

## 1 CEO's message – OIR



In recognition of our world-class offshore renewable energy resources and growing interest from multinational offshore renewables developers, the Australian government has moved swiftly to develop legislation and enable a new offshore industry.

The *Offshore Electricity Infrastructure Act 2021* entered into force on 2 June 2022, providing a framework for the licensing and regulation of offshore renewable energy and offshore electricity infrastructure projects in the Commonwealth offshore area.

Recognising the importance of regulatory oversight, the legislation establishes the Offshore Infrastructure Regulator (OIR) to oversee work health and safety, environmental management and infrastructure integrity for offshore infrastructure activities. The functions of the OIR are administered by NOPSEMA leveraging existing expertise and experience in regulating large scale, technically complex offshore energy infrastructure activities in Australia. The addition of this function represents a natural evolution for the Authority.

The OIR will play an important role in providing advice and guidance to the emerging offshore renewable energy sector on compliance with regulatory requirements, while enabling the safe and responsible development of offshore renewable energy resources.

As we develop the functions of the OIR and implement the new framework we will continue to work closely with industry, government, workforce and community stakeholders.

Sue McCarrey, Chief Executive Officer

## 2 Preparation of this plan

The NOPSEMA Corporate Plan 2023–28 is prepared under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGGS 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 2023 to 30 June 2028. The plan covers the reporting period 2023–24 and is available on our website at [oir.gov.au](http://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.

## 3 Introduction

The Offshore Infrastructure Regulator (OIR), established under the *Offshore Electricity Infrastructure Act 2021* (OEI Act), will provide regulatory oversight of the offshore renewables industry. The functions of the OIR are administered by NOPSEMA and include regulation of work health and safety, infrastructure integrity and environmental management for offshore infrastructure activities.

## 4 Vision, purpose, values

Vision	A protected offshore workforce and environment
Purpose	To assure the protection of lives and the environment
Values	<p><b>Professionalism</b> – we will be accountable, consistent, reasonable, and act in accordance with the law.</p> <p><b>Ethics</b> – we will demonstrate respect and integrity in all we do.</p> <p><b>Independence</b> – we will make our decisions impartially on the merits of the circumstances, and without undue influence.</p> <p><b>Leadership</b> – we will be proactive, inclusive, and decisive in our conduct as a pre-eminent regulator.</p> <p><b>Collegiality</b> – we will make and act on informed decisions through open and respectful dialogue.</p>

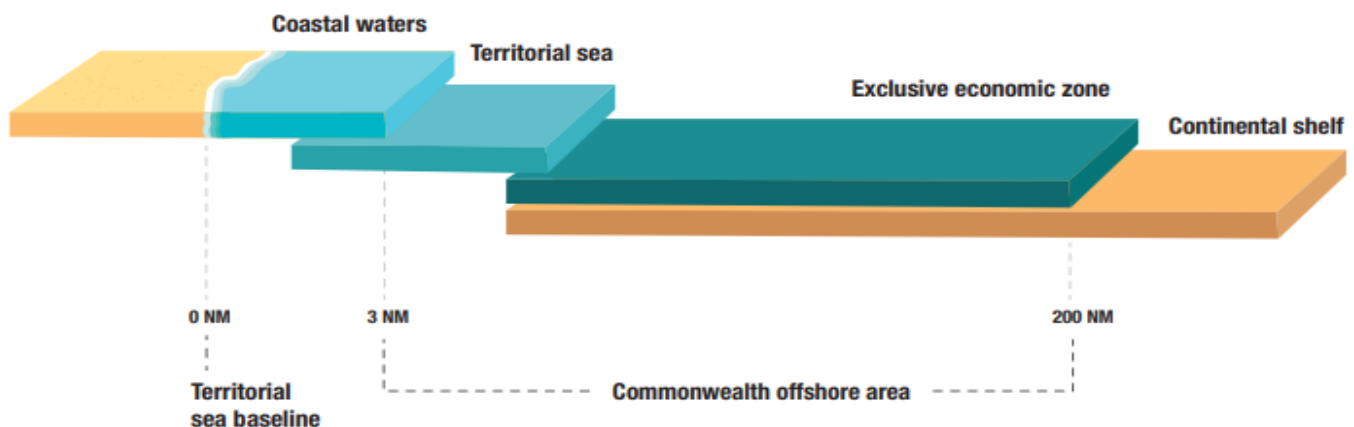
The OIR and NOPSEMA have the same vision, purpose, and values.

