Offshore Infrastructure Regulator

OIR Corporate Plan

2026-31

1. Message from the CEO

The Offshore Infrastructure Regulator (OIR) is entering a significant new phase as we continue to deliver our regulatory functions for Australia's offshore renewables sector.

As activity across the industry continues to grow, the OIR remains focused on delivering effective, transparent and proportionate regulation that supports safe and responsible offshore energy development. This Corporate Plan reflects the OIR's transition from establishing our role under the *Offshore Electricity Infrastructure Act 2021* (OEI Act) to implementing and maturing our regulatory approach to support a safe and sustainable offshore renewables industry.

Under the OEI Act, the OIR regulates the operations of the offshore renewables sector with primary focus on work health and safety, infrastructure integrity and environmental management.

As offshore renewable energy projects progress through feasibility stages, our focus will be on delivering effective, risk-based regulation that promotes leading practice and supports compliance. This includes implementing our inspection program, assessing management plans and engaging proactively with licence holders and stakeholders to support understanding of regulatory obligations and drive positive regulatory, safety and environmental outcomes.

Our approach is underpinned by transparency, collaboration and continuous improvement.

We recognise the importance of maintaining stakeholder confidence and providing regulatory certainty as the sector continues to evolve and the regulatory framework matures.

Interest in the offshore renewables sector in Australia is growing, with additional licences awarded in the Bunbury declared area, offshore Western Australia and feasibility activities underway in the Gippsland region off the Victorian coast. The OIR is continuing to strengthen its capability, processes and systems to ensure we are well positioned to regulate activities effectively and ready to respond to emerging risks and challenges.

The growth of offshore renewables will require effective, transparent and proportionate regulation. The OIR is proud to play an important role in enabling this industry to develop safely, responsibly and sustainably and we look forward to continuing to work with industry, government, Traditional Owners and communities as the sector evolves.

Sue McCarrey
Chief Executive Officer

2. Acknowledgement of Country

Perth

The OIR 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 and present and acknowledges their ongoing connection to land, waters and culture.

Melbourne

The OIR 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 and present and acknowledges their ongoing connection to land, waters and culture.

3. Preparation of this plan

The OIR Corporate Plan 2026-31 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 2026 to 30 June 2031.

The plan covers the reporting period 2026-27 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, and this is noted where relevant.

4. 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 work health and safety, infrastructure integrity and environmental management.

In early 2026, the OIR conducted a review of its vision, purpose, approach and values to ensure they remain clear, relevant and aligned to the agency's future direction. The refreshed statements and values are as follows:

4.1 Vision, purpose and values

Our Vision

A protected offshore workforce and environment for current and future generations.

Our Purpose

To independently regulate offshore energy activities using a risk-based approach to protect people and the environment.

Our Approach

Influence, Improve, Oversee, Enforce

Our Values

Impartial

APS:
The APS is apolitical and provides the government with advice that is frank, honest, timely and based on the best available evidence.

OIR:
We act objectively, fairly and without bias in all that we do.

Committed to Service

APS:
The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

OIR:
We deliver high quality, professional and responsive regulatory functions that protect the community, workers and the environment.

Accountable

APS:
The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

OIR:
We are transparent in our decision making and responsible for our actions and outcomes.

Respectful

APS:
The APS respects all people, including their rights and their heritage.

OIR:
We foster a respectful, inclusive and safe workplace and engage constructively with stakeholders.

Ethical

APS:
The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

OIR:
We act with integrity, professionalism and honesty at all times.

Independence

OIR:
We make our decisions independently on the merits of the circumstances, and without undue influence.

Stewardship

APS:
The APS builds its capability and institutional knowledge and supports the public interest now and into the future, by understanding the long-term impacts of what it does.

OIR:
We strengthen regulatory capability and knowledge for enduring outcomes, balancing present needs with future impacts.

