

1. CEO Message

I am pleased to present the new NOPSEMA Corporate Plan – my second as CEO – for the period 2024–29. Over this period, we will continue to be focused on our three strategic goals: to enhance our regulatory approach, build our organisational capability and strengthen our external relationships.



NOPSEMA is in the process of selecting new agency regulatory focus areas for the 2024-25 financial year. These focus areas, previously known as a Strategic Compliance Focus Areas (SCFAs), will now be known as offshore energy regulation National Priorities. In the meantime we continue to progress work on the existing focus areas to protect the offshore workforce and the environment. These guide our wider regulatory operations and include preventing major accident events, preventing loss of well control and responsible asset stewardship.

Preventing a major offshore incident is the primary focus of the industry and NOPSEMA, but it is also important for all workers to feel safe at work, where they feel comfortable to go to work each day and come home safely, and that the offshore industry works with communities potentially affected by their activities to protect the environment.

As a regulator, you can only understand and regulate the industry by being out there and having an open dialogue with a range of people that are involved or impacted. We will work to strengthen relationships with all stakeholders, including industry participants and its workforce, unions, government organisations, First Nations representatives, and the many communities that interact with the offshore industry.

We will work closely with government and industry on emerging and developing opportunities around renewables and carbon capture and storage. These developments provide new opportunities for jobs and economic growth that benefits local communities and will require ongoing close consultation with all stakeholders involved.

NOPSEMA works hard to demonstrate the value of an independent, expert regulator. I acknowledge the professionalism and expertise of NOPSEMA's staff, the support of our Ministers, the guidance of the NOPSEMA Advisory Board, and the considerable efforts of industry, the workforce, and the community to ensure sound safety, well integrity and environmental outcomes.

I am proud to be leading an agency with such a high degree of expertise and am committed to ensuring it continues to be well placed to respond to future challenges.

*Sue McCarrey,
Chief Executive Officer*

2. Acknowledgement of Country

Perth

NOPSEMA respectfully acknowledges the Traditional Custodians of the land on which we have our Perth office; the Whadjuk people of the Noongar Nation and pays respect to their Elders past, present and emerging.

Melbourne

NOPSEMA respectfully acknowledges the Traditional Custodians of the land on which we have our Melbourne office; the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung people and pays respect to their Elders past, present and emerging.

3. Preparation of this plan

The NOPSEMA Corporate Plan 2024-29 is prepared under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGs Act), and for paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) in accordance with the Public Governance, Performance and Accountability Rules 2014 (PGPA Rules). This is the primary planning document and presents the direction for NOPSEMA over the next five years, from 1 July 2024 to 30 June 2029. The plan covers the reporting period of 2024–25 and is published at nopsema.gov.au each year.

Under the OPGGS Act the NOPSEMA Corporate Plan must deal separately with the activities of NOPSEMA in its capacity as the Offshore Infrastructure Regulator (OIR). The OIR’s functions are administered by NOPSEMA, and it is established under the *Offshore Electricity Infrastructure Act 2021* (OEI Act) to oversee the offshore renewables industry. In accordance with this requirement, this corporate plan has been prepared in two separate parts. The first part of the plan relates to the activities of NOPSEMA under the OPGGS Act and the second part relates to NOPSEMA’s activities in its capacity as the OIR.

Note: some duplication in content occurs across the two parts of the plan, and this is noted where relevant.

4. Introduction

4.1 Our vision, purpose and values

The National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) is Australia's independent expert regulator for health and safety, structural and well integrity and environmental management for all offshore energy operations and greenhouse gas storage activities in Commonwealth waters, and in coastal waters where regulatory powers and functions have been conferred. NOPSEMA is a Corporate Commonwealth entity, subject to the PGPA Act, and is required to operate on a fully cost-recovered basis through industry levies.

For more information, please see the [Introducing NOPSEMA Brochure](#).

NOPSEMA is also the regulator for offshore renewables – information relevant to the functions of the Offshore Infrastructure Regulator (OIR) is included in the second part of this plan.

OUR VISION	A protected offshore workforce and environment
OUR PURPOSE	To assure the protection of lives and the environment

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

4.2 Our outcome and programs

NOPSEMA and OIR share an outcome but administer separate programs; the NOPSEMA program (1.21) is stated below:

OUTCOME STATEMENT	PROGRAMS
<p>A protected offshore workforce and environment through regulatory oversight of Australia’s offshore energy industries, as well as through engaging, advising, and educating the regulated community.</p>	<p>1.1: National Offshore Petroleum Safety and Environmental Management Authority Promote and enforce the effective management of risks to the workforce, the environment, and the structural integrity of facilities, wells and well related equipment through regulation of the Australian offshore petroleum and greenhouse gas storage industries.</p>

FUNCTIONS	Promote	Monitor	Enforce	Report	Investigate	Advise	Co-operate
OPERATING ENVIRONMENT	Australian Government Offshore industry		Minister’s expectations Community expectations		Risks Regulator Performance Best Practice		

5. Operating context



NOPSEMA regulates:

- all offshore areas in Commonwealth waters i.e. beyond 3 nautical miles of the territorial sea.
- all offshore areas in coastal waters where a state or territory has conferred regulatory powers and functions.

NOPSEMA is an independent statutory authority, and a portfolio agency of the Department of Industry, Science and Resources. It is a Corporate Commonwealth entity, subject to the PGPA Act, and is required to operate on a fully cost-recovered basis through industry levies.

Figure 1 NOPSEMA jurisdiction - Commonwealth waters.

The Australian offshore petroleum industry identifies and develops oil and gas resources, primarily in the North-West Shelf, Timor Sea and Bass Strait areas. The industry is significant to Australia and is one of the world’s largest exporters of LNG. The Australian industry is made up of more than 200 companies (both local and international) of varying sizes with tens of thousands of employees.

Global decarbonisation trends are reflected in increasing interest in greenhouse gas storage solutions by the offshore oil and gas industry.

6. Capabilities

The capabilities we require to undertake our key activities to achieve our purposes include the strategies and plans below. The implementation of these plans and strategies assists the agency to attract, maintain and grow its capability.

- workforce capability planning
- infrastructure requirements
- ICT requirements.

6.1 People

The agency has a high-performance and values-based culture with a workforce that is engaged, safe, diverse and capable, with high levels of technical expertise. We achieve this through our human resources strategies, including workforce capability planning and work health and safety strategies.

Our work conditions and arrangements reflect current and best practice and comply with relevant APS employment legislation and work health and safety legislation, policies, frameworks and guidance. Our activities focus on identifying our capability requirements and gaps (now and into the future) and attracting and retaining a highly skilled workforce. This ensures we build and maintain our knowledge, skills and experience to meet our current and future organisational objectives. We monitor external and internal trends and developments (e.g. environment scan) that may affect or are affecting our workforce such that we may be able to respond accordingly.

NOPSEMA meets the requirements in the APS Strategic Commissioning Framework that was released in October 2023 by moving away from outsourcing work that is the core work of the agency. The agency defines core work as that work undertaken to comply with legislation, including regulatory, governance, corporate and other relevant legislation. We have developed a set of principles outlining what is acceptable, and we will engage contractors and consultants in accordance with these principles. We will monitor and review this on an annual basis and ensure the transfer of knowledge and skills to the agency where reasonable. Our 2024-25 target is to reduce our contractors by 1 FTE and \$100 000. Our relevant policies and processes in HR, finance and procurement will be updated to reflect these changes from 1 July 2024.

6.2 Infrastructure and systems

The agency optimises the availability and reliability of its information, communications and technology (ICT) systems while innovating and responding to new regulatory process and technological changes.

We invest in technology and continually improve our systems using agile values-driven project methodology to minimise risk and support the delivery of our regulatory and corporate functions. e.g. implementation of NOPSEMA's "cloud-first" strategy with the planned migration of on-premise applications to the cloud.

Our cyber security capability undergoes continual improvement strategies that include focussing on building the capabilities of our staff, and the plan to consistently increase cyber security maturity of the agency together with risk-based protective security measures for people and facilities.

