drive behavioural
change



Innovate through
technology



Collaborate for
value and insight



Our performance measures

- National asbestos and silica policy recommendations or standards are developed, research is undertaken.
- Use of policy recommendations, standards and/or research findings by partners and/or stakeholders.
- Targeted awareness campaigns successfully delivered.
- Groups at a higher risk of asbestos or respirable crystalline silica exposure, engage in ASSEA initiated activities.
- Access to, use and integration of a range of data sets.
- International leadership is fostered by supporting efforts to prevent asbestos and silica exposure.
- Implementation of Silica National Strategic Plan actions has commenced.
- Implementation of Asbestos National Strategic Plan actions has commenced.

Our Actions

Our Operational Plan actions for 2026–27 progress ASSEA’s lead actions in the Asbestos and Silica National Strategic Plans and reflect other key activities to support organisational capability and capacity.

Reporting

Progress by ASSEA and other jurisdictions leading National Strategic Plan actions are reported in the statutory Annual Progress Reports and provided to all jurisdictional Ministers.

ASSEA also reports progress through the Asbestos and Silica Safety & Eradication Council and internal governance arrangements.

Asbestos National Strategic Plan: ASSEA lead actions 2026–27

Aim 1: Eliminate asbestos-related diseases (ARDs) in Australia

ANSP priorities



Accurate identification and consistent assessment



Risk control and prioritised removal



Safe and effective transport and disposal

ASSEA lead actions

- Leverage the findings from Safe Work Australia’s Asbestos Framework Review to support improved asbestos risk control and prioritised asbestos removal.
- Deliver and evaluate National Asbestos Awareness Campaigns to target groups.
- Continue promoting the National Guide for Asbestos Surveys to increase adoption.
- Investigate the scope for guidance on naturally occurring asbestos and/or asbestos contamination in soil or land.
- Enhance the insights from and usability of the National Residential Asbestos Heatmap to support prioritised asbestos removal in high-risk locations.

Aim 1: Eliminate asbestos-related diseases (ARDs) in Australia

ANSP priorities



Accurate identification and consistent assessment



Risk control and prioritised removal



Safe and effective transport and disposal

ASSEA lead actions

- Work with jurisdictions and other partners to identify opportunities to engage with Indigenous communities at high risk of asbestos exposure.
- Conduct behavioural insights research to better understand target groups' behaviours.
- Review feasibility of developing jurisdictional asbestos profiles, based on the availability, accuracy and granularity of data, including jurisdictional asbestos stocks and flows.
- Assess the suitability of existing data for measuring industry capacity to remove asbestos containing material.
- Based on previous research outputs, assess the need for further research on low-level asbestos exposures.
- Assess research on friability, fibre settling rates, and risk profiling for small-scale asbestos presentations to inform future policy and remediation approaches.
- Develop and promote a fact sheet on asbestos testing methods.
- Consult stakeholders on co-development opportunities for guidance on asbestos contamination in construction and demolition waste.
- Commence research to identify and assess alternate asbestos waste processing technologies.
- Update and promote ASSEA's research on incentives for prioritised asbestos removal, engaging with government on incentive opportunities.

Aim 2: Support workers & others who are affected by asbestos-related diseases (ARDs)

ANSP priorities



Early diagnosis of ARDs so that appropriate care and treatments can be provided



People with ARD, their family and carers are able to access and navigate the care and support system with ease and dignity



Continued improvements in diagnostic, therapeutic and other treatment methods

ASSEA lead actions

- Conduct a survey to inform awareness raising initiatives for medical and health professionals related to diagnosing and caring for people with ARD.
- Continue to support the work of advocacy and support groups around Australia.
- Engage with partners to collect and promote the lived experience of the current care system for people with ARDs.
- Support ADDRI to promote Guidelines and Recommendations for the Management of Pleural Mesothelioma in Australia.

Aim 3: International leadership

ANSP priorities



Capacity building in South-East-Asia



Promoting asbestos bans



Preventing and responding to illegal importation of ACM

ASSEA lead actions

Continue to:

- Support awareness raising, training and capacity building programs in South-East Asia and the Pacific countries (targeted countries).
- Share best practice approaches and research on asbestos identification, risk control and disease detection.
- Support the development of a detection device trial in targeted countries.
- Promote reforms to multilateral trade including, health, economic and environmental agreements, including the support for the Rotterdam Conference of Parties.
- Manage asbestos import/export permits.