## 5 Operating context

### Jurisdiction

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

Australian maritime zones



### 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. Once OEI Act licences are granted, the OIR will operate on a fully cost recovered basis through a combination of fees and levies payable by entities regulated under the OEI Act.

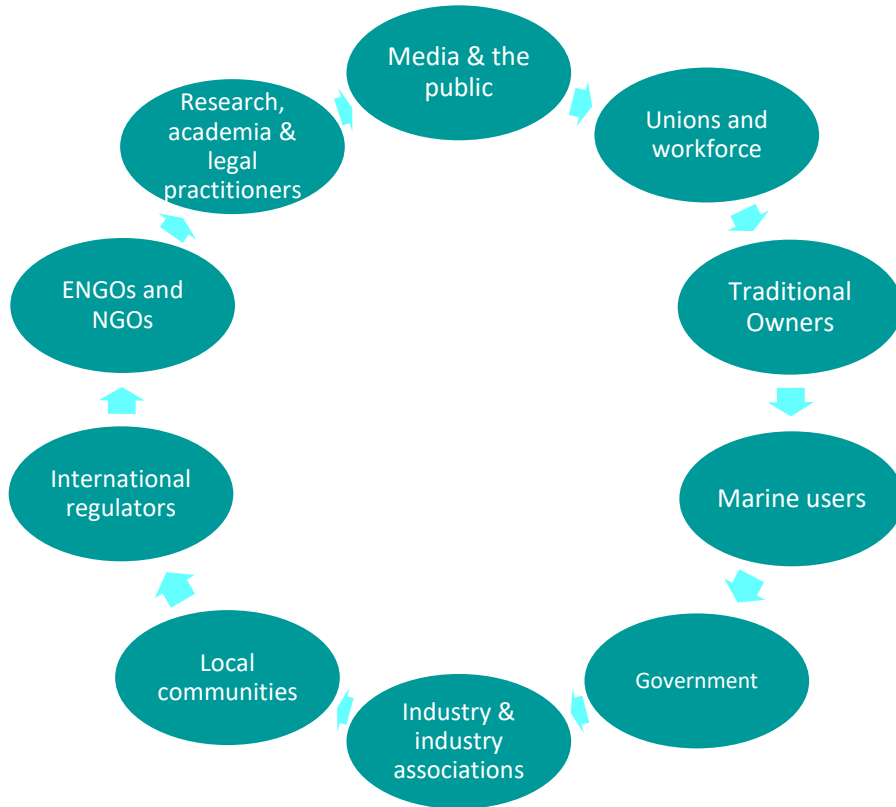
Portfolio responsibility for the OEI Act rests with the Department of Climate Change, Energy, the Environment and Water (DCCEEW).

### Offshore renewables industry

There are currently no OEI Act licences granted in the Commonwealth offshore area and no infrastructure has been installed under the OEI framework. Once licences are granted, the OIR will formally commence delivery of its regulatory functions.

## 6 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 further developed and offshore renewables activities commence in the Commonwealth offshore area.