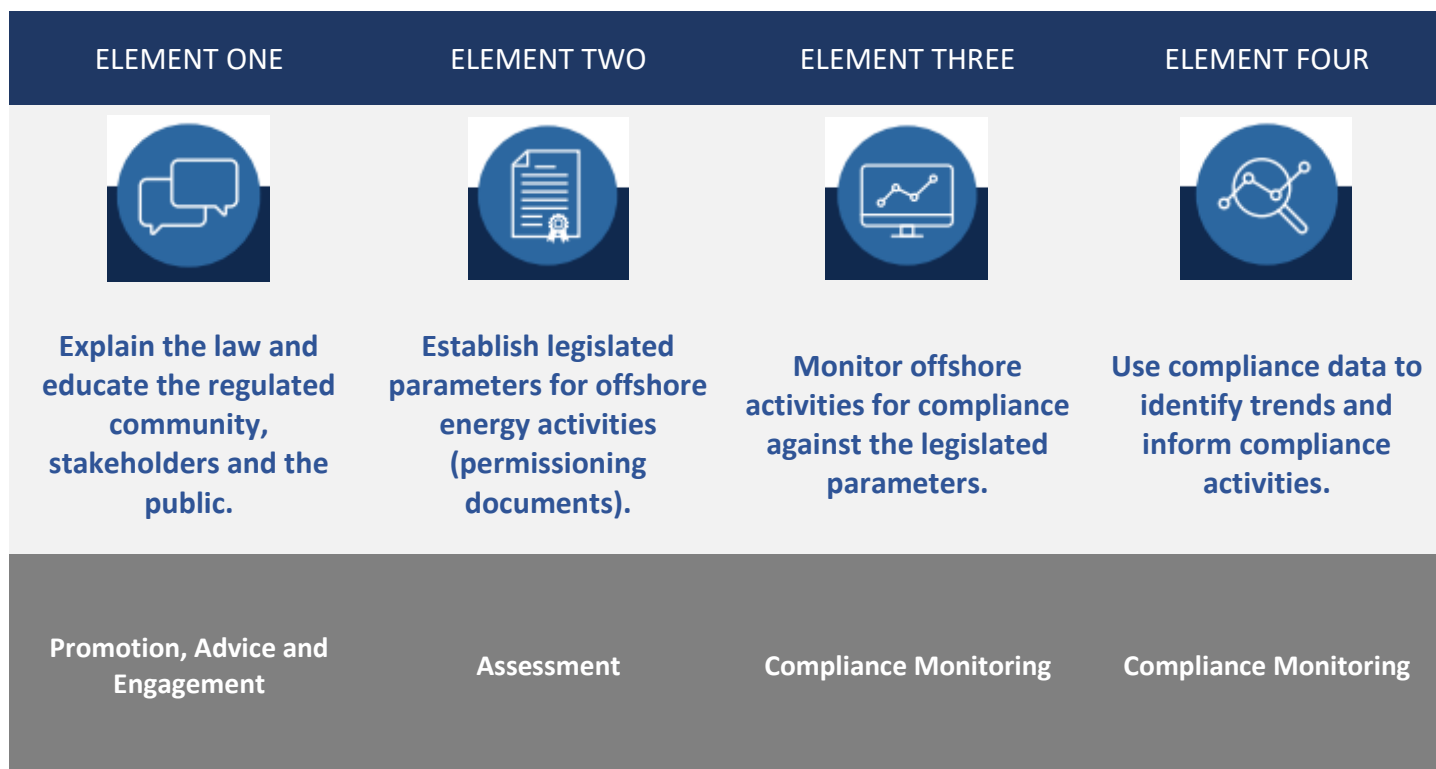
In line with the Australian Government's digital strategy, the agency is in the early stages of a comprehensive digitisation project (the Digital Transformation Project – DTP) that aims to provide a more connected, effective, collaborative and seamless regulatory experience. This digital funding was secured to not only replace legacy IT applications but apply new technologies to digitise highly manual processing of long, complex permissioning documents, and streamline interactions for regulated entities with regulatory agencies. This will be enabled by contemporary technology that is scalable and adaptable, promotes efficiency, generates insights to reduce risks, and enables improved data and information sharing with our stakeholders.

7. Compliance Strategy

Our compliance strategy informs offshore energy stakeholders on how we intend to foster intentional compliance and deter non-compliance in Commonwealth waters.

We will actively engage and educate the regulated community to encourage and support voluntary compliance and will ensure our response to any non-compliance is proportionate to the risks posed and behaviour of the industry, including their compliance history.

Through implementing the Compliance Strategy 2023, NOPSEMA will support a safe and environmentally responsible offshore energy industry and maintain community and Government trust in its regulation.



8. Performance

This section covers our strategic goals, strategic risks, objectives, key activities, deliverables and performance measures. NOPSEMA has 3 strategic goals that remain relatively stable over a 3-5 year timescale. Our strategic risks are the failure to adequately obtain or meet these strategic goals.

Under each of our strategic goals we identify our objectives and the key activities we undertake to assist in reaching these goals. Alongside these objectives and key activities we identify some specific actions and deliverables for the current year that we will particularly focus on to further support us in achieving our goals. These are all further outlined on the following pages.

9. Strategy

9.1 Strategic goals and objectives

STRATEGIC GOALS		
1 Enhance our regulatory approach	2 Build our organisational capability	3 Strengthen our external relationships
OBJECTIVES		
<p>We will strive for excellence in regulatory management of the offshore energy sector by:</p> <ul style="list-style-type: none"> enabling new functions including the Offshore Infrastructure Regulator (OIR) and greenhouse gas storage continuously maturing our approach to regulation coordinating a strategic approach to managing emerging issues and risks, and proposals for legislative change. 	<p>We will continuously improve our capability (people, processes, and systems), achieve excellence, and enrich the workplace culture by:</p> <ul style="list-style-type: none"> reviewing our people strategy and developing our people improving our critical processes and systems to address business risks and achieve digital transformation fostering a shared vision, common identity, trust and collegiality to be an employer of choice. 	<p>We will cultivate productive, trusted relationships and enhance our reputation with all stakeholders by:</p> <ul style="list-style-type: none"> engaging proactively to strengthen relationships and enhance transparency investing in professional relationships across all stakeholders and the wider community promoting and strengthening our reputation as an independent expert regulator through multiple communication tools and channels.

9.2 Strategic risks

NOPSEMA has identified 3 key strategic risks that are in essence a perceived or actual failure to adequately attain our strategic goals. The impacts of these include a perception by either the Australian government or our stakeholders that we are an ineffective entity or regulator.

Strategic risk 1	Strategic risk 2	Strategic risk 3
Failure to deliver effective and efficient risk-based regulatory services	Failure to secure our organisational capabilities	Failure to effectively engage with key stakeholders

9.3 Key activities and performance measures

We describe our key activities under each goal and its objective. The key activities are developed to meet our goals, the requirements in the [Ministerial Statement of Expectations](#), and the regulator performance best practice principles (formerly the Regulator Performance Framework/Guide). The [NOPSEMA Statement of Intent](#), that responds to the Minister's statement, further outlines our priorities and the approach we will use to meet these requirements. Performance measures are outlined for these key activities – as seen under each goal on the following pages, and include a summary of the rationale for these measures. Further detail on the measures is found in the Annual Performance Statements in our Annual Report.

NOPSEMA conducted a review of our established performance measures during 2023–24, with a view to focus them at the strategic level. As a result we have better aligned the measures to our strategic goals, objectives and key activities. We use both qualitative and quantitative measures as recommended by the [Regulator Performance \(RMG 128\) | Department of Finance](#), and all three performance measure types – output, efficiency and effectiveness measures.

10. Strategic goal 1 - Enhance our regulatory approach

STRATEGIC GOAL 1 – ENHANCE OUR REGULATORY APPROACH				
OBJECTIVE	2024-25 PRIORITIES			
<p>We will strive for excellence in regulatory management of the offshore energy sector by:</p> <ul style="list-style-type: none"> enabling new functions including the Offshore Infrastructure Regulator (OIR) and greenhouse gas storage continuously maturing our approach to regulation coordinating a strategic approach to managing emerging issues and risks, and proposals for legislative change. 	1a	Undertake regulatory preparation, development and implementation of new and expanded functions and activities		
	1b	Continue to review and implement the compliance delivery framework and strategy, utilising data and intelligence to inform a risk-based approach.		
	1c	Review our cost recovery framework and assess options to ensure ongoing financial sustainability.		
	1d	Implement our refreshed Investigations Framework		
KEY ACTIVITIES PERFORMANCE MEASURES	Activities that are currently relevant to NOPSEMA and OIR			
Rationale and expected outcomes	Contributing KPIs (6)		Target	PBS ¹ Link
1.1 We provide excellent regulatory management so that we may assure that the offshore industry workforce and environment is safe and protected				
The ultimate vision is for the offshore energy industry to have no reportable injuries, safety incidents or pollution events. We strive to for excellence to influence safety and environmental management to help drive these trends downward.	1	The total injury rate trend does not increase over time.	Reducing trend	PBS KPI 1
	2	There are no significant marine pollution events (Level 3 National Plan ²).	Achieved	PBS KPI 2
1.2 We ensure our regulatory effort is targeted and risk-based, and we make merit-based decisions and assign effort according to risk				
We undertake analyses on industry events, controls, compliance, hazards and emerging risks so that we may focus our effort and responses in these high-risk areas.	3	We meet our inspection targets for the national priorities ³ as per our compliance plans.	100%	PBS KPI 3
We rigorously follow current policies and procedures, and ensure management review of our regulatory decisions, to make sound decisions, and maintain consistency and fairness.	4	Our decisions reviewed by the Federal Court or Fair Work Commission are affirmed or not substantially varied in any material respect.	100%	PBS KPI 4
1.3 We evolve and adapt to meet government key priorities, including reducing unnecessary burden on industry, maintaining effective future operations and meeting future challenges				
We play a key role in implementing the government’s decommissioning framework. We have set a range of targets that provide simple, time-based expectations to minimise uncertainty with regard to decommissioning obligations.	5	The targets for decommissioning in our revised 2024-29 Decommissioning Compliance Strategy are met.	90%	PBS KPI 5
We collaborate with other regulators to adopt learnings and aim to continually improve and implement best practice regulation for better safety and environmental outcomes.	6	We collaborate with international regulators to improve our regulatory practices, share information and cultivate consistency.	Achieved	PBS KPI 6