4.2 Outcome and programs

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

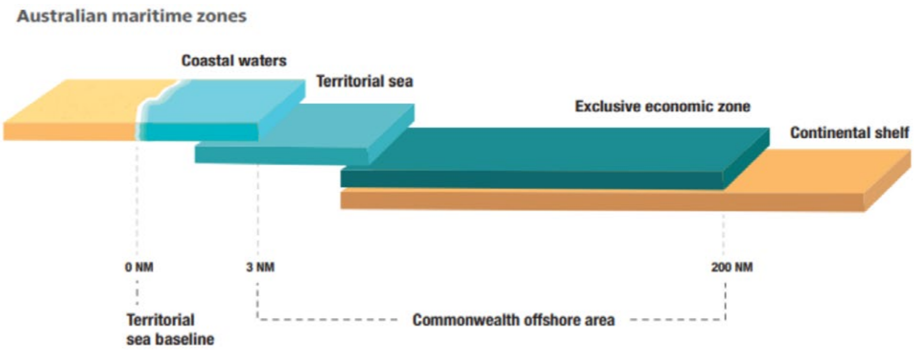
Outcome statement	Programs
A protected offshore workforce and environment through regulatory oversight of Australia's offshore energy industries, as well as through engaging, advising, and educating the regulated community.	1.2: Offshore Infrastructure Regulator Promote and enforce the effective management 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	Operating environment
• Promote • Monitor • Enforce • Report • Investigate • Advise • Cooperate	• Australian Government • Minister's expectations • Risks • Offshore industry • Community expectations • Regulator Performance Guide

5. Operating context

5.1 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.



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

5.3 Offshore renewables industry

Australia's offshore renewables industry is continuing to progress from planning and assessment into offshore feasibility activity, with licence holders commencing on-water activities. The OIR is continuing to implement and mature its regulatory oversight functions to support the safe, responsible and sustainable development of the sector in line with industry activity.

Since the OEI Act framework became fully operational, the OIR has approved six management plans for feasibility stage activities, all from licence holders in the Gippsland declared area. As part of the feasibility assessment process, licence holders are required to undertake a range of studies and investigations to identify potential risks and uncertainties and determine whether it is viable to progress to a full-scale commercial project.

With the regulatory framework now established, the OIR's focus has shifted to ensuring compliance with safety requirements and environmental obligations as the offshore renewables industry develops.

During the 2025-26 financial year, the OIR commenced regulatory activities including the first round of inspections focused on early-stage offshore activities and associated compliance obligations. These inspections have examined key areas including work health and safety requirements, environmental management obligations, consultation and the maintenance of offshore infrastructure. Insights from these activities are helping to inform and refine the OIR's regulatory approaches, guidance and inspection processes, while continuing to build the specialist expertise required to oversee offshore activities safely and effectively.

As the offshore renewable energy activities continue to expand, the OIR will continue to strengthen its regulatory capability to support industry compliance while protecting people and the environment.

6. Stakeholder engagement

In delivering 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.

6.1 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.