Silica National Strategic Plan: ASSEA lead actions 2026–27

Aim: Eliminate silica-related diseases in Australia

SNSP priorities



Workplace risk reduction



Education and awareness

ASSEA lead actions

- Based on product labelling investigation report, engage with partners to propose nationally consistent requirements for product labels and warnings for crystalline silica substances.
- Develop and administer a pilot study to interview targeted groups to assess industry capacity to eliminate silica-related diseases.
- Investigate the effectiveness of nationally recognised training at driving behavioural change.
- Based on key findings of the 2025–26 silica awareness survey, develop targeted education awareness and behaviour change initiatives.
- Deliver Silica Awareness Campaign.
- Promote risk controls and obligations through silica campaigns, events, and other engagement initiatives.
- Promote the Silica Facts & Figures resource.

Aim: Support workers and others affected by silica-related disease

SNSP priorities



Research and development

ASSEA lead actions

- Review the profile of research nationally and internationally, and research funding on prevention and treatment of silica related diseases.
- Investigate systems to enable visibility, insight and use of national data.

Aim: International leadership

SNSP priorities



International collaboration

ASSEA lead actions

- Establish an international collaboration group to share knowledge, research and best practice approaches on prevention, diagnosis, and treatment of silica-related diseases and encourage participation in global silica-related disease elimination programmes.
- Monitor international developments and standards relating to RCS exposure and health monitoring with the view to influence improvements.

Improving our ways of working: Key activities 2026–27

Reporting

The following aims and actions are reported through the ASSEA 2026–27 Annual Report, the ASSEA Audit and Risk Committee and internal governance arrangements.

Aim: Deliver national coordination, monitoring, evaluation and reporting of the National Strategic Plans

- Deliver the annual National Strategic Plan's progress reports, aligned to the 2025–26 reporting period.
- Investigate and implement opportunities to improve the efficiency of national progress reporting.
- Implement evaluation frameworks for both National Strategic Plans to inform the review of the Plans and overall effectiveness of identified priority actions.
- Review the ASSEA advisory committee structure and approach to ensure alignment to the intent.
- Commence the mid-term review for both National Strategic Plans.

Aim: Continually improve ASSEA's capabilities and capacity

- Finalise and release ASSEA's data collection, data analysis, data modelling and data management frameworks.
- Implement the 2026–30 Strategic Workforce Plan.
- Strengthen our program and project management methodology and tools.
- Deliver the ASSEA Stakeholder, Media & Engagement Roadmap 2026–30.
- Consolidate AI capability to support increased efficiency and capacity across functions.

Aim: Embed a focus of inclusion and diversity across ASSEA work

- Deliver on the actions in our first Reconciliation Action Plan.
- Continue focus on cultural understanding and engagement, aligned to targeted community groups.

Our Risk Management

Risk Management Framework

In accordance with section 16 of the PGPA, ASSEA maintains a structured risk management framework that supports the early identification, robust assessment and effective management of risk.

Risk management is embedded into everyday business practices, decision making and governance arrangements, enabling the Agency to proactively manage both current and emerging risks. The risk management framework encompasses our strategic and enterprise risks, operational risk and project risk.

ASSEA acknowledges that not all risks can be eliminated and applies a risk appetite that is proportionate to its size, resources, operating environment and overall risk profile.

During 2025–26, ASSEA conducted a systematic review of its risk management framework, improving alignment with the Agency’s operating context and supporting an uplift in risk management maturity, assurance and capability.

Our risk culture

Since the Agency’s establishment in 2013, ASSEA’s risk culture has been shaped and strengthened through collective leadership at all levels, underpinned by a shared commitment to values driven and accountable decision making.

ASSEA adopts a risk based approach to delivery, embedding the consideration of risk into governance, decision making and day to day operations. This ensures that risks are identified early, decisions are informed by a clear understanding of risk, and management actions are proportionate and aligned with the Agency’s objectives.

In practice, this means that ASSEA:

- Applies risk based governance and decision making, with oversight and assurance scaled to the nature and level of risk.
- Systematically identifies, assesses and manages current and emerging risks across enterprise, operational and project activities.
- Integrates risk considerations into planning, performance monitoring and assurance processes.
- Allocates resources, effort and capability in line with risk exposure and tolerance.
- Engages openly and transparently on risk matters with internal and external stakeholders.
- Supports and empowers people at all levels to take ownership of risk and contribute to a positive and accountable risk culture.