¹ Select KPIs that also measure our Program Outcomes are required to be published in the Portfolio Budget Statements (PBS).

² As per [National Plan for Maritime Environmental Emergencies 2020 \(amsa.gov.au\)](#) page 49.

³ For information regarding national priorities, please see section 17.3

11. Strategic goal 2 - Build our organisational capability

STRATEGIC GOAL 2 – BUILD OUR ORGANISATIONAL CAPABILITY

OBJECTIVE	2024-25 PRIORITIES	
<p>We will continuously improve our capability (people, processes, and systems), achieve excellence, and enrich the workplace culture by:</p> <ul style="list-style-type: none"> • reviewing our people strategy and developing our people • improving our critical processes and systems to address business risks and achieve digital transformation • fostering a shared vision, common identity, trust, and collegiality to be an employer of choice. 	2a	Implement and embed our new organisational structure and ways of working.
	2b	Review and implement changes to our governance structures and committees.
	2c	Undertake strategic workforce planning to build capability to achieve organisational objectives.
	2d	Develop and implement an agency-wide people, culture and safety strategy, including a focus on leadership development.
	2e	Commence implementation of our Digital Transformation Program.

KEY ACTIVITIES PERFORMANCE MEASURES	Activities that are currently relevant to NOPSEMA and OIR
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Rationale and expected outcomes	Contributing KPIs (4)	Target
<p>2.1 We ensure our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes</p> <p>The Australian Public Service (APS) Employee Census survey is conducted annually, and we use the results to develop an action plan each year. Employee engagement is more than simply job satisfaction or commitment to the agency. It is the extent to which our staff are motivated, inspired and enabled to improve the agency’s outcomes in delivering best practice regulation.</p>	7	Our employee engagement score in the annual APS Employee Census survey is maintained at a high level. >75
<p>2.2 We review and improve our policies and processes to meet compliance requirements and model best practice regulatory and business standards</p> <p>Our internal audits are conducted to:</p> <ul style="list-style-type: none"> - provide assurance that our operations, culture, policies and procedures comply with legislation, best practice regulatory and business standards - identify areas for improvement, mitigate risk, enhance business operations and reduce process burden - assess the effectiveness of controls and risk management <p>The agency strives to innovate and proactively improve our policies and processes. We comply and embed new legislation and standards as required in a timely manner, and adopt best practice principles where relevant.</p>	8 9	<p>Our activities⁴ are subject to regular internal compliance and improvement audits and where appropriate external third-party audits. 85% of scheduled audits completed as per the audit plan</p> <p>We encourage the adoption of best practice standards and principles across the agency to drive continuous improvement. Achieved</p>
<p>2.3 We invest in technology to ensure our systems are robust, adaptive, fit for purpose and provide an improved user-experience</p> <p>We leverage data and digital technology to support our duty holders to more easily comply with regulations, and for our staff to better effectively regulate, gain efficiencies and improve consistency. A comprehensive multi-year digitisation project commenced in 2023-24 (the DTP) that serves to enhance systems and capabilities for both NOPSEMA and OIR.</p>	10	The Digital Transformation Project (DTP) annual milestones are met on time. 90%

⁴ Includes our corporate and regulatory functions

12. Strategic goal 3 - Strengthen our external relationships

STRATEGIC GOAL 3 – STRENGTHEN OUR EXTERNAL RELATIONSHIPS		
OBJECTIVE	2024-25 PRIORITIES	
<p>We will cultivate productive, trusted relationships and enhance our reputation with all stakeholders by:</p> <ul style="list-style-type: none"> engaging proactively to strengthen relationships and enhance transparency investing in professional relationships across all stakeholders and the wider community promoting and strengthening our reputation as an independent expert regulator through multiple communication tools and channels. 	3a	Review and develop Strategic Engagement Frameworks including engagement and communications plans for external stakeholders.
	3b	Develop and deliver NOPSEMA’s Industry Education Plan.
	3c	Establish and maintain OIR’s reputation as a leading practice, independent expert regulator.
	3d	Build and maintain relationships with other agencies, committees and regulators, including at strategic levels to influence policy and legislation reforms to deliver mutually beneficial outcomes.
KEY ACTIVITIES PERFORMANCE MEASURES	Activities that are currently relevant to NOPSEMA and OIR	
Rationale and expected outcomes	Contributing KPIs (2)	Target
3.1 We engage and cultivate targeted, specific, productive and trusted relationships		
We undertake regular stakeholder surveys that includes relevant measures for how we influence industry and are perceived as a regulator, and to elicit feedback on our external relationships. The results are used for continuous improvement, identifying and implementing best practice standards, and refreshing our engagement and communication plans.	11	The majority of stakeholders rate the agency highly for having effective engagement and consultation practices. >75%
3.2 We promote the regulatory framework to influence continuous improvement in safety and environmental outcomes		
We undertake regular stakeholder surveys that includes relevant measures for how we influence industry, promote safety and environmental management, and provide regulatory information. The results are used for continuous improvement, identifying what information is required and in what formats, and maintaining the high value of the information we provide.	12	The majority of stakeholders rate the agency highly for regularly providing the right information to provide clarity, in an accessible format. >75%

13. Annual Priorities

The annual priorities, whilst still contributing to the achievement of our strategic goals overall, are our current focus areas and typically change each year. These tasks are primarily actioned, monitored and tracked internally at the team and/or divisional level. We do however include updates for these in our Annual Report where they are relevant to our Annual Performance Statements.

14. Regulator Performance - Best Practice Principles

Regulators are required to report against 3 principles (noted below) of regulator best practice through their corporate plans and annual reports. We ensure our KPIs are also aligned to these principles to meet these reporting requirements. Further information is available at [Regulator Performance \(RMG 128\) | Department of Finance](#).

RPG Principle	Description	KPIs
Continuous improvement and building trust	Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.	7-10
Risk-based and data-driven	Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.	1-6
Collaboration and engagement	Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.	11,12



These vines represent growth.

This artwork was created by YirraKurl, a family-owned business operated by Deborah Newenham-Coertse. Deborah's indigenous family name is "Woods" and their indigenous heritage comes from Gnowangerup, in the south-west of Western Australia. Deborah is a self-taught aboriginal artist.

YirraKurl means "to go up" in Noongar Indigenous language.

15. Stakeholder engagement

NOPSEMA continues to strive to increase community confidence in the offshore petroleum regulatory regime by improving stakeholder engagement, consultation and transparency. This is being achieved through disclosing more information to the public, targeting regulatory work to improve consultation practices and opportunities for community engagement. NOPSEMA has a published [NOPSEMA Liaison policy.pdf](#), a Strategic Engagement Framework that will be updated this year. In addition, a key activity outlined for the year ahead is to implement the Industry Education Plan. NOPSEMA's [Consultation Hub \(consultation.nopsema.gov.au\)](#) provides opportunities for public participation and consultation as an integral part of stakeholder engagement.

15.1 Key stakeholders

Some of our key stakeholders include:

- Offshore energy industry – regulated entities and other associated stakeholders, including workers' representatives
- NOPSEMA Advisory Board
- National Offshore Petroleum Title Administrator (NOPTA)
- Department of Industry, Science and Resources (DISR)
- Department of Climate Change, Energy, the Environment and Water (DCCEEW)
- Federal Government Ministers and departments
- State/Territory Government Ministers and departments
- Other regulators e.g. State regulators
- Research providers
- Community and the general public
- International Regulators' Forum (IRF)
- International Offshore Petroleum Environment Regulators (IOPER)

16. Cooperation and collaboration

NOPSEMA works with a wide and diverse range of stakeholders including other government agencies and departments, international bodies and the offshore industry.