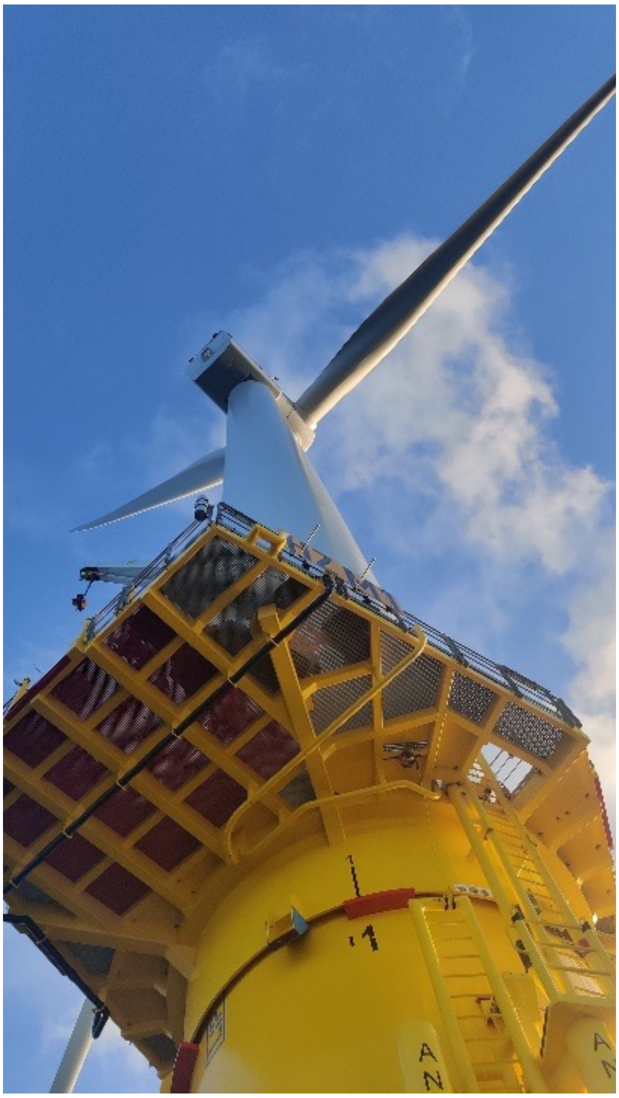
Domestic	Nature of relationship	OIR role
Department of Climate Change, Energy, the Environment and Water	Advice and regulatory services	Provide regulatory, technical and operational advice to support the OEI Act framework.
Offshore Infrastructure Registrar	Regulatory cooperation	Collaborate on matters 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	To promote and provide advice on matters relating to work health and safety, infrastructure integrity and environmental management and of offshore infrastructure activities. 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.
Workforce representative bodies and offshore workforce	Advice and regulatory services	To promote and provide advice on matters relating to work health and safety. 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. Reconciliation Action Plan (RAP) and Closing the Gap

The OIR continues to develop understanding of its obligations to support the National Agreement on Closing the Gap and its Priority Reforms. This will assist to identify and progress key Closing the Gap targets and actions that align with current Australian government priorities and regulatory responsibilities.

The OIR aims to implement its next Reflect RAP during the 2026–27 period. This updated RAP will continue to emphasise strengthening relationships with First Nations communities in the regions where the OIR regulates, enhancing culturally informed practices, and embedding meaningful engagement into regulatory processes.

Through this work, the OIR aims to contribute to outcomes consistent with the Closing the Gap framework while continuing to mature its reconciliation approach over time.



8. Capabilities

8.1 People

The OIR will continue to strengthen its regulatory capability in line with development of the offshore renewables sector. The OIR will seek to maintain a high-performance and values-based culture, with a workforce that is engaged, safe, diverse and capable, and with appropriate levels of technical and specialist 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. Its activities will focus on attracting and retaining a highly skilled team of people.

8.2 Systems

As the OIR further enhances 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.

9. 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.

9.1 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 progresses 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.

9.2 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
- scheduled risk review workshops 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, privacy, 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.

10. Strategic goals, key activities and performance measures

Below are the strategic goals outlining the OIR's specific key activities, performance measures, and annual strategies. This Corporate Plan may refer to key activities as outcomes and performance measures as key performance indicators ('KPIs'). These terms are used interchangeably in the context of the OIR's strategy.

Further detail on the KPIs is included in the Annual Performance Statements in the Annual Report.

Note: the numbering below is as used in the NOPSEMA Corporate Plan for consistency. Not all NOPSEMA KPIs and annual strategies are relevant for the OIR.

Strategic goal 1: Deliver and enhance our regulatory approach

We deliver effective regulatory management of the offshore energy sector by:

- **enabling new functions, when required**
- **continuously maturing our approach to regulation**
- **coordinating a strategic approach to managing emerging issues and risks, and proposals for legislative change.**

The OIR is:

- **enhancing the skills, expertise and capabilities to effectively regulate a growing offshore renewables industry across work health and safety, infrastructure integrity, environmental management and stakeholder engagement.**
- **Implementing the OIR's inspection program for offshore activities and using insights to refine and mature our risk-based approach.**
- **providing relevant 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.**

