



Offshore
Infrastructure
Regulator

OIR Corporate Plan

2025-30



1. Message from the CEO

It's an exciting moment for the Offshore Infrastructure Regulator (OIR) as we take on a new and vital role – regulating Australia's offshore renewables sector.

This Corporate Plan is the first with the OIR formally acting as a regulator under the *Offshore Electricity Infrastructure Act 2021* (OEI Act). This reflects our commitment to protecting offshore workers, safeguarding the environment, and supporting the responsible growth of clean energy.

Under the OEI Act, the OIR now oversees offshore renewable energy operations, with a focus on work health and safety, infrastructure integrity, and environmental management. These new responsibilities build on our strong track record regulating complex offshore energy environments – and they reflect the trust placed in us to lead this emerging sector with independence and expertise.

Our approach will focus on promoting best practice, offering clear guidance, and supporting industry to meet its regulatory obligations. As a national regulator, we're here not just to enforce the rules, but to help shape a sector that is safe, sustainable, and respected by the communities it affects.

We know that trust is earned. That's why we'll continue to act with transparency, use our powers responsibly, and remain open to dialogue and feedback.

We're also building a strategic capability to ensure our regulation keeps pace with innovation and remains responsive to future challenges.

Already we have seen the new offshore wind zones identified, and several new management plans come to the OIR for consideration as a result. I expect that activity in these areas will continue to gain interest as local and international companies seek to implement new projects in Australian waters. The OIR will be ready to regulate this burgeoning industry to ensure a safe workforce and protected offshore environment.

The development of offshore renewables presents a once-in-a-generation opportunity – to power communities, create jobs, and contribute to a low-emissions future for Australia. I'm proud that the OIR is at the forefront of this exciting work, and I look forward to working with industry, government, and communities to make it a success.



Sue McCarrey
Chief Executive Officer
NOPSEMA

2. Preparation of this plan

The OIR Corporate Plan 2025-30 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 2025 to 30 June 2030. The plan covers the reporting period 2025-26 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.

Note: 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 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 offshore 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 Approach

Influence | Oversee | Enforce

Our Values

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 Our outcome and programs

NOPSEMA and OIR share an outcome but administer separate programs; the OIR program (1.2) is stated below:

Shared outcome statement	OIR program
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>1.2: Offshore Infrastructure Regulator</p> <p>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.</p>

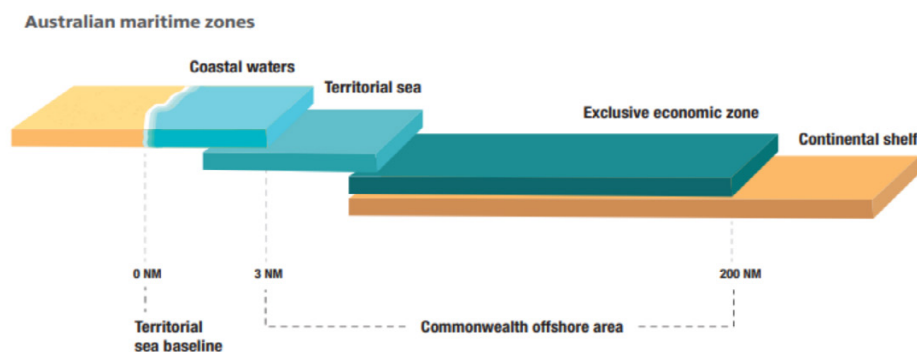
Functions	Operating environment
<ul style="list-style-type: none">• Promote• Monitor• Enforce• Report• Investigate• Advise• Cooperate	<ul style="list-style-type: none">• Australian Government• Minister's expectations• Risks• Offshore industry• Community expectations• Regulator Performance Guide



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. States and Territories remain responsible for regulating activities in coastal waters and onshore.



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 functions of the OIR are administered 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

The offshore renewables sector continued to advance during 2024, with first feasibility licences awarded by the Minister for Climate Change and Energy in the Gippsland and Southern Ocean declared areas offshore Victoria. The granting of licences represented the formal commencement of the OIR's role to oversee the offshore renewables industry. In December 2024, regulations necessary to fully operationalise the OEI Act framework came into effect.