16.1 Australian Government

NOPSEMA is an independent statutory authority, and a portfolio agency of the Department of Industry, Science and Resources; and responsible for the provision of expert and specialist advice to influence the development of policy and outcomes.

We co-operate and share information in particular with the National Offshore Petroleum Titles Administrator (NOPTA) for the purpose of administering the OPGGS Act, to support Australian Government decision-makers, and to provide consistent, relevant and timely advice to responsible ministers.

Sharing information

The *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (the OPGGS Act) provides for the using and sharing of offshore information or things with Australian agencies for particular purposes. NOPSEMA's sharing information with Australian and international agencies policy provides another mechanism for the using and sharing of internal information with international agencies.

Other Government agencies - linked programs

As per the Portfolio Budget Statements⁵, we identify the following linked programs that contribute to NOPSEMA's Outcome 1:

- DISR contributes through its policies and program relating to the management and administration of the OPGGS Act 2006 and associated regulations.
- DCCEEW contributes via The National Environmental Science Program, that contributes knowledge and understanding of Australia's marine environment to support environmental impact assessment and industry's management of its impacts; and scientific capacity within the Australian Antarctic Division can be accessed to support regulatory functions.

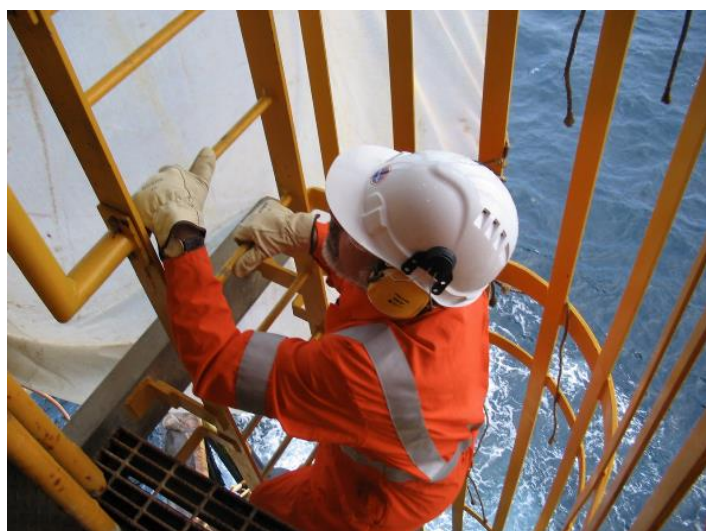
16.2 International groups

NOPSEMA seeks to reinforce its international standing and access to leading regulatory practice through its 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. NOPSEMA's national and international collaborations help develop regulatory excellence by sharing expertise, information, and best practice.

16.3 Offshore energy industry

NOPSEMA engages with the 200-plus companies in the offshore oil and gas industry in the course of administering its regulatory functions, including the provision of advice and promotion of safety, structural integrity and environmental management for offshore petroleum and greenhouse gas operations in Commonwealth waters and in coastal waters where state and territory regulatory powers and functions have been conferred. [Advice and promotion policy](#).

NOPSEMA is an active member of many networks, committees and working groups. Please see [Collaborations | NOPSEMA](#) for more information.



⁵ [Portfolio Budget Statements 2023-24 | Treasury.gov.au](#)

17. Risk management

NOPSEMA engages with risk in a positive and transparent way as part of our culture so that shared risks are understood and guide our decision-making. NOPSEMA ensures decisions are risk and evidence-based and contribute to fulfilling the vision of assuring a protected offshore workforce and environment.

17.1 Enterprise risk management

NOPSEMA has an enterprise risk management framework (ERMF) that embodies:

- Risk appetite statements, tolerances and mitigation strategies.
- Robust risk management policies and procedures.
- An independent audit and risk committee.
- An inhouse risk management capability and audit team.
- Defined strategic and business risks, including shared risks.
- An enterprise risk register with responsibilities and controls identified.
- Quarterly risk reviews and audits to continuously improve the management of our risks.
- An embedded risk management culture.

As part of the planning and performance reporting framework, NOPSEMA undertakes quarterly risk review workshops and an annual environment scan to identify key internal and external factors and emerging risks and issues.

The following two types of risks are identified:

Regulatory risks

These risks are associated with the offshore industry. Risks are assessed and addressed utilising industry performance data and regulatory intelligence.

Enterprise risks

These risks may impact NOPSEMA's ability to achieve legislative, strategic and corporate objectives. These are assessed to determine where we focus our resources.

17.2 Regulatory risks

The OPPGS Act requires the offshore petroleum industry to manage the intrinsic hazards associated with their activities. With these inherent hazards there is no room for complacency and the industry is susceptible to rare but very serious incidents with the potential to result in severe adverse consequences for safety and the environment.

NOPSEMA's regulatory activities are primarily driven by consideration of inherent and emerging risks (to people, the environment, infrastructure and well integrity, and compliance), informed by regulatory intelligence obtained through assessments, inspections, investigations, notifications, liaison with domestic and international regulators, unions and the community. NOPSEMA also factors in the compliance history, attitude and behaviour of duty holders; strategic factors and external pressures e.g., financial; heightened public interest; and latent risks, as noted in the [NOPSEMA Inspection Policy](#).

NOPSEMA applies a systematic process on an annual basis to identify, evaluate and plan for improvements in areas where non-compliance is evident. NOPSEMA analyses information from multiple regulatory activities and may engage with relevant stakeholders to inform the design of specific programs to drive regulatory activities to improve compliance in these areas. This approach embodies the principles of continuous improvement. It recognises that our regulatory activities are relevant to the entire industry and seeks to broaden the impact of individual compliance activities so individual actions influence compliance across the regime. Design, implementation, and progress of strategic compliance improvement programs will be made visible to stakeholders to ensure those affected are aware of the implications.

The outcome of this process is alignment between risk factors, national priorities (described below) and the Strategic Compliance Improvement Programs (SCIPs) that are utilised where widespread non-compliance is observed and needs to be addressed through a more coordinated application of NOPSEMA's full range of regulatory activities.

17.3 National Priorities

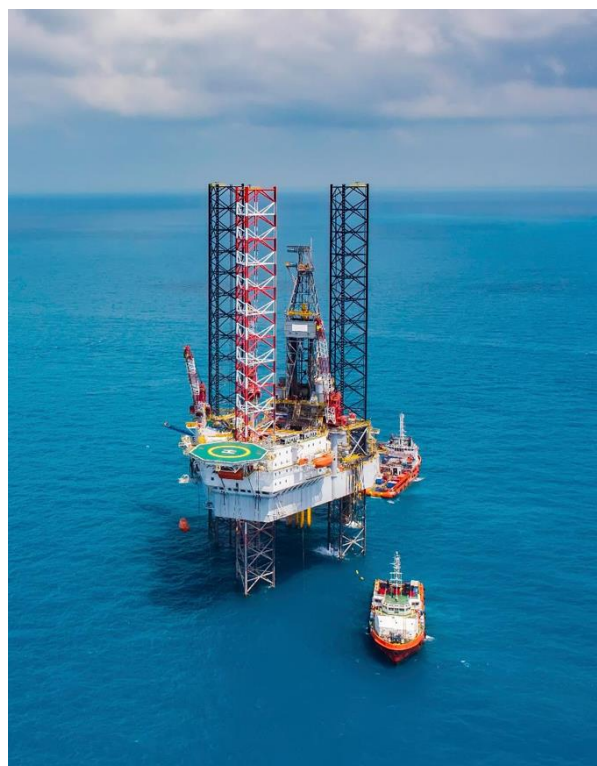
NOPSEMA is in the process of selecting new agency regulatory focus areas for the next financial year. These National Priorities are part of NOPSEMA’s risk-based approach to regulation under our [compliance strategy](#).

A national priority is defined as:

- An issue that applies to multiple duty-holders, activities, facilities that warrants a sustained period of regulatory attention (of at least one year)
- An issue that is unlikely to be addressed efficiently or effectively through individual core regulatory activities of assessment, inspections etc.
- An issue that requires coordinated efforts across directorates and disciplines within NOPSEMA.

NOPSEMA is taking an intelligence driven approach to the selection of National Priorities which is informed by the significant experience and expertise of our staff, and supported by insights drawn from the regulatory data held within the agency.

Consideration is being given to a range of safety, environment, or integrity issues which meet the criteria above. The National Priorities approach will form part of NOPSEMA’s risk-based approach to regulation under our compliance strategy.