### Stakeholder relationships

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	Represent Australia on the Forum
International Regulators Forum	Global collaboration on offshore renewables safety regulation	Represent Australia on the Forum

Domestic	Nature	OIR role
Department of Climate Change, Energy the Environment and Water	Advice and regulatory services	Provide regulatory, technical and operational advice to support: <ul style="list-style-type: none"> <li>- the development and implementation of the OEI Act framework.</li> <li>- assessment of project proposals under the EPBC Act 1999.</li> </ul>
Offshore Infrastructure Registrar	Regulatory cooperation	Collaborate on matters relating to the administration and enforcement of the OEI Act and applied WHS provisions.
Other Commonwealth govt departments	Regulatory cooperation	Cooperate with agencies and authorities who have functions that may interface with OEI Act regulated activities.
State and Northern Territory govt depts	Regulatory cooperation	Cooperate with agencies and authorities who have functions that may interface with OEI Act regulated activities.
Offshore renewables industry	Advice and regulatory services	To promote and provide advice on matters relating to work health and safety, environmental management and infrastructure integrity of offshore infrastructure activities.
Workforce representative bodies and the offshore workforce		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.

## 7 Capabilities

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### People

As we develop and 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 workforce. This ensures we will build and maintain our knowledge, skills and experience to meet our current and future organisational objectives.

### 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.

## 8 Risk management

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### Analysis of offshore risk factors

There are currently no activities or operations 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 under development by DCCEE. 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.

### 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.



## 9 Key activities and performance measures

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Please see the [strategic pillars section in the NOPSEMA part of the plan](#) for an overview of the strategic pillars, goals, and risks as these are also relevant for OIR.

Noting that the OIR is not currently actively regulating any activities in the Commonwealth offshore area, we will report against the delivery strategies outlined below in future years.

## Strategic Pillar - Regulatory approach and outcomes

1	Maintain role as an expert risk-based regulator	The OIR is currently providing regulatory and operational advice to DCCEEW to assist in developing a regulatory framework for the offshore renewables sector. Once fully developed this framework will provide further parameters to guide the OIR in the delivery of its functions and in the establishment of strategic priorities. Under strategic goal 1 the OIR will implement a resourcing strategy that will allow us to acquire and maintain the appropriate skills and expertise to deliver on this strategic goal.
2	Apply focus areas to target effort	The OIR is currently focusing effort on establishing and implementing its functions under the developing regulatory framework for the offshore renewables industry.
3	Pursue best practice regulation	The OIR is currently providing regulatory, operational and technical advice to DCCEEW to assist in developing a regulatory framework for the offshore renewables sector. This framework is being developed on the basis of extensive stakeholder engagement at both a domestic and international level. The OIR is an active member of the Global Offshore Wind Regulators Forum (GOWRF) and is currently heading an initiative through the International Regulators Forum (IRF) to expand the remit of that body to cover global collaboration on offshore renewables health and safety regulation.

## Strategic Pillar - Relationships and reputation

4	Maintain social licence	Once the regulatory framework for the offshore renewables sector is fully established the OIR will seek to implement this in consultation with stakeholders and ensure that the impacts of offshore renewables activities on the workforce, other marine users, communities and other socioeconomic receptors are appropriately managed.
5	Ensure engagement is targeted and specific	
6	Engage and work transparently with key stakeholders	

## Strategic Pillar - Capability and culture

7	Meet future challenges	The OIR will seek to identify and address future challenges in line with this goal once the regulatory framework and the function are fully established.
8	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.
9	Evolve and adapt to maintain effective future operations	As the OIR function is developed and implemented we will seek to implement systems and processes to allow us to adapt and maintain effective operations.

Please see the [NOPSEMA part of this corporate plan](#) for information regarding the [Regulator Performance Guide](#).

## 10 Compliance table

PGPA Act Requirements	Section
Introduction - preparation of the plan statement	2
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Entity purpose	4
Key activities	9
Operating context – including environment, capabilities, risk, co-operation	5-8
Performance measures and targets	9

## 1 CEO message

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I am pleased to present the new NOPSEMA Corporate Plan – my first as CEO – for the period 2023–28. Over this period, we will continue to be focused on our three strategic pillars: Our regulatory approach and outcomes; our capability and culture; and our relationships and reputation.