The 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. In support of the regulations, the OIR released a suite of guidance materials to assist licence holders and other stakeholders in understanding the regulatory requirements and the OIR's expectations.

In a significant milestone for sector, the OIR approved the first feasibility-stage management plan for an offshore wind project in February 2025. A further four feasibility-stage management plans have been approved since the regulations entered into force. These approvals allow the relevant licence holders to begin feasibility activities such as metocean and geotechnical investigations off the coast of Gippsland, Victoria to assess the potential for harnessing renewable energy.

The long-term sustainability of the offshore renewables sector will be contingent on early projects being undertaken in a safe and responsible manner. As the OIR evolves and the sector matures, the OIR will continue to promote the importance of a safe, responsible and sustainable industry in accordance with our vision of a protected offshore workforce and environment and will continue to build confidence in the regulatory regime.



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 continues to be an important focus for the OIR.

Some of the agency's key stakeholders include:

- Local communities
- Industry
- Marine users
- Government
- Offshore workforce and unions
- Environmental non-government organisations and non-government organisations
- Research and academia
- First Nations peoples
- International regulatory counterparts
- The public

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 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 that have functions that may interface with OEI Act regulated activities.
State government departments	Regulatory cooperation	Cooperate with agencies and authorities that 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	<p>To promote and provide advice on matters relating to work health and safety, infrastructure integrity and environmental management and of offshore infrastructure activities.</p> <p>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.</p>

6. Reconciliation Action Plan (RAP) and Closing the Gap

The OIR has an obligation to support the National Agreement on Closing the Gap and its Priority Reforms. The agency will identify key Closing the Gap targets and actions that align with current government policy.

The agency has taken an important first step in reconciliation (and by extension, Closing the Gap) by implementing its first RAP which states:

“Our intent is to commence our reconciliation journey by implementing a strong foundation of reconciliation in our staff, which can be built on in subsequent RAPs into the future.”

The agency will develop a new Reflect RAP in the 2025-26 financial year and seek endorsement via Reconciliation Australia. This will build on the initial RAP and focus on strengthening relationships with First Nations communities where we regulate.



7. Capabilities

7.1 People

The OIR will seek 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.

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

7.2 Systems

As the OIR further develops systems and processes that administer its regulatory functions, it 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

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

The OIR shares NOPSEMA's three strategic risks, that are in essence a perceived or actual failure to adequately attain the agency's strategic goals. The impacts of these include a perception by either the Australian government or stakeholders of an ineffective entity or regulator. The OIR shares NOPSEMA's three risk appetite statements, outlining tolerance levels for accepting various risk types that align to the strategic risks and strategic goals.

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
Risk appetite 1	Risk appetite 2	Risk appetite 3
We have zero tolerance for regulatory powers being inappropriately exercised. However, we have a moderate tolerance for testing their application where regulatory approaches are proportionate, evidence-based, and reflect due process and procedural fairness.	We have a high tolerance for innovation, technological improvements and initiatives which lead to the betterment of workforce wellbeing and competency and increases the effectiveness and efficiency of our operating environment. We have zero tolerance for inappropriate workplace conduct.	We have a proactive approach to external engagement and low tolerance for inadequate engagement with government, the Advisory Board, and key stakeholders which form part of the regulated and non-regulated community. We will ensure our engagement and conduct is appropriate, fit-for-purpose, and builds trust in the delivery of our functions.

8.1 Analysis of offshore risk factors

The key risk factors for the offshore renewables sector are identified below and are a focus for the OIR for the next three to five years. The OIR will continue to analyse emerging risks as the industry develops and the regulatory framework matures.