OUTCOMES (KEY ACTIVITIES)	KEY PERFORMANCE MEASURES (KPIs)		KPI TARGETS	PBS[5] Link	KPI RATIONALE
1.2 Regulatory effort is targeted and risk-based, decisions are merit-based, and effort is assigned according to risk	4	Assessment decisions are made in line with statutory timeframes and documented commitments.	95%	PBS KPI 4	We undertake analyses on industry events, controls, compliance, hazards and emerging risks so that effort and responses are focused in high-risk areas. We provide regulatory oversight of the offshore energy industry, focusing on regulation of work health and safety, infrastructure integrity and environmental management.
1.3 Government key priorities are met, including reducing unnecessary burden on industry, maintaining effective operations and preparing for future challenges	6	We collaborate with domestic and international regulators to improve our regulatory practices, share information and cultivate consistency.	Achieved	PBS KPI 6	We collaborate with other regulators to adopt learnings, continually improve and implement best practice regulation for better safety and environmental outcomes.

2026-27 STRATEGIES

1a Undertake preparation, development and implementation of new and amended regulatory policies, practices and activities.

1b Review and update regulatory processes for digital transformation.

1d Strengthen regulatory data intelligence, use of AI, and reporting capabilities to better inform decision making.

5 Select KPIs that also measure our program outcomes are required to be published in the Portfolio Budget Statements (PBS).

Strategic goal 2: Build our organisational capability

We will continuously improve our capability (people, processes, and systems), achieve excellence, and enrich the workplace culture by:

- implementing 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.

The OIR is:

- continuing to build and enhance capability, 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.

OUTCOMES (KEY ACTIVITIES)	KEY PERFORMANCE MEASURES (KPIs)		KPI TARGETS	KPI RATIONALE
2.1 Our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes	7	Our employee engagement score in the annual APS Employee Census survey is maintained above the target.	>75	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 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.
	8	Percentage of current employees completing annual mandatory training.	100%	The agency ensures our workforce has the required training and competencies to act with integrity while delivering effective regulatory outcomes.
2.2 Our policies and processes meet compliance requirements and model best practice regulatory and business standards	9	Our activities are subject to regular internal and external audits and reviews to measure our performance and identify any opportunities for business and regulatory improvements.	85% of scheduled assurance activities are completed as per the approved assurance plan	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. Our audits and reviews are conducted to: • 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 Our technology and systems are robust, adaptive, fit for purpose and provide a positive user experience	10	The Digital Transformation Program (DTP) milestones are met in accordance with the project plan as approved by the governance committee, to ensure a quality outcome.	90%	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.

2026-27 STRATEGIES

2a 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.

Strategic goal 3: Strengthen our external relationships

We will continue to 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:

- proactively engaging with stakeholders to maintain effective regulation of the offshore renewables sector.
- promoting the regulatory framework to influence continuous improvement in safety and environmental outcomes.
- 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.

OUTCOMES (KEY ACTIVITIES)	KEY PERFORMANCE MEASURES (KPIs)		KPI TARGETS	KPI RATIONALE
3.1 Targeted, specific, productive and trusted relationships	11	The majority of stakeholders report confidence in the agency's regulatory approach.	>65%	We conduct stakeholder surveys that include relevant measures for how we influence industry and are perceived as a regulator, and to elicit feedback on our external relationships.
3.2 A regulatory framework that influences continuous improvement in safety and environmental outcomes	12	The majority of stakeholders rate the agency highly for having effective advice and education initiatives.	>65%	We conduct stakeholder surveys that include relevant measures for how we influence industry, promote safety and environmental management, and provide regulatory information.

2026-27 STRATEGIES

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.

3d Enhance the position of the agency as an expert Regulator through development of the NOPSEMA Blueprint project.