We will continue to progress our strategic compliance focus areas to protect the offshore workforce and the environment. The focus areas 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, 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 Preparation of this plan

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The NOPSEMA Corporate Plan 2023-28 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 2023 to 30 June 2028. The plan covers the reporting period of 2023–24 and is published on [nopsema.gov.au](https://nopsema.gov.au) each year.

The Offshore Infrastructure Regulator (OIR), whose functions are administered by NOPSEMA, is established under the *Offshore Electricity Infrastructure Act 2021* (OEI Act) to oversee the offshore renewables industry. Under the OPGGS Act the NOPSEMA Corporate Plan must deal separately with the activities of NOPSEMA in its capacity as the OIR. In accordance with this requirement, this 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. 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, and this is noted in the OIR part of this plan.

### 3 Introduction

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. 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.

#### Vision, purpose, values, functions and regulatory approach

<b>Vision</b>	A protected offshore workforce and environment	<b>Purpose</b>	To assure the protection of lives And the environment
<b>Values</b>	<b>Professionalism</b> – we will be accountable, consistent, reasonable, and act in accordance with the law. <b>Ethics</b> – we will demonstrate respect and integrity in all we do. <b>Independence</b> – we will make our decisions impartially on the merits of the circumstances, and without undue influence. <b>Leadership</b> – we will be proactive, inclusive, and decisive in our conduct as a pre-eminent regulator. <b>Collegiality</b> – we will make and act on informed decisions through open and respectful dialogue.		
<b>Functions</b>	Promote, Monitor, Enforce, Investigate, Report, Advise, Co-operate	<b>Approach</b>	Influence, Oversee, Enforce

### 4 Overview

<b>Operating environment</b>	Australian Government	Offshore industry	Minister's expectations	Community expectations	Risks	Regulator performance Guide
<b>Strategic pillars</b>	Regulatory approach and outcomes		Capability and culture		Relationships and reputation	
	↓		↓		↓	
<b>Strategic goals</b>	Maintain our role as an expert risk-based regulator Apply focus areas to target effort Pursue best practice regulation Maintain social license		Be an employer of choice Evolve and adapt to maintain effective future operations Meet future challenges		Ensure engagement is targeted and specific Engage and work transparently with key stakeholders	
<b>Key activities planned with regard to →</b>	Our legislated functions Section 3	Industry Section 5	Performance reporting Section 10	Stakeholder management plan Section 6	Enterprise Risk Management Framework Section 8	Regulatory best practice Section 11
<b>Performance measures</b>	Divisional and team annual operating plans are used to operationalise and track our key activities and performance measures					

## 5 Operating context



### Jurisdiction

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.

Figure 1 NOPSEMA jurisdiction - Commonwealth waters

### Australian Government

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.

### Offshore energy industry

The offshore petroleum industry identifies and develops oil and gas resources, primarily in the North-West Shelf, Timor Sea and Bass Strait. The industry is significant to Australia, being one of the world's largest exporters of LNG. The Australian industry is made up of more than 200 companies 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 Stakeholder engagement

NOPSEMA continues to strive to increase community confidence in the offshore petroleum regulatory regime by improving stakeholder 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's [Consultation Hub \(consultation.nopsema.gov.au\)](https://consultation.nopsema.gov.au) provides opportunities for public participation and consultation as an integral part of stakeholder engagement.

### Some of our key stakeholders:

NOPSEMA Advisory Board

Other regulators e.g. State regulators

International Regulators' Forum (IRF)

International Offshore Petroleum Environment Regulators (IOPER)

Government and other departments

Research providers

Community and general public

Department of Climate Change, Energy, the Environment and Water (DCCEEW)

Department of Industry, Science and Resources (DISR)

Offshore energy industry – regulated entities and other associated stakeholders, including workers' representatives.