Offshore risk factors	Description
Consultation with statutory consultees	Inadequate consultation with statutory consultees throughout the course of preparing a management plan.
Management plan compliance	Licence holders do not satisfy regulatory requirements e.g. through inadequately addressing management plan content requirements and criteria for approval
Management systems	Ineffective management systems that do not establish and maintain appropriate oversight and control of operations and works being undertaken by licence holders or on their behalf to ensure compliance
Executive accountability and oversight	Licence holder executives must manage and maintain organisational and executive level factors that positively influence the health and safety, infrastructure integrity and environmental management risk culture
New market entrants	Interpretation and understanding of new regulatory requirements in the Australian context
Creation of a new offshore workforce and project lifecycle	Effectively transitioning from project planning and early-stage feasibility activities through to construction of large-scale commercial projects
Emerging technologies	Identification of novel elements, interfaces, systems and their maturity

8.2 Enterprise risks

The OIR shares NOPSEMA's enterprise risk management framework that embodies:

- risk appetite statements, tolerances and mitigation strategies
- robust risk management policies and procedures
- an independent audit and risk committee
- an in-house risk management capability and audit team
- an enterprise risk register with defined risks, responsibilities and controls
- quarterly risk reviews to continuously improve the management of our risks
- an embedded risk management culture.

The agency's enterprise risks are regularly reviewed and cover strategic, operational, legal and reputational risks. They represent broad areas to include:

- failure to comply with legislation, covering public governance and administration, employment, WHS and other statutory obligations
- failure to manage resources, stakeholders, offshore energy crises and litigation actions
- inadequate security and business continuity systems to protect against loss of data, records, and infrastructure
- inadequate administration of regulatory functions and ineffective delivery of new regulatory powers.

As part of the planning and performance reporting framework, the OIR also undertakes an annual environment scan to identify key internal and external factors and emerging risks and issues.

9. Key activities and performance measures

Below are the strategic goals outlining the OIR's 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 the 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 the OIR.

Strategic goal 1: Enhance our regulatory approach

OBJECTIVE

We deliver effective regulatory management of the offshore energy sector by enabling new functions, 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:

- 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
- continuing to provide advice and guidance to ensure the impacts of offshore infrastructure activities on the workforce, other marine users, communities and other socioeconomic receptors are appropriately managed.

2025-26 PRIORITIES

- 1a** Undertake preparation, development and implementation of new and amended regulatory policies and activities.
- 1b** Review and update regulatory processes for digital transformation.
- 1d** Improve regulatory organisational maturity in line with the Modern Regulator Improvement Tool (MRIT).
- 1e** Strengthen regulatory data intelligence and reporting capabilities to better inform decision making.

KEY ACTIVITIES AND PERFORMANCE MEASURES

Rationale and expected outcomes	Contributing KPIs	Target	PBS ⁶ Link
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 provide regulatory oversight of the offshore energy industry, focusing on regulation of work health and safety, infrastructure integrity and environmental management.	4 Assessment decisions are made in line with statutory timeframes and documented commitments.	95%	
1.3 We evolve and adapt to meet government key priorities, including reducing unnecessary burden on industry, maintaining effective 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 domestic and 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 core processes and systems to address risks and achieve digital transformation, and fostering a shared vision, common identity, trust, and collegiality to be an employer of choice.

The OIR is:

- continuing to build capability of the team, fostering a work environment that attracts and retains talented and skilled employees in line with government policy
- continuing to provide advice and guidance to ensure the impacts of offshore renewables activities on the workforce, other marine users, communities and other socioeconomic receptors are appropriately managed

2025-26 PRIORITIES

- 2a** Develop and implement an agency-wide people, culture and safety strategy/plan, inclusive of an updated workforce plan and competency framework.
- 2b** Implement our Digital Transformation Program.
- 2d** Conduct and/or facilitate internal and external audits, reviews and assurance activities.