Further details on the National Priorities and associated work programs will be communicated through future articles, published on our website, and communicated via targeted engagements with stakeholders.

17.4 Key Risk Factors - analysis of offshore risk factors

The key risk factors for the offshore petroleum industry are identified below and are a focus for the agency for the next 3–5 years. NOPSEMA requires duty holders to have good managerial control over all activities and these key risk factors.

Offshore Risk Factors	Risk factor description
Environmental Management	
Major hydrocarbon release event	Ineffective oil pollution emergency preparedness and response in place across industry.
Decommissioning	Risk that decommissioning of offshore petroleum wells, structures and property is not completed in a timely, safe, and environmentally responsible manner.
Greenhouse gases and climate change	Potential for offshore projects and activities to inadequately account for climate change impacts and risks consistent with legislation and government policy.
Matters of national environmental significance	Potential for impacts attributed to offshore energy projects on threatened/migratory species and the Commonwealth marine area to be unacceptable.
First Nations Heritage protection	Potential for impacts attributed to offshore energy projects on First Nations heritage values to be unacceptable.
Consultation with relevant persons	Inadequate consultation with relevant persons in the course of preparing an environment plan.

Well integrity

Executive oversight of titleholder performance in Well Integrity

Lack of transparency in performance against well integrity performance standards leads to risks to well integrity being invisible to decision makers on risk acceptance, budget and well integrity resourcing.

Titleholder Management Systems

Increased risk to loss of well control via poorly implemented management systems:

- management of change process
- risk assessments
- thoroughness of ALARP (as low as reasonably practicable) considerations
- competency systems.

Well operations management plans (WOMPs) compliance

Titleholders do not satisfy regulatory requirements e.g. through inadequate description of well activities, and lack of description of risks and control measures.

WOMP and safety case (SC) interface

Significant potential for a well control incident through miscommunication / misalignment of the titleholder and the rig owner.

Management of well systems in production phase

Lack of visibility in management of production well integrity could lead to many wells operating under degraded barriers and associated systems.

Management of inactive wells through to decommissioning

Lack of clarity on acceptable inactive period has led to wells sitting idle for extended period, often without meaningful progress towards plug and abandonment.

Occupational Health and Safety

Executive oversight

Duty holder executives must:

- manage and maintain organisational and executive level factors that influence the safety, integrity and environmental management risk culture.
- influence top-down change to improve performance and mitigate organisational and human factors contributing to major accident events.

Structural integrity

Industry should continue to demonstrate competent practices and improve performance in the management of structural integrity throughout asset life cycles until the point at which they are decommissioned. Specifically, deferred maintenance must be considered and incorporated into management plans.

Managing psychosocial hazards at work

Operators must continue to effectively meet their duty to take all reasonably practicable steps to prevent, manage and eliminate workplace harassment, including sexual harassment, at their offshore facilities.

Management systems

Operators must effectively manage maintenance with a focus on corrosion of ageing assets, ensuring that facilities are maintained appropriately until they are decommissioned.

17.5 Enterprise risks

Our enterprise risks are regularly reviewed and include strategic, operational, legal and reputational risks. We identify and manage a number of specifically defined risks in the broad areas below:

- Failures to comply with legislation, standards or statutory obligations.
- Failures to manage or inadequate management of risk, fraud and corruption, resources, security, litigation, WHS, sustainability and climate change actions, crises, stakeholders etc.
- Loss of systems – including information, data, records, or infrastructure.
- Inadequate management or delivery of regulatory functions and powers – including inability to discharge, and inappropriate, ineffective and inefficient use, and implementation of new regulatory functions.

18. Our new structure

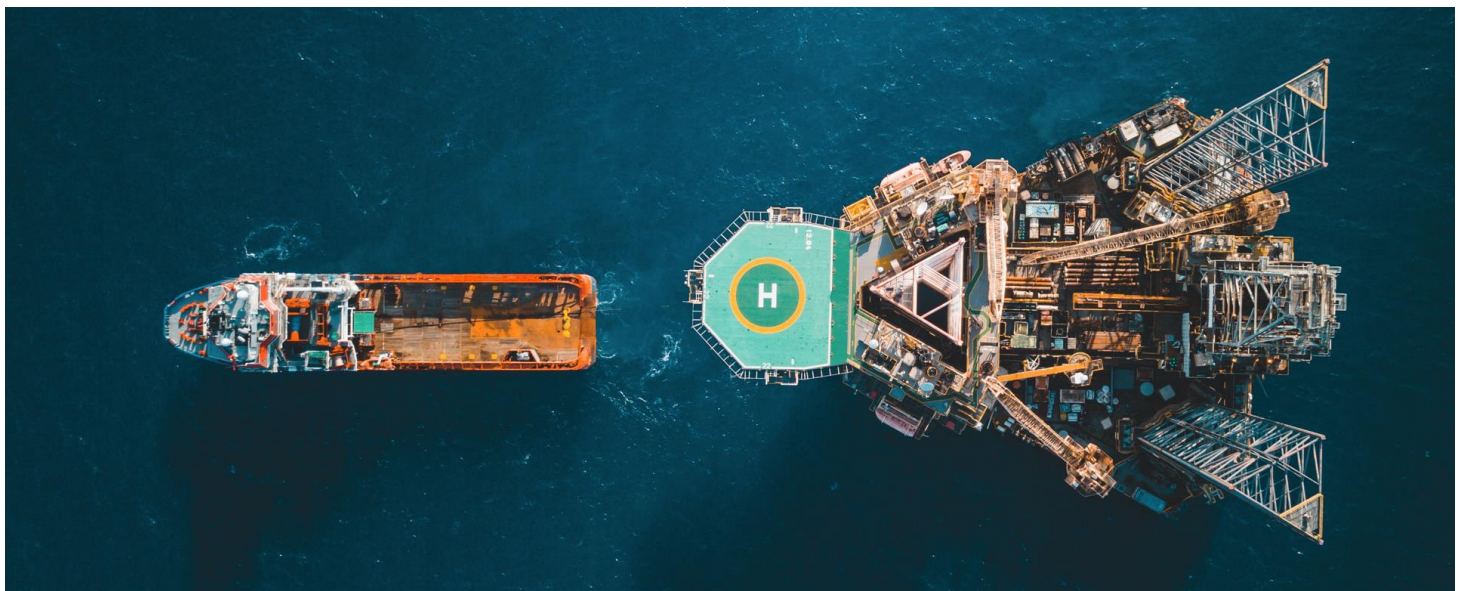
NOPSEMA undertook an organisational restructure during 2023-24. As a result, we regrouped our regulatory activities to align with established industry lifecycle streams (exploration and development, production and decommissioning) to give us a more strategic focus as a regulator. NOPSEMA undertakes the full range of regulatory functions in each of these lifecycle streams. There are dedicated safety and environment teams under each of these streams and our well integrity team remains unchanged, working closely with these teams.

This is a more sustainable and integrated structure that allows us to respond to current and future changes in our regulatory environment. It also serves to streamline our approach, supports gains in efficiencies and reduces duplication of effort by focussing our effort, intelligence and knowledge in each of these streams.

18.1 Lifecycle streams

The lifecycle streams of offshore activities are briefly outlined below:

Exploration and Development	Includes seismic surveys, site surveys, drilling, appraisal drilling, completions and commissioning. <ul style="list-style-type: none">- to determine the location and size of an oil and/or gas reservoir and potential locations to drill wells and install subsea infrastructure.- to confirm the presence of oil and/or gas in commercial quantities as well as other characteristics of the reservoir, such as the extent and production rates.- drilling of production wells and commissioning of facilities and equipment.
Production	Includes production, diving operations and modifications. <ul style="list-style-type: none">- Operations, maintenance and modifications of production facilities- Diving operations to inspect, maintain, repair and support facilities- extracting oil and/or gas from the reservoir via the production well- separating the oil, gas and water- offloading the oil and/or gas for transport onshore by pipeline or tanker
Decommissioning	When a facility reaches the end of its economic life and will no longer be used to extract oil and/or gas then the facility must be decommissioned. Decommissioning involves removing, or otherwise satisfactorily dealing with, infrastructure previously used to support the production phase of a project.