Our risk appetite and tolerance

ASSEA manages risk to safeguard people, maintain public trust, and deliver effective national leadership in asbestos and silica safety. The Agency has a low tolerance for risks that may undermine health and safety, integrity, compliance, or its reputation.

ASSEA accepts moderate risk levels where this enables innovation, collaboration, and improved policy or operational outcomes, and where risks are well understood and appropriately managed.

Higher rated risks are subject to enhanced oversight and assurance, supported by clear accountabilities, tailored mitigation strategies, and systematic monitoring. This ensures that risk taking remains proportionate, informed, and consistent with ASSEA’s strategic objectives.

Our core risks

Our core risks comprise both strategic risks and enterprise risks.

Strategic risk	Risk management approach
Strategy: ASSEA fails to achieve its purpose and deliver on its policy objectives.	ASSEA exercises strong executive oversight through established governance committees, robust reporting, regular evaluations and audits, and proactive stakeholder engagement.
National Strategic Plans: ASSEA does not achieve the desired outcomes within the designated timeframes in the delivery of ASSEA's lead actions under the Asbestos and Silica National Strategic Plans.	Delivery of strategic priorities is supported by fit for purpose governance and clear accountabilities, supported by targeted expertise, structured consultation and continuous monitoring.
National leadership: ASSEA does not maintain engaged and trusting partnerships or retain credibility with stakeholders and the community to effectively lead the implementation of the Asbestos and Silica National Strategic Plans.	Stakeholder engagement is guided by a defined strategy with regular communication, feedback mechanisms and reporting to ensure alignment with ASSEA’s purpose.

Enterprise risk	Risk management approach
Capability and capacity: Insufficient workforce and system capability and capacity to effectively deliver ASSEA's strategic priorities and key deliverables. Culture and change: ASSEA's internal culture and behaviours do not align with organisational values and fails to effectively implement change. Work Health and Safety: ASSEA fails to effectively manage a work health safety injury or illness.	ASSEA undertakes workforce and capability planning supported by integrated planning and regular executive oversight, reinforcing organisational values through training, communication and staff engagement. A comprehensive work health and safety framework supports worker wellbeing, legislative compliance, and safe work practices.
Security: ASSEA fails to adequately protect internal and external information, physical assets and workers from security threats. Fraud and corruption: ASSEA fails to prevent fraudulent conduct and systemic corruption by workers.	Compliance with the Protective Security Policy Framework, fraud and corruption controls, internal audit and assurance activities, business continuity arrangements, and strong integrity and conflict of interest measures.
Financial management: ASSEA fails to manage Government resources in accordance with Commonwealth financial management frameworks, practices and standards.	Executive oversight, appropriate financial delegations and policies, transparent financial reporting, and a centralised procurement model aligned with Commonwealth requirements.

Our Capabilities

Our people

Our people continue to be the driving force behind our success; dedicated to reducing asbestos- and respirable crystalline silica-related harm. Collectively, they deliver far more than the sum of the 21 people who make up our workforce.

ASSEA operates in line with the APS Strategic Commissioning Framework. Core work is done in-house, and any outsourcing of core work aligns with the requirements of the Framework, being short term and/or highly specialised.

During 2026–27 we will work with the Australian Public Service Commission to offer a new Enterprise Agreement to our staff and, through our new Strategic Workforce Plan 2026–30, provide the support needed for a motivated and strong workforce.

Provide an inclusive, healthy, and safe cultural environment

During 2026–27 ASSEA will:

- Ensure work related physical and psychosocial hazards and risks are controlled and those impacted by a work-related injury or illness are supported.
- Enhance multiple engagement techniques with our people, encouraging diverse views and provide the opportunity to influence our direction.
- Respond to issues identified through the annual APS Census and our regular internal wellbeing surveys.
- Review and continue to co-design Agency values, behaviours and norms with our people.

Secure and promote a high-performance approach aligned to ASSEA outcomes

During 2026–27 ASSEA will:

- Ensure the ASSEA employee life cycle enables full potential and attracts, recruits, retains and encourages highly motivated, skilled and diverse people.
- Manage ongoing capability, development and performance conversations as business as usual focusing on accountability, recognition, wellbeing and growth.
- Provide clear line of sight to the ASSEA Operational Plan and National Strategic Plans for all that we do.
- Continue to invest in whole of agency development aligned to performance needs and objectives engaging multiple learning techniques to improve overall competency.

Our intelligence

The insights we gain from the information we hold, create and leverage, is at the centre of all we do.