KEY ACTIVITIES AND PERFORMANCE MEASURES

Rationale and expected outcomes		Contributing KPIs	Target
2.1 We ensure our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes			
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.		7 Our employee engagement score in the annual APS Employee Census survey is maintained above the target.	>75
The agency ensures our workforce has the required training and competencies to act with integrity while delivering effective regulatory outcomes.		8 Percentage of current employees completing annual mandatory training.	100%
2.2 We review and improve our policies and processes to meet compliance requirements and model best practice regulatory and business standards			
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.		9 Our activities ⁷ are subject to regular internal and external audits and reviews to measure alignment with best practice standards.	85% of scheduled assurance activities are completed as per the approved assurance plan
Our audits and reviews are conducted to: <ul style="list-style-type: none">• provide assurance that our operations, culture, policies and procedures comply with legislation, and 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.			
2.3 We invest in technology to ensure our systems are robust, adaptive, fit for purpose and provide an improved user-experience			
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 program commenced in 2023-24 (the DTP) that serves to enhance systems and capabilities for both NOPSEMA and OIR.		10 The Digital Transformation Program (DTP) milestones are met in accordance with the approved project plan.	90%

⁷ Includes our corporate and regulatory functions

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, including the wider community
- promoting and strengthening our reputation as an independent expert regulator.

The OIR is:

- continuing to proactively engage stakeholders to maintain effective regulation of the offshore renewables sector
- 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.

2025-26 PRIORITIES

- 3a Review and implement Strategic Engagement Frameworks including engagement and communications plans for external stakeholders.
- 3b Deliver targeted industry education events and initiatives, as outlined in the Industry Education Plan.
- 3c 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.
- 3e Position the agency as an expert regulator through development of the NOPSEMA Blueprint project.

KEY ACTIVITIES AND PERFORMANCE MEASURES

Rationale and expected outcomes	Contributing KPIs	Target
3.1 We engage and cultivate targeted, specific, productive and trusted relationships		
<p>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.</p> <p>The results are used for continuous improvement, identifying and implementing best practice standards, and refreshing our engagement and communication plans.</p>	<p>11 The majority of stakeholders rate the agency highly for having effective engagement and education initiatives.</p>	>75%
3.2 We promote the regulatory framework to influence continuous improvement in safety and environmental outcomes		
<p>We undertake regular stakeholder surveys that includes relevant measures for how we influence industry, promote safety and environmental management, and provide regulatory information.</p> <p>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.</p>	<p>12 The majority of stakeholders rate the agency highly for regularly providing the right information to provide clarity, in an accessible format.</p>	>75%

10. Regulator performance – best practice principles

Regulators are required to report against three principles (noted below) of regulator best practice through their corporate plans and annual reports.

The OIR's KPIs are aligned to these principles to meet these reporting requirements. Further information is available at [Regulator Performance \(RMG 128\)](#).

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.	6–9
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.	1–5, 10
Collaboration and engagement	Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.	11, 12



11. Compliance table – summary

OPGGS Act and PGPA Act requirements	Section
Preparation of the plan	2
Reporting periods	2
Entity purpose	3.1
Key activities	9
Operating context – environment, capabilities	4, 7
Operating context – co-operation, risk	5, 8
Performance measures and targets	9
Other matters (stakeholder engagement)	5
Analysis of risk factors	8.1

12. Conformance with Ministerial expectations

Topic	Description	Key activity	KPIs
Assure health and safety of the workforce and protection of the environment	Promote safe and responsible development of offshore renewables projects	1.2, 1.3	4, 6
Continuous improvement and building trust	Promote leading practice in management of offshore activities and take proportionate compliance and enforcement actions	2.2	9
Risk based and data driven	Utilise data and regulatory intelligence to guide regulatory actions and application of effort	2.3	10
Collaboration and engagement	Proactively engage with our stakeholders and collaborate to drive positive safety, infrastructure integrity and environmental management outcomes	3.1, 3.2	11, 12