19. Compliance table – summary

OPGGS Act and PGPA Act requirements	Section
Preparation of the plan statement	2
Analysis of risk factors	17.4
Human resource strategies (Capabilities)	6
Other matters (Stakeholder engagement)	15
Cover a period of at least 4 reporting periods	3
Introduction – including reporting period	4
Entity purpose	4.1
Key activities	9 -12
Operating context – including environment, capabilities, risk, co-operation	5
Performance measures and targets	8 -14

20. Conformance with Ministerial expectations

Topic	Key activity	KPIs
Maintain the role as an expert risk-based regulator	1.1	1, 2
Apply focus areas to target effort	1.2	3, 4
Pursue best practice regulation	1.3, 2.1	6, 8
Fostering and promoting safe workplaces	3.2	12
Ensure engagement is targeted, specific and transparent	3.1	11
Meet future challenges	1.3	5
Be an employer of choice	2.1	7
Evolve and adapt to maintain effective future operations	2.2, 2.3	9, 10

1. OIR CEO message



The *Offshore Electricity Infrastructure Act 2021* established the Offshore Infrastructure Regulator (OIR), to oversee the operations of the offshore renewables sector.

The OIR is primarily responsible for overseeing work health and safety, infrastructure integrity and environmental management for offshore infrastructure activities in the Commonwealth offshore area. The functions of the OIR are administered by NOPSEMA leveraging existing technical internal capabilities and extensive experience in regulating large-scale infrastructure activities in the marine environment.

The role of the OIR formally commences once the Minister for Climate Change and Energy has granted licences. As we move toward operational regulation of the sector, I see the OIR playing an important role in providing independent advice and guidance to the offshore renewables sector on compliance with regulatory requirements, while enabling the safe and responsible development of offshore renewable energy projects.

As we further develop the functions of the OIR and implement the OEI Act regulatory framework we will continue to work closely with industry, government, the offshore workforce, workforce representatives, First Nations groups and community stakeholders.

*Sue McCarrey,
Chief Executive Officer*

2. Preparation of the plan

The NOPSEMA Corporate Plan 2024–29 is prepared under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGs Act), and for paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) in accordance with the Public Governance, Performance and Accountability Rules 2014 (PGPA Rules).

This part of the corporate plan is the primary planning document for the OIR and presents the direction of the function over the next five years, from 1 July 2024 to 30 June 2029. The plan covers the reporting period 2024–25 and is available on our website at oir.gov.au.

The OPGGS Act requires the corporate plan deal separately with the activities of NOPSEMA in its capacity as the OIR.

This part of the corporate plan satisfies that requirement. Some duplication in content occurs across the two parts of the plan where this is applicable to the delivery of the functions of the OIR, as this is noted where relevant.



3. Introduction

The role and functions of the OIR are outlined in the *Offshore Electricity Infrastructure Act 2021* (OEI Act) and are legislatively separate from the functions, duties, and cost recovery of NOPSEMA as the regulator of oil and gas and greenhouse gas injection and storage activities. The OIR provides regulatory oversight of the offshore renewables industry, with particular focus on the regulation of work health and safety, infrastructure integrity and environmental management.

3.1 Vision, purpose and values

OUR VISION	A protected offshore workforce and environment
OUR PURPOSE	To assure the protection of lives and the environment

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

3.2 Outcome and programs

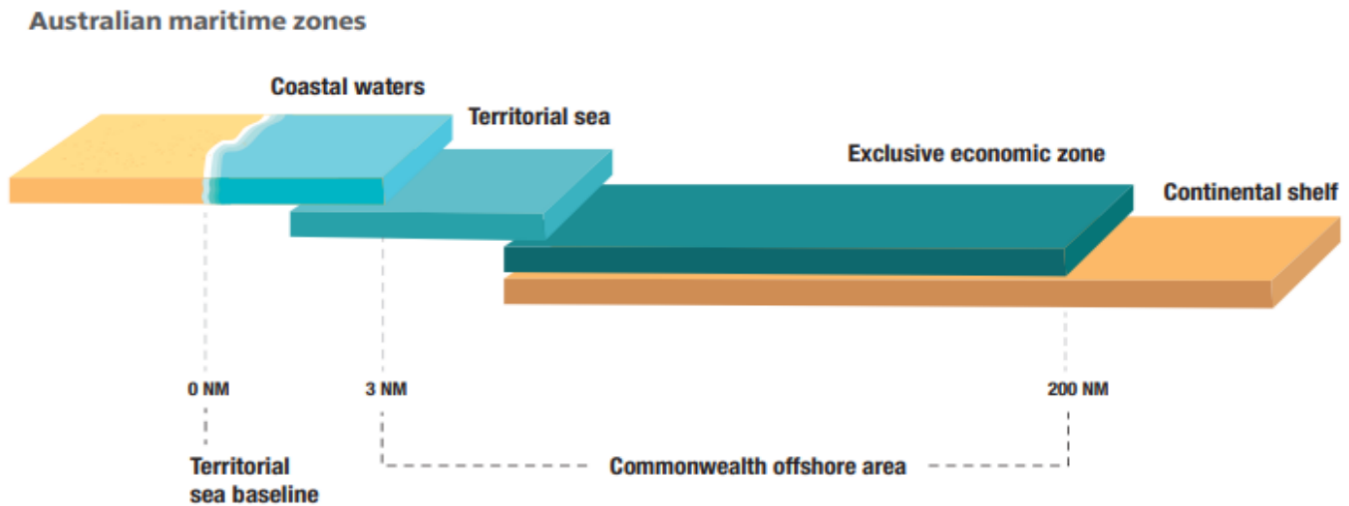
The OIR shares an outcome with NOPSEMA but administers a separate program (1.2) as noted below:

OUTCOME STATEMENT	PROGRAMS						
A protected offshore workforce and environment through regulatory oversight of Australia’s offshore energy industries, as well as through engaging, advising, and educating the regulated community.	1.2: Offshore Infrastructure Regulator Promote and enforce the effective management of risks to the workforce, the environment, and the integrity of infrastructure through regulation of the Australian offshore renewable energy and electricity transmission infrastructure industries.						
FUNCTIONS	Promote	Monitor	Enforce	Report	Investigate	Advise	Co-operate
OPERATING ENVIRONMENT	Australian Government		Minister’s expectations		Risks		
	Offshore industry		Community expectations		Regulator Performance Guide		

4. Operating context

4.1 Jurisdiction

The OIR is responsible for regulating offshore infrastructure activities in the Commonwealth offshore area, which comprise those areas beyond the first three nautical miles (approximately 5.5 kilometres) of the territorial sea.



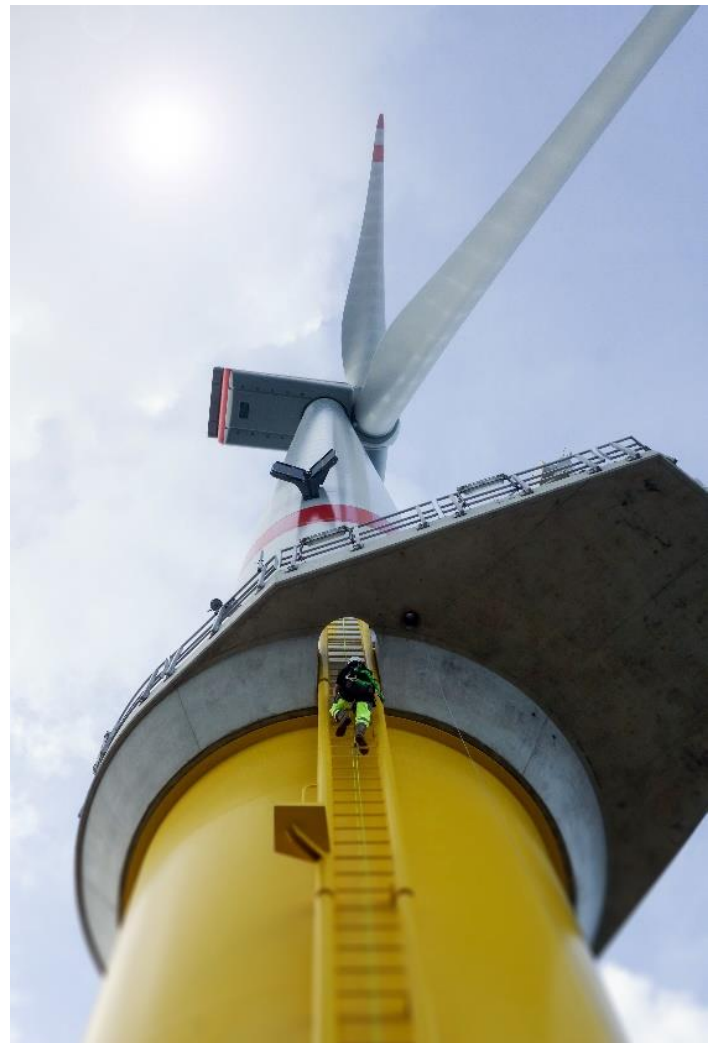
4.2 Australian Government

The functions of the OIR are set out under section 177 of the OEI Act and include regulation of work health and safety, infrastructure integrity and environmental management for offshore infrastructure activities.