During 2026–27 we will develop the first ASSEA Digital Strategy (as part of the Commonwealth’s Data and Digital Government Strategy), bringing together our intelligence and information holdings with our delivery channels, and informed by our Stakeholder Media and Engagement Roadmap 2026–30.

Enable further recognition and credibility of ASSEA’s intelligence capabilities

During 2026–27 ASSEA will:

- Forge formal collaborations with universities, research centres and public health institutes to co-develop, peer-review and release research and data insights in high-impact, peer-reviewed journals.
- Publicly release clear and accessible documentation of ASSEA’s data collection, analysis and modelling frameworks, to build trust in the validity and objectivity of its intelligence products.
- Influence the future of asbestos- and silica-related research and data analytics by engaging with diverse groups to explore future asbestos- and silica-related scenarios, trends and developments.

Enable evidence informed insights, decisions, initiatives, and measurement

During 2026–27 ASSEA will:

- Grow our research, evaluation, and data strategies, capabilities and take up.
- Leverage the insights from our people, partners, experts, and community.
- Seek out opportunities to use behavioural insights and user centred design.
- Disclose intelligence to support innovation across the community.
- Design monitoring, evaluation and reporting approaches to measure progress against national targets and understand the value of National Strategic Plan actions.

As a responsible Australian Government Data custodian

During 2026–27 ASSEA will:

- Continue to improve our data literacy and maturity of our data governance approach.
- Curate responsible new datasets and forge partnerships with data holders.
- Work with others to solve asbestos and silica-related data gaps, reliability and usability issues.

Our Values

Ensuring health, safety and wellbeing for all

Valuing and seeking diverse contributions, insight, perspectives and lived experiences

Demonstrating integrity, accountability, fairness, honesty and transparency

Collaborating to achieve mutually beneficial outcomes and value

Supporting personal and organisation growth through learning, innovating, being curious and safe failure

Being resilient and adaptable to change

Our Collaboration

The Asbestos and Silica Safety System

Successful implementation of the National Strategic Plans involves collaboration between:

The implementers: Commonwealth, state and territory governments are responsible for implementing the actions and achieving the targets of the National Strategic Plans. A range of agencies have an overarching role to develop policy or to enforce compliance with asbestos and silica related laws.

The partners: Local governments (including regional and land councils) as well as non-government groups play an important role in facilitating, supporting and influencing action.



Our Performance

A balanced approach to success

Our four areas of performance focus on:

- Governance
- Business Processes and Systems
- People
- Community and Stakeholders.

When these four are in sync, collectively achieving the aggregated value produced will enable the organisation to be successful.

Our Governance

ASSEA operational plan

Portfolio budget statements

National strategic plans oversight & coordination

Financial, risk & audit management

Public service & other compliance

Our business process/ systems

Internal policies, processes and systems that support performance, growth, compliance & review

Project planning, evaluation & reporting

Internal oversight, delegation, roles & accountabilities

Key corporate service providers

Our people

ASSEA culture & values

Work health, safety & wellbeing

Workforce planning & entitlements

Performance & recognition

Growth & opportunity

Diversity & inclusion

Our customers/ stakeholders

Accessible & responsive focus

Stakeholder & partners engagement

Advisory committee insight

Brand management & recognition

Community channels, reach & uptake

Awareness, education & advice

Performance Measures 2026–27

Our performance

Our Annual Operational Plan, whilst a requirement within our enabling legislation, also fits within the broader Performance Management Framework required under the PGPA.

There is a direct link between our Portfolio Budget Statement, our Annual Operational Plan and our Annual Performance Statement.

- The Portfolio Budget Statement outlines our Outcome and Performance Measures.
- Our Annual Operational Plan (this document) outlines the strategies and activities that will be undertaken.
- Our Annual Performance Statement outlines how we met our Performance Measures.

Our outcome

Assist in the prevention of exposure to asbestos fibres and respirable crystalline silica, to eliminate asbestos- and silica-related disease in Australia through coordinating the implementation of the Asbestos National Strategic Plan and the Silica National Strategic Plan.

Our program

Coordinate national actions to improve knowledge and awareness of issues relating to asbestos safety, asbestos-related diseases, silica safety and silica-related diseases.

This program contributes by encouraging, coordinating, monitoring, and reporting on the implementation of the Asbestos and Silica National Strategic Plans, which are central to the delivery of measures to prevent exposure to asbestos and respirable crystalline silica in Australia.