### Cooperation and collaboration

NOPSEMA works with a wide and diverse range of stakeholders including other government agencies and departments. In particular, we have protocols developed for co-operation and information sharing 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.

As per the Portfolio Budget Statements<sup>1</sup>, 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.

<sup>1</sup> [Portfolio Budget Statements 2023-24 | Treasury.gov.au](https://www.treasury.gov.au/Portals/0/PBS/PBS2023-24/PBS2023-24.pdf)



## 7 Capabilities

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### Capabilities - 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 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 focus on attracting and retaining our highly skilled workforce. This ensures we build and maintain our knowledge, skills and experience to meet our current and future organisational objectives.

### Capabilities - 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.

The agency is in the early stages of a comprehensive digitisation project that aims to provide a more effective, collaborative and seamless regulatory experience. 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.

## 8 Risk management

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### Analysis of offshore risk factors

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, the Strategic Compliance Focus Areas (SCFAs - as communicated to the offshore petroleum industry [NOPSEMA's quarterly magazine \*The Regulator\*](#) and the Strategic Compliance Improvement Programs which are all summarised in the following tables:

#### Strategic Compliance Focus Areas (SCFAs)

Preventing major accident events	Preventing loss of well control	Responsible asset stewardship
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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 risk factors.

## Offshore Risk Factors

Risk factor	Risk factor description
<b>Environmental Management</b>	
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.
<b>Well integrity</b>	
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: <ul style="list-style-type: none"> <li>- management of change process</li> <li>- risk assessments</li> <li>- thoroughness of ALARP (as low as reasonably practicable) considerations</li> <li>- competency systems.</li> </ul>
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.
<b>Occupational Health and Safety</b>	
Executive oversight	Duty holder executives must: <ul style="list-style-type: none"> <li>- manage and maintain organisational and executive level factors that influence the safety, integrity and environmental management risk culture.</li> <li>- influence top-down change to improve performance and mitigate organisational and human factors contributing to major accident events.</li> </ul>
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.

## Enterprise 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.

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

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

## 9 Strategic pillars, goals and risks

We have 3 strategic pillars that our activities broadly fall under, including the agency’s strategic goals and the strategic risks as summarised below:

STRATEGIC PILLARS		
Regulatory approach and outcomes	Capability and culture	Relationships and reputation
STRATEGIC GOALS		
Maintain our role as an Expert risk-based regulator	Be an employer of choice	Ensure engagement is targeted and specific
Apply focus areas to target effort	Evolve and adapt to maintain effective future operations	
Pursue best practice regulation	Meet future challenges	Engage and work transparently with key stakeholders
Maintain social license		
STRATEGIC RISKS		
Failure to deliver effective and efficient risk-based regulatory services	Failure to secure organisational capabilities	Failure to effectively engage with key stakeholders

# 10 Key activities and performance measures

NOPSEMA’s key activities and the related performance measures<sup>2</sup> are outlined below.

We will meet the elements identified in the [Ministerial Statement of Expectations](#) by utilising the delivery strategies for the key activities outlined below. Our [NOPSEMA Statement of Intent](#) further outlines our priorities and the approach we will use to meet the requirements.

Comprehensive information regarding the methodology used in producing the results for these performance measures (some of which may comprise more than one key performance indicator) is published in the Annual Performance Statements in the [NOPSEMA Annual Report 2021–22](#). We use all three performance measures – output, efficiency and effectiveness – and these are noted in the results. We will conduct a review of performance measures during 2023–24.