The OIR also provides specialist technical advice to DCCEEW to support the assessment of offshore renewable energy proposals under the *Environment Protection and Biodiversity Conservation Act 1999*.

The functions of the OIR are administered, staffed, and resourced by NOPSEMA. The OIR operates on a fully cost recovered basis through a combination of fees and levies payable by entities regulated under the OEI Act.

Portfolio responsibility for the OEI Act rests with the Department of Climate Change, Energy, the Environment and Water (DCCEEW).



4.3 Offshore renewables industry

In a key milestone for the Australian offshore renewables sector, the Minister for Climate Change and Energy announced the granting of the first feasibility licences in the Gippsland declared area, offshore Victoria in May 2024. These licences allow developers to assess whether a proposed offshore infrastructure project would be feasible by carrying out a variety of detailed studies and investigations. Only once feasibility is proven will developers be able to apply for a commercial licence to progress their commercial project.

The granting of licences represents the formal commencement of the OIR’s role to oversee the offshore renewables industry. A licence holder must have a management plan approved by the OIR before activities involving the construction, installation, commissioning, operation, maintenance or decommissioning of offshore renewable energy infrastructure or offshore electricity transmission infrastructure can proceed. For more information about the OEI Act framework visit oir.gov.au.

Regulations setting out operational requirements for offshore renewables projects are currently being finalised by DCCEEW. The OIR is providing advice and information to stakeholders on the current legislative framework and will increase this effort throughout 2024-25 in line with progress of licencing activities and finalisation of the regulations.

The long-term sustainability of the offshore renewables sector will be contingent on early projects being undertaken in a safe and responsible manner.

5. Stakeholder engagement

In establishing and implementing its functions, the OIR works with a wide and diverse range of stakeholders. Proactive and meaningful engagement with stakeholders will be important as the OEI Act framework is implemented and offshore renewables activities commence.



5.1 Stakeholder relationships, collaboration and co-operation

The following table details the OIR's key stakeholder relationships:

International	Nature of relationship	OIR role
Global Offshore Wind Regulators Forum	Global collaboration on offshore renewables consenting and environmental management regulation	Represent Australia on the Forum
International Regulators Forum Offshore Renewable Energy Subcommittee	Global collaboration on offshore renewables safety regulation	Represent Australia on the Forum Chair of the Subcommittee

Domestic	Nature of relationship	OIR role
Department of Climate Change, Energy the Environment and Water	Advice and regulatory services	Provide regulatory, technical and operational advice to support the development and implementation of the OEI Act framework
Offshore Infrastructure Registrar	Regulatory cooperation	Collaborate on matters relating to the administration and enforcement of the OEI Act and applied WHS provisions.
Other Commonwealth government departments	Regulatory cooperation	Cooperate with agencies and authorities who have functions that may interface with OEI Act regulated activities.
State and Northern Territory government departments	Regulatory cooperation	Cooperate with agencies and authorities who have functions that may interface with OEI Act regulated activities.
First Nations, community groups and marine users	Advice	To build understanding of the OEI Act framework
Offshore renewables industry	Advice and regulatory services	To promote and provide advice on matters relating to work health and safety, infrastructure integrity and environmental management and of offshore infrastructure activities.
Offshore workforce and workforce representative bodies		To develop and implement effective monitoring and enforcement strategies to secure compliance by persons with obligations under the OEI Act and applied work health and safety provisions.

6. Capabilities

6.1 People

As we implement the functions of the OIR, we are seeking to establish a high-performance and values-based culture, with a workforce that is engaged, safe, diverse and capable, with high levels of technical expertise.

We aim to achieve this through leveraging our human resources and work health and safety strategies. Our work conditions and arrangements reflect current and best practice and comply with relevant employment, industrial and work health and safety legislation, policies and guidance. Our activities will focus on attracting and retaining a highly skilled team of people.

6.2 Systems

As we develop systems and processes to administer our regulatory functions, we will seek to optimise the availability and reliability of information, communications and technology (ICT) systems, while innovating and responding to new regulatory process and technological changes.

7. Risk management

7.1 Analysis of offshore risk factors

While first licences have been granted there are currently no activities being regulated under the OEI Act framework. Regulations providing detailed requirements for risk identification, assessment and management by OEI Act licence holders and related entities are currently being finalised by DCCEEW. These regulations are based on core provisions outlined in the OEI Act and seek to implement a comprehensive suite of risk management obligations that OEI Act duty holders must comply with. Further analysis of risk factors for the offshore renewables sector will be undertaken progressively as the industry develops and the regulatory framework matures.

7.2 Enterprise risk management

Risk management is an integral part of ensuring the OIR's success in achieving our strategic objectives, priorities and key activities. We are committed to managing risk and are working to integrate risk management priorities into our strategic planning, decision making and business operations.

The OIR engages with risk in a positive and transparent way as part of our culture so that shared risks are understood and can be used to guide planning processes, decision-making and business operations. As we work towards implementation of the OEI Act framework, we will ensure our decisions are risk and evidence-based and contribute to fulfilling our vision of a protected offshore workforce and environment.

Please see the [risk management section in the NOPSEMA part of this corporate plan](#) for information regarding enterprise risk management which is also relevant to the OIR.



8. Key activities and performance measures

Below are the strategic goals outlining the OIR specific objectives, key activities and performance measures; including a summary of the rationale for these measures. Further detail on the measures is found in the Annual Performance Statements in our Annual Report.

Note: the numbering below is as used in the NOPSEMA part of the plan to maintain consistency, not all NOPSEMA KPIs are relevant for OIR.

STRATEGIC GOAL 1 – ENHANCE OUR REGULATORY APPROACH

OBJECTIVE

We will strive for excellence in regulatory management of the offshore energy sector by enabling new functions specifically the Offshore Infrastructure Regulator (OIR), continuously maturing our approach to regulation, and coordinating a strategic approach to managing emerging issues and risks, and proposals for legislative change.

The OIR is:

- building a core team of staff and developing systems and processes to effectively deliver the functions of the OIR from commencement of the regulatory framework.
- implementing a resourcing strategy to acquire and maintain the appropriate skills and expertise across work health and safety, infrastructure integrity, environmental management, stakeholder engagement, offshore wind development and offshore energy regulation.
- an active member of the Global Offshore Wind Regulators Forum (GOWRF) and is the current Chair of the International Regulators' Forum Offshore Renewable Energy Subcommittee (IRFORES). These forums enable the OIR to share perspectives on leading practice offshore renewables regulation.

2024-25 PRIORITIES

1a Undertake regulatory preparation, development and implementation of new and expanded functions and activities

KEY ACTIVITIES PERFORMANCE MEASURES

Rationale and expected outcomes	Contributing KPIs (1)	Target	PBS ⁶ Link
1.3 We evolve and adapt to meet government key priorities, including reducing unnecessary burden on industry, maintaining effective future operations and meeting future challenges			
We collaborate with other regulators to adopt learnings and aim to continually improve and implement best practice regulation for better safety and environmental outcomes.	6	We collaborate with international regulators to improve our regulatory practices, share information and cultivate consistency.	Achieved PBS KPI 6

⁶ Select KPIs that also measure our Program Outcomes are also required to be published in the Portfolio Budget Statements (PBS). These will be included in the next PBS.

STRATEGIC GOAL 2 – BUILD OUR ORGANISATIONAL CAPABILITY

OBJECTIVE

We will continuously improve our capability (people, processes, and systems), achieve excellence, and enrich the workplace culture by reviewing our people strategy and developing our people, improving our critical processes and systems to address business risks and achieve digital transformation, and fostering a shared vision, common identity, trust, and collegiality to be an employer of choice.

As the OIR function is established we will seek to:

- build and nurture a workplace environment that attracts and retains talented and skilled employees in line with government policy.
- implement systems and processes to allow us to adapt and maintain effective operations.

2024-25 PRIORITIES

- 2a Implement and embed our new organisational structure and ways of working.
- 2c Undertake strategic workforce planning to build capability to achieve organisational objectives.
- 2d Develop and implement an agency-wide people, culture and safety strategy, including a focus on leadership development
- 2e Commence implementation of our Digital Transformation Program.

