

**Acknowledgement of country** NOPSEMA respectfully acknowledges the traditional custodians of the land on which we have our offices - the Whadjuk people of the Noongar Nation (Perth), and the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung people (Melbourne). We acknowledge their continuing connection to land, sea and community and pay our respects to their people, cultures and Elders past, present and emerging.

**Vision** A protected offshore workforce and environment **Purpose** To assure the protection of lives and the environment

Values	Professionalism	Ethics	Independence	Leadership	Collegiality
	We will be accountable, consistent, reasonable, and act in accordance with the law	We will demonstrate respect and integrity in all we do	We will make our decisions impartially on the merits of the circumstances and without undue influence	We will be proactive, inclusive and decisive in our conduct as a pre-eminent regulator	We will make and act on informed decisions through open and respectful dialogue

**Approach** Influence **Oversee** **Enforce**

Key activities	Goals and functions	Delivery strategies	Performance indicators 2021-26	Target
<b>Goal 1</b> Aligns with RPF Principle 1	<b>Our regulatory approach is effective and efficient</b>	Implement risk-based assessment procedures for all legislated submissions	1. Risk-based assessments are undertaken as per NOPSEMA policies, and decisions are made within required timeframes	100%
		Implement risk-based inspection programs for all offshore petroleum activities	2. Risk-based inspections are conducted in line with NOPSEMA policies	100%
		Take proportionate enforcement actions that secure compliance, utilising the full range of available measures as applicable	3. Enforcement actions are undertaken in accordance with NOPSEMA policies	100%
		Undertake investigations in response to potential non-compliances	4. Incidents are investigated in accordance with NOPSEMA policies	100%
<b>Goal 2</b> Aligns with RPF Principle 2	<b>We are respected and transparent, provide and receive relevant information, and engage with all stakeholders</b>	Analyse regulatory intelligence to identify issues and communicate performance and lessons learnt to industry	5. Analyse and publish industry-wide performance data each quarter, including issues and lessons learnt	100%
		Continually review, update and publish policies and guidance on NOPSEMA's administration of the legislation where relevant	6. Demonstrate that feedback is sought from stakeholders on guidance provided where relevant	100%
		Provide timely, regular and relevant information and reports regarding NOPSEMA's performance	7. Quarterly reports are provided for stakeholders, including relevant Ministers and the NOPSEMA Advisory Board	100%
		Work collaboratively with other International, Commonwealth, State and Territory agencies to improve efficiency, consistency and service	8. Engagement is undertaken via the established cooperative mechanisms in place with identified relevant entities	100%
<b>Goal 3</b> Aligns with RPF Principle 3	<b>We maintain business continuity by having robust and capable systems and resources to support delivery of our services now and into the future</b>	Maintain and adjust our processes and systems to support and enhance NOPSEMA's capabilities	9. Internal audits and improvements are undertaken in line with the quality management system	100%
		Provide regulatory services in accordance with the published NOPSEMA Regulatory Service Charter	10. Feedback and complaints are processed in compliance with NOPSEMA's Regulatory Service Charter	100%
		Implement the NOPSEMA human resource strategy to ensure NOPSEMA has an effectively managed workforce capability	11. Resourcing levels and skills are maintained within establishment requirements	90%
		Ensure sufficient funding to provide cost-effective regulatory services that are financially managed with due care and diligence	12. A cost-effectiveness review of operations is undertaken and presented to industry each year	100%
		Develop and prepare for new functions expected from policy and legislative changes	13. Inputs to new policy or legislative changes and preparations for commencing new functions in line with key milestones	100%

**Regulator Performance Framework (RPF)**

**RPF Principles** The Australian Government has undertaken work to further lift regulator performance, capability and culture, and set out its expectations for regulator performance and reporting. The Regulator Performance Guide (RPG) for Commonwealth regulators has been developed to replace the Regulator Performance Framework, and a transitional year commences in 2021-22. The new RPG outlines the principles of best practice that underpin government expectations of regulator performance. As a Commonwealth regulator, NOPSEMA is required to participate in this program and reports on its performance. The framework has moved toward a more flexible and principles-based approach to regulator performance that has a greater focus on outcomes, and an emphasis on a proportionate risk-based approach and genuine stakeholder collaboration. The new principles are stated below and also align with our existing goals. Further details at [Deregulation \(pmc.gov.au\)](https://www.pmc.gov.au/deregulation).

**Principle 1. Risk-based and data driven** **Principle 2. Collaboration and engagement** **Principle 3. Continuous improvement and building trust**

**RAP** **Reconciliation Action Plan** NOPSEMA commenced the RAP journey in 2020, with the development of a framework that demonstrates understanding of race relations, equality and equity, institutional integrity, unity and historical acceptance. It is underpinned by commitment to relationships, respect and opportunities. Our initial Reflect RAP focuses on our agency commitment to building a knowledge base that contributes to reconciliation i.e. staff engagement, cultural awareness and learning, employment and procurement.

Capability	People	Systems
	We maintain our high-performance and values-based culture by retaining our highly skilled, flexible, capable and technically expert employees to deliver our strategic goals and objectives. We achieve this by implementing our human resource strategy and workforce planning.	We optimise availability and reliability of our information, communications and technology (ICT) systems whilst innovating and responding to new regulatory process and technological changes. We continually improve our systems and security to minimise risk.

Operating Environment	NOPSEMA is Australia's independent offshore energy regulator. We regulate health and safety, well integrity, and environmental management for all oil and gas operations and greenhouse gas storage activities in Commonwealth waters, and in coastal waters where we have been given regulatory powers. There are a range of factors that may impact the agency, and NOPSEMA undertakes an environment scan to identify and assess how we will respond to these each year. The key internal and external factors identified for focus this year are listed below.
	<b>Key internal factors</b> Staffing capacity, levy revenue, maintaining an organisational values-based culture, effective and independent compliance oversight during COVID-19, psychological stress and mental health of employees
	<b>Key external factors</b> Well control, ageing infrastructure and decommissioning activities, deferred maintenance, global economic volatility, COVID-19 management and impacts, ongoing development in the offshore energy sector, enduring climate change concerns

**Co-operation** NOPSEMA's national and international collaborations help develop regulatory excellence by sharing expertise, information, and best practice. We seek to reinforce our international standing and access to leading regulatory practice through active involvement in various international forums and groups. Particular priority is given to the International Regulators' Forum (IRF) and the International Offshore Petroleum Environment Regulators (IOPER) group comprising regulatory bodies from leading international jurisdictions for offshore petroleum safety and environmental management. In addition, NOPSEMA co-operates with other relevant Federal, State and Territory agencies and departments on a regular basis and/or as requested. NOPSEMA's *Sharing information with Australian and international agencies* policy provides another mechanism for using and sharing internal information and intelligence with international agencies.

**Risk** **Risk Management**  
**Risk Framework:** NOPSEMA's risk management framework is consistent with the Commonwealth Risk Management Policy and AS ISO 31000 Risk Management standard. Our risk management framework is overseen by our risk committee which in turn supports our independent audit committee.  
**Risk Management:** NOPSEMA has identified strategic and business risks and maintains a risk register. The business risks are managed at the divisional and functional levels, with our strategic risks primarily being a failure to meet our organisational goals (our strategic risks are stated below). The strategic risks are managed by the delivery strategies listed in this plan which are monitored and confirmed as effective via their related performance measures.

Strategic risks	<b>Failure to ensure our regulatory approach is effective and efficient</b>	<b>Failure to ensure we are respected, transparent, provide and receive relevant information, and engage with all stakeholders</b>	<b>Failure to ensure we have robust and capable systems and resources</b>
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