Key activities in delivering our program are:

- Assisting governments to implement the Asbestos National Strategic Plan and the Silica National Strategic Plan through consultation, collaboration and cooperation.
- Improve the collection of data to measure progress in achieving the aims of the Asbestos National Strategic Plan and the Silica National Strategic Plan.
- Developing and distributing communication resources that can be easily adopted by governments and stakeholders.
- Conducting research to inform evidence-based policies and strategies for asbestos and silica.
- Continue to assist South-East Asian and Pacific countries in moving towards implementing asbestos bans.

Performance measures 2026–27

The following table aligns ASSEA’s statutory functions to our performance measures, expected results and the supporting rationale.

ASSEA statutory functions ²⁶	Performance measures	Expected performance results during 2026–27	Rationale
Conduct, commission, monitor and promote research about asbestos safety, asbestos-related diseases, silica safety and silica-related diseases. Collect and analyse data required for measuring progress on preventing exposure to asbestos fibres, or respirable crystalline silica, and for informing evidence based policies and strategies. Collaborate with Commonwealth, State, Territory, local and other governments, agencies or bodies (including international governments, agencies and bodies) asbestos safety, asbestos-related diseases, silica safety and silica-related diseases. Promote consistent messages, policies and practices in relation to asbestos safety, asbestos-related diseases, silica safety and silica-related diseases. Provide advice to the Minister about asbestos safety, asbestos-related diseases, silica safety and silica-related diseases.	National asbestos and silica policy recommendations or standards are developed, research is undertaken. Use of policy recommendations, standards and/or research findings by partners and/or stakeholders. Access to, use and integration of a range of data sets.	Minimum 4 recommendations, standards, and/or research is undertaken by 12 months. Minimum 4 recommendations, standards, and/or research findings are used by 12 months. Minimum of 5 data sets sourced and used in practice. Integration of existing and/or new data sets in policy recommendations and/or standards.	To influence policy, standards and practices related to asbestos and silica safety, ASSEA provides and promotes evidence through collaboration, research, data collection and analytics.

Performance measures 2026–27

The following table aligns ASSEA’s statutory functions to our performance measures, expected results and the supporting rationale.

ASSEA statutory functions ²⁶	Performance measures	Expected performance results during 2026–27	Rationale
Raise awareness of asbestos safety, asbestos-related diseases, silica safety and silica-related diseases, including by developing and promoting materials on asbestos safety, asbestos-related diseases, silica safety and silica-related diseases.	Targeted awareness campaigns successfully delivered.	Asbestos and silica advertising campaigns meet or exceed previous year benchmark. Key message recall benchmark is met or exceeded.	ASSEA delivers broad based and targeted campaigns to ensure both the general community, and those greatest at risk of exposure, know about the existence and risks associated with asbestos and respirable crystalline silica. The campaigns are based on behavioural research that is used to influence actions.
	Groups at a higher risk of asbestos or respirable crystalline silica exposure, engage in ASSEA initiated activities.	Up to 4 targeted groups are engaged by 12 months. At risk groups indicate and/or demonstrate change in awareness and/or behaviour due to engagement.	

Performance measures 2026–27

The following table aligns ASSEA’s statutory functions to our performance measures, expected results and the supporting rationale.

ASSEA statutory functions ²⁶	Performance measures	Expected performance results during 2026–27	Rationale
Encourage, coordinate, monitor and report on the implementation of the National Strategic Plans. Review, amend or replace, publish and promote the National Strategic Plans. Collaborate with Commonwealth, State, Territory, local and other governments, agencies or bodies (including international governments, agencies and bodies) about the development, implementation, review and amendment of the National Strategic Plans.	Implementation of Silica National Strategic Plan actions has commenced.	Minimum of 4 Silica National Strategic Plan actions commenced.	ASSEA monitors, collects and reports on the status of implementation to ensure national strategic plans remain relevant and progress on actions is made by lead jurisdictions
	Implementation of Asbestos National Strategic Plan actions has commenced.	Minimum of 4 Asbestos National Strategic Plan actions commenced.	
	International leadership is fostered by supporting efforts to prevent asbestos and silica exposure.	Minimum of 4 engagements or presentations on asbestos and/or silica involving international audiences. Up to 4 initiatives developed to promote reforms and/or build capacity in target countries.	Improving asbestos and silica safety standards and practices requires engagement with governments, capacity building activities, research and guidance.

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