11. 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

12. Compliance table – summary

OPGGS Act and PGPA Act requirements	Section
Preparation of the plan and reporting periods	3
Entity purpose	4
Key activities	10
Operating context – environment, capabilities	5, 8
Operating context – co-operation, risk	6, 9
Performance measures and targets	10
Other matters (stakeholder engagement)	6
Analysis of risk factors	9.1

12. Conformance with Ministerial expectations

Topic	Description	Key activity	KPIs
Regulate offshore energy activities to protect people and the environment	Provide regulatory oversight for the 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 through proportionate compliance and enforcement actions.	**2.2**	**9**
Risk based and data driven	Utilise data and regulatory intelligence to inform decision making, target regulatory effort and support effective outcomes.	**2.3**	**10**
Collaboration and engagement	Proactively engage and collaborate with stakeholders to support positive safety, infrastructure integrity and environmental management outcomes.	**3.1, 3.2**	**11, 12**

Appendix A – NOPSEMA and OIR Strategic Plan on a page

STRATEGIC GOALS		
1. Deliver and enhance our regulatory approach	**2. Build our organisational capability**	**3. Strengthen our external relationships**
We deliver effective regulatory management of the offshore energy sector by: • enabling new functions, when required • continuously maturing our approach to regulation • coordinating a strategic approach to managing emerging issues and risks, and proposals for legislative change.	**We will continuously improve our capability (people, processes, and systems), achieve excellence, and enrich the workplace culture by:** • implementing 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.	**We will continue to 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.

OUTCOMES AND KPIS (KEY ACTIVITIES AND PERFORMANCE MEASURES)		
1.1 Excellent regulatory management to assure that the offshore industry workforce and environment is safe and protected	**2.1** Our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes	**3.1** Targeted, specific, productive and trusted relationships
KPI 1. The industry's lost time injury (LTI) ≥ 3 days, major injury, and fatality rates are maintained at or below international benchmarks[6]. **Target**: Achieved **KPI 2**. The industry has no significant marine pollution events (Level 3 National Plan[7]). **Target**: No Level 3 events	**KPI 7**. Our employee engagement score in the annual APS Employee Census survey is maintained above the target. **Target**: >75 **KPI 8**. Percentage of current employees completing annual mandatory training. **Target**: 100%	**KPI 11**. The majority of stakeholders report confidence in the agency's regulatory approach. **Target**: >65%
1.2 Regulatory effort is targeted and risk-based, decisions are merit-based, and effort is assigned according to risk	**2.2** Our policies and processes meet compliance requirements and model best practice regulatory and business standards	**3.2** A regulatory framework that influences continuous improvement in safety and environmental outcomes
KPI 3. We implement our inspection program. **Target**: 90% **KPI 4**. Assessment decisions are made in line with statutory timeframes and documented commitments. **Target**: 95%	**KPI 9**. Our activities are subject to regular internal and external audits and reviews to measure our performance and identify any opportunities for business and regulatory improvements. **Target**: 85% of scheduled assurance activities are completed as per the approved assurance plan	**KPI 12**. The majority of stakeholders rate the agency highly for having effective advice and education initiatives. **Target**: >65%
1.3 Government key priorities are met, including reducing unnecessary burden on industry, maintaining effective operations and preparing for future challenges	**2.3** Our technology and systems are robust, adaptive, fit for purpose and provide a positive user experience	
KPI 5. Appropriate decommissioning plans are in place prior to cessation of production. **Target**: 80% **KPI 6**. We collaborate with domestic and international regulators to improve our regulatory practices, share information and cultivate consistency. **Target**: Achieved	**KPI 10**. The Digital Transformation Program (DTP) milestones are met in accordance with the project plan as approved by the governance committee, to ensure a quality outcome. **Target**: 90%	

2026-27 STRATEGIES		
1a Undertake preparation, development and implementation of new and amended regulatory policies, practices and activities. **1b** Review and update regulatory processes for digital transformation. **1c** Deliver on current National Priorities. **1d** Strengthen regulatory data intelligence, use of AI, and reporting capabilities to better inform decision making.	**2a** 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. **2c** Develop our revised Information Management and Technology Strategy.	**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** Revise and deliver the Regulatory Stakeholder Engagement Program. **3d** Enhance the position of the agency as an expert Regulator through development of the NOPSEMA Blueprint project.

6 Using averages from performance data published annually by the International Regulators' Forum (IRF) and others.
7 As per page 49 of National Plan for Maritime Environmental Emergencies 2020 (amsa.gov.au).

NOPSEMA

Offshore Infrastructure Regulator

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