Appendix A – NOPSEMA and OIR Strategy on a page

STRATEGIC GOALS		
1. Enhance our regulatory approach	2. Build our organisational capability	3. Strengthen our external relationships
<p>We deliver effective regulatory management of the offshore energy sector by:</p> <ul style="list-style-type: none"> enabling new functions, such as 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 core processes and systems to address 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, including the wider community promoting and strengthening our reputation as an independent expert regulator.
KEY ACTIVITIES AND PERFORMANCE MEASURES (KPIs)		
<p>1.1 We provide excellent regulatory management so that we may assure that the offshore industry workforce and environment is safe and protected</p> <p>KPI 1. The industry's lost time injury (LTI) \geq 3 days, major injury, and fatality rates are maintained at or below international benchmarks⁸.</p> <p>KPI 2. The industry has no significant marine pollution events (Level 3 National Plan⁹).</p>	<p>2.1 We ensure our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes</p> <p>KPI 7. Our employee engagement score in the annual APS Employee Census survey is maintained above the target.</p> <p>KPI 8. Percentage of current employees completing annual mandatory training.</p>	<p>3.1 We engage and cultivate targeted, specific, productive and trusted relationships</p> <p>KPI 11. The majority of stakeholders rate the agency highly for having effective engagement and education initiatives.</p>
<p>1.2 We ensure our regulatory effort is targeted and risk-based, and we make merit-based decisions and assign effort according to risk</p> <p>KPI 3. We implement our inspection program.</p> <p>KPI 4. Assessment decisions are made in line with statutory timeframes and documented commitments.</p>	<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>KPI 9. Our activities are subject to regular internal and external audits and reviews to measure alignment with best practice standards.</p>	<p>3.2 We promote the regulatory framework to influence continuous improvement in safety and environmental outcomes</p> <p>KPI 12. The majority of stakeholders rate the agency highly for regularly providing the right information to provide clarity, in an accessible format.</p>
<p>1.3 We evolve and adapt to meet government key priorities, including reducing unnecessary burden on industry, maintaining effective operations and meeting future challenges</p> <p>KPI 5. Appropriate decommissioning plans are in place prior to cessation of production.</p> <p>KPI 6. We collaborate with domestic and international regulators to improve our regulatory practices, share information and cultivate consistency.</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>KPI 10. The Digital Transformation Program (DTP) milestones are met in accordance with the approved project plan.</p>	
2025-26 ANNUAL PRIORITIES		
<p>1a Undertake preparation, development and implementation of new and amended regulatory policies and activities.</p> <p>1b Review and update regulatory processes for digital transformation.</p> <p>1c Deliver on National Priorities.</p> <p>1d Improve regulatory organisational maturity in line with the Modern Regulator Improvement Tool (MRIT).</p> <p>1e Strengthen regulatory data intelligence and reporting capabilities to better inform decision making.</p>	<p>2a Develop and implement an agency-wide people, culture and safety strategy/plan, inclusive of an updated workforce plan and competency framework.</p> <p>2b Implement our Digital Transformation Program.</p> <p>2c Develop our revised Information Management and Technology Strategy.</p> <p>2d Conduct and/or facilitate internal and external audits, reviews and assurance activities.</p> <p>2e Implement refreshed strategic planning and integrated reporting processes and tools.</p>	<p>3a Review and implement Strategic Engagement Frameworks including engagement and communications plans for external stakeholders.</p> <p>3b Deliver targeted industry education events and initiatives, as outlined in the Industry Education Plan.</p> <p>3c 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> <p>3d Evolve Regulatory Stakeholder Engagement Program.</p> <p>3e Position the agency as an expert Regulator through development of the NOPSEMA Blueprint project.</p>

⁸ Using averages from performance data published annually by the International Regulators' Forum (IRF) and others.

⁹ As per National Plan for Maritime Environmental Emergencies 2020 (amsa.gov.au) page 49.



NOPSEMA contact details

Head office

Level 10, 58 Mounts Bay Road,
Perth WA 6000

GPO Box 2568, Perth WA 6001

P: +61 (0)8 6188 8700

Melbourne office

Level 25, 140 William Street,
Melbourne VIC 3000

PO Box 552, Collins Street West
VIC 3000

P: +61 (0)8 6188 8700

E: communications@nopsema.gov.au
nopsema.gov.au



OIR contact details

Head office

Level 10, 58 Mounts Bay Road,
Perth WA 6000

GPO Box 2568, Perth WA 6001

P: +61 (0)8 6188 8700

E: offshorerenewables@oir.gov.au

oir.gov.au