## Strategic pillars, goals and key activities

## Performance measures

### Strategic Pillar - Regulatory approach and outcomes

1 - Maintain role as an expert risk-based regulator		
Exercise legislative powers in line with government policy and make merit-based decisions on the material evidence and facts with which we are presented.	1	Independently administer the regulatory framework in line with government policy and guidance and make merit-based decisions on the evidence and facts presented.
Maintain an effective risk-based compliance monitoring and enforcement framework, allowing for proportionate responses to risks suited to their size, nature, and complexity.	2	Apply a risk-based graduated enforcement regime aimed at changing industry behaviours for longer-term performance improvements.
Proactively employ appropriate regulatory tools to ensure duty holder compliance and risk mitigation in relation to offshore energy activities.	3	Implement the compliance strategy using a range of appropriate tools to ensure offshore energy activities are undertaken in a safe and environmentally responsible manner by encouraging, monitoring and enforcing compliance with the law.
Maintain a sound information management system that records regulatory decisions, including the rationale and supporting evidence for a decision.	4	Capture and securely store regulatory decisions and the rationale and supporting evidence for those decisions in digital information systems.
Undertake functions in line with legislative requirements, government policies and relevant guidance relating to greenhouse gas emissions and climate change [and CCS].	5	Ensure regulatory decisions are made in accordance with legislative requirements, government policies and relevant guidance relating to GHG emissions, climate change and CCS.
2 - Apply focus areas to target effort		
Maintain a focus on process safety and prevention of major accidents and events, and protection of the marine environment by ensuring risks are managed to be as low as reasonably practicable (ALARP) and acceptable.	6	Ensure duty holders are fully aware of, and comply with their regulatory obligations, particularly in the key strategic compliance focus areas.
Implement a program to evaluate the degree that senior executives and boards have sufficient oversight of, and accountability for, the control of major accident hazards.	7	Collect and review information from duty holders regarding senior executive and board oversight and accountability for the control of major accident hazards.
Ensure that duty holders are fully aware of, and complying with, their decommissioning obligations.	8	Ensure duty holders continue to comply with decommissioning obligations in a timely, safe and environmentally responsible manner.
3 - Pursue best practice regulation		
Undertake our regulatory functions in a modern and collaborative manner that will increase accountability, promote and share leading practice, build professionalism and support cultural change within regulators.	9	Regulate in a modern and collaborative manner – engage bilaterally with international peers to build professionalism and promote and encourage leading practice on the management of hazards, impacts and risks in the offshore energy sector.
4 - Maintain social license		

<sup>2</sup> All KPI targets are 100%. Details of the methodology for each of the performance measures are detailed in the Annual Performance Statements.

Ensure the regulated entities have adequate management systems to prevent and manage incidents of harassment of any kind in the workplace.	10	Consider duty holders' frameworks for effective management of psychosocial hazards and risk factors to ensure the well-being and safety of their workforce through ongoing compliance monitoring.
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## Strategic Pillar - Relationships and reputation

5 - Ensure engagement is targeted and specific		
Keep ministerial offices and policy agencies informed of significant announcements, actions, events, incidents, issues and intentions to participate in government processes to ensure whole-of-government consistency.	11	Ensure Ministers are informed of any significant announcements, actions, events, incidents, issues and intentions to participate in government processes e.g. parliamentary inquiries, in a timely manner.
Work collaboratively with portfolio departments and relevant agencies so that government briefings, advice and policies canvas all relevant issues and encompasses a whole of government perspective.	12	Undertake regular liaison with other departments and agencies to encourage and consistently develop amendments and improvements to legislation, policies and advice.

6 - Engage and work transparently with key stakeholders		
Through collaboration and provision of advice to industry, promote a modern regulatory framework to encourage safe, respectful, inclusive workplaces and continuous improvement.	13	Undertake productive engagement and ongoing dialogue with the offshore energy sector and all other stakeholders to promote the modern regulatory framework and encourage continuous improvement.
Continue to foster a collaborative relationship with NOPTA to maintain a seamless operating environment for the offshore energy sector to reduce cost without compromising regulatory integrity and outcomes.	14	Work co-operatively and share information with NOPTA in contributing to the implementation of improvements to regulatory regimes.
Seek the Advisory Board's advice on strategic matters relating to the performance of NOPSEMA's functions under the OPPGSA and recommendations on operational policies and strategies.	15	Undertake regular engagement with the Advisory Board to seek advice and provide information, and act on agreed recommendations in a timely manner.
Continue to engage and build collaborative relationships with other stakeholders and government agencies.	16	Engage and liaise with other government departments and agencies, industry, and other relevant stakeholders.