KEY ACTIVITIES PERFORMANCE MEASURES

Rationale and expected outcomes	Contributing KPIs (4)	Target
<p>2.1 We ensure our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes</p> <p>The Australian Public Service (APS) Employee Census survey is conducted annually, and we use the results to develop an action plan each year. Employee engagement is more than simply job satisfaction or commitment to the agency. It is the extent to which our staff are motivated, inspired and enabled to improve the agency's outcomes in delivering best practice regulation.</p>	7	Our employee engagement score in the annual APS Employee Census survey is maintained at a high level. >75
<p>2.2 We review and improve our policies and processes to meet compliance requirements and model best practice regulatory and business standards</p> <p>The agency strives to innovate and proactively improve our policies and processes. We comply and embed new legislation and standards as required in a timely manner, and adopt best practice principles where relevant.</p>	9	We encourage the adoption of best practice standards and principles across the agency to drive continuous improvement. Achieved
<p>2.3 We invest in technology to ensure our systems are robust, adaptive, fit for purpose and provide an improved user-experience</p> <p>We leverage data and digital technology to support our duty holders to more easily comply with regulations, and for our staff to better effectively regulate, gain efficiencies and improve consistency. A comprehensive multi-year digitisation project commenced in 2023-24 (the DTP) that serves to enhance systems and capabilities for both NOPSEMA and OIR.</p>	10	The Digital Transformation Project (DTP) annual milestones are met on time. 90%

STRATEGIC GOAL 3 – STRENGTHEN OUR EXTERNAL RELATIONSHIPS

OBJECTIVE

We will cultivate productive, trusted relationships and enhance our reputation with all stakeholders by:

- engaging proactively to strengthen relationships and enhance transparency
- investing in professional relationships across all stakeholders and the wider community
- promoting and strengthening our reputation as an independent expert regulator through multiple communication tools and channels.

A key focus for the OIR is providing advice and guidance to stakeholders, with engagement continuing to increase as we move toward operational regulation of the offshore renewables sector. The OIR will seek to ensure that the impacts of offshore renewables activities on the workforce, other marine users, communities and other socioeconomic receptors are appropriately managed as the OEI Act framework is implemented.

2024-25 PRIORITIES

- 3a Review and develop Strategic Engagement Frameworks including engagement and communications plans for external stakeholders.
- 3c Establish and maintain OIR’s reputation as a leading practice, independent expert regulator.
- 3d Build and maintain relationships with other agencies, committees and regulators, including at strategic levels to influence policy and legislation reforms to deliver mutually beneficial outcomes.

KEY ACTIVITIES PERFORMANCE MEASURES

Rationale and expected outcomes	Contributing KPIs (2)	Target
3.1 We engage and cultivate targeted, specific, productive and trusted relationships		
OIR undertakes a regular stakeholder survey that includes relevant measures for how we influence industry and are perceived as a regulator, and to elicit feedback on our external relationships. The results are used for continuous improvement, identifying and implementing best practice standards, and refreshing our engagement and communication plans.	11	The majority of stakeholders rate OIR highly for having effective engagement and consultation practices. >75%
3.2 We promote the regulatory framework to influence continuous improvement in safety and environmental outcomes		
OIR undertakes a regular stakeholder survey that includes relevant measures for how we influence industry, promote safety and environmental management, and provide regulatory information. The results are used for continuous improvement, identifying what information is required and in what formats, and maintaining the high value of the information we provide.	12	The majority of stakeholders rate OIR highly for regularly providing the right information to provide clarity, in an accessible format. >75%

9. Regulator Performance - Best Practice Principles

Regulators are required to report against 3 principles (noted below) of regulator best practice through their corporate plans and annual reports. We ensure our KPIs are also aligned to these principles to meet these reporting requirements. Further information is available at [Regulator Performance \(RMG 128\) | Department of Finance](#).

RPG Principle	Description	KPIs
Continuous improvement and building trust	Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.	7-10
Risk-based and data-driven	Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.	1-6
Collaboration and engagement	Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.	11,12

10. Compliance table

PGPA Act Requirements	Section
Introduction - preparation of the plan statement	2
Introduction - cover at least 4 reporting periods	2
Entity purpose	3
Key activities	8
Operating context – including environment, capabilities, risk, co-operation	4-7
Performance measures and targets	8

11. Appendix – NOPSEMA’s Strategy on a page

STRATEGIC GOALS		NOPSEMA’s 2024-29 Strategy
Enhance our regulatory approach	Build our organisational capability	Strengthen our external relationships
OBJECTIVES		
<p>We will strive for excellence in regulatory management of the offshore energy sector by:</p> <ul style="list-style-type: none"> enabling new functions including the Offshore Infrastructure Regulator (OIR) and greenhouse gas storage continuously maturing our approach to regulation coordinating a strategic approach to managing emerging issues and risks, and proposals for legislative change. 	<p>We will continuously improve our capability (people, processes and systems), achieve excellence and enrich workplace culture by:</p> <ul style="list-style-type: none"> reviewing our people strategy and developing our people improving our critical processes and systems to address business risks and achieve digital transformation fostering a shared vision, common identity, trust and collegiality to be an employer of choice. 	<p>We will cultivate productive, trusted relationships and enhance our reputation with all stakeholders by:</p> <ul style="list-style-type: none"> engaging proactively to strengthen relationships and enhance transparency investing in professional relationships across all stakeholders and the wider community promoting and strengthening our reputation as an independent expert regulator through multiple communication tools and channels.
KEY ACTIVITIES		
<p>We provide excellent regulatory management so that we may assure that the offshore industry workforce and environment is safe and protected.</p> <p>We ensure our regulatory effort is targeted and risk-based, make merit-based decisions and assign effort according to risk.</p> <p>We evolve and adapt to meet government key priorities, including reducing unnecessary burden on industry, maintaining effective future operations and meeting future challenges.</p>	<p>We ensure our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes</p> <p>We review and improve our policies and processes to meet compliance requirements and model best practice regulatory and business standards</p> <p>We invest in technology to ensure our systems are robust, adaptive, fit for purpose and provide an improved user-experience</p>	<p>We engage and cultivate targeted, specific, productive and trusted relationships</p> <p>We promote the regulatory framework to influence continuous improvement in safety and environmental outcomes</p>
MEASURES FOR KEY ACTIVITIES (KPIs 1-12)		
<p>1. The total injury rate trend does not increase over time.</p> <p>2. There are no significant marine pollution events (Level 3 National Plan⁷).</p> <p>3. We meet our inspection targets for the ‘National Priorities’ as per our compliance plans.</p> <p>4. Our decisions reviewed by the Federal Court or Fair Work Commission are affirmed or not substantially varied in any material respect.</p> <p>5. The targets for decommissioning in our revised 2024-29 Decommissioning Compliance Strategy are met.</p> <p>6. We collaborate with international regulators to improve our regulatory practices, share information and cultivate consistency.</p>	<p>7. Our employee engagement score in the annual APS Employee Census is maintained at a high level.</p> <p>8. Our activities are subject to regular internal compliance and improvement audits and where appropriate external third-party audits.</p> <p>9. We encourage the adoption of best practice standards and principles across the agency to drive continuous improvement.</p> <p>10. The Digital Transformation Project (DTP) annual milestones are met on time.</p>	<p>11. The majority of stakeholders rate NOPSEMA highly for having effective engagement and consultation practices.</p> <p>12. The majority of stakeholders rate NOPSEMA highly for regularly providing the right information to provide clarity, in an accessible format.</p>
2024-25 ANNUAL PRIORITIES		
<p>1a Undertake regulatory preparation, development and implementation of new and expanded functions and activities.</p> <p>1b Continue to review and implement the compliance delivery framework and strategy, utilising data and intelligence to inform a risk-based approach.</p> <p>1c Review our cost recovery framework and assess options to ensure ongoing financial sustainability.</p> <p>1d Implement our refreshed Investigations Framework.</p>	<p>2a Implement and embed our new organisational structure and ways of working.</p> <p>2b Review and implement changes to our governance structures and committees.</p> <p>2c Undertake strategic workforce planning to build capability to achieve organisational objectives.</p> <p>2d Develop and implement an agency-wide people, culture and safety strategy, including a focus on leadership development.</p> <p>2e Commence implementation of our Digital Transformation Program.</p>	<p>3a Review and develop Strategic Engagement Frameworks including engagement/ and communications plans for external stakeholders.</p> <p>3b Develop and deliver NOPSEMA’s Industry Education Plan.</p> <p>3c Establish and maintain OIR’s reputation as a leading practice, independent expert regulator.</p> <p>3d Build and maintain relationships with other agencies, committees and regulators, including at strategic levels to influence policy and legislation reforms to deliver mutually beneficial outcomes.</p>

⁷ As per [National Plan for Maritime Environmental Emergencies 2020 \(amsa.gov.au\)](https://www.amsa.gov.au/national-plan-for-maritime-environmental-emergencies-2020) page 49.
Corporate Plan 2024–29