## Strategic Pillar - Capability and culture

7 – Meet future challenges		
Stay informed and consider the evolving social, economic, technological and commercial context of the offshore energy sector.	17	Undertake an environment scan to evaluate emerging industry technological advancements, issues and risks to inform planning processes and accommodate relevant changes in advance.
Support the government and portfolio departments to progress and implement key priorities.	18	Action and implement relevant government and portfolio key priorities according to agreed schedules.
Collaborate with government to inform policy development, support implementation and maintain alignment between agency and government priorities and policies.	19	Inform policy development and maintain alignment with broader government priorities and policies by providing strategic advice to portfolio departments on regulatory impact and operational matters.

8 - Be an employer of choice		
Provide a workplace with opportunities and a culture of professionalism and continuous improvement, whereby the agency's personnel, practices, thinking and policies evolve with industry, to attract and retain talent, and align with the government's 'secure Australian jobs' policy.	20	Operate in line with the government's agenda and seek to implement the improvements identified in the agency's APS employee census results for workplace conditions.

9 - Evolve and adapt to maintain effective future operations		
Continue to improve efficiency in regulation by looking for opportunities to reduce duplication, regulatory burden and associated costs, and streamline processes.	21	Identify and implement ways to improve effectiveness and efficiency, reduce regulatory burden, streamline processes and lift productivity via the management system and continuous improvement framework.
Lift the performance of NOPSEMA and adopt a consistent and whole of organisation, risk-based approach to administering regulation.	22	Assure regulatory actions are risk based supported by internal policies and procedures that are applied consistently and enable clear and concise decision-making.

Conduct regular reviews of NOPSEMA's operational policies, processes, procedures, strategies and cultural barriers to identify areas for improvement.	23	Undertake regular reviews to identify areas for improvement and allocation of resources in consultation with the NOPSEMA Advisory Board.
Be cost-effective and conduct reviews of cost structures and regulatory charges prior to seeking any increases.	24	Undertake regular cost recovery implementation and cost effectiveness reviews and publish reports on our website.

## 11 Regulator Performance Guide (RPG)

In 2020 the Australian Government announced it would streamline performance reporting requirements for Commonwealth entities with regulatory functions as part of its deregulation agenda. As such, the Regulator Performance Framework (2014) was reviewed and modified to become the Regulator Performance Guide (RPG), effective from 1 July 2020. There are now three outcomes-based principles of regulator best practice to which all regulators are expected to adhere, and we align our KPIs against these. All Commonwealth regulators must assess their performance under the RPG.

### Principles of Regulator Best Practice

		KPIs
<b>Continuous improvement and building trust</b>	Regulators take a whole-of-system perspective, continuously improving their performance, capability and culture, and building trust and confidence in Australia's regulatory settings.	17, 18, 20, 21-24
<b>Risk-based and data-driven</b>	Regulators uphold critical safeguards with the lightest touch, using data and digital technology to manage risks proportionately, and supporting those they regulate to comply and grow.	1-5, 7, 8, 10
<b>Collaboration and engagement</b>	Regulators are transparent and responsive, implementing regulations in a modern and collaborative way.	6, 9, 11-16, 19

Further information on the RPG is available at [regulatoryreform.gov.au](http://regulatoryreform.gov.au).



## 12 Compliance table – summary

OPGGS Act and PGPA Act requirements	Section
Preparation of the plan statement	2
Analysis of risk factors	8
Human resource strategies and industrial relations strategies	7
Other matters	6
Cover a period of at least 4 reporting periods	3
Introduction – including reporting period	3
Entity purpose	3
Key activities	10
Operating context – including environment, capabilities, risk, co-operation	5
Performance measures and targets	10