

NOPSEMA Corporate Plan

2025-30



1. Message from the CEO

This Corporate Plan marks an important chapter in NOPSEMA's evolution, as we adapt to a dynamic offshore energy environment while staying focused on our purpose: protecting people and the environment through effective, independent regulation.

Over the 2025-2030 period, our efforts will be focused on enhancing regulatory approach, strengthening our organisational capabilities, and continuing to build trust through constructive and inclusive relationships. These three strategic goals remain the bedrock of our agency, but our approach will evolve to meet the demands of a rapidly changing offshore energy landscape.

A key step in this evolution has been the launch of our five National Priorities for offshore energy regulation. The National Priorities focus our regulatory efforts on the most critical safety and environmental challenges across Australia's offshore energy activities. These priorities will guide our focus for the 2025-26 financial year and beyond, ensuring we remain targeted and responsive in how we protect offshore workers and the environment.

While preventing major incidents remains at the heart of our regulatory mission, we are also focused on broader outcomes – ensuring that workers are safe and supported, communities are respected and engaged, and environmental stewardship remains a shared responsibility. This work relies on listening, collaboration, and maintaining a visible presence to understand the realities of the industry we regulate.

Looking ahead, we are engaging actively with the energy transition. Opportunities in offshore renewables and carbon capture and storage are taking shape, and we are committed to working alongside government, industry, First Nations communities, and other stakeholders to ensure these developments are carried out responsibly, sustainably, and in a manner which all Australians can be proud.

The strength of NOPSEMA lies in its people. I want to acknowledge the expertise and commitment of our staff, the support of our Ministers, the insights provided by our Advisory Board, and the collective effort of those across the industry who contribute to safe and environmentally sound offshore activities.

As we deliver on this plan, I remain confident that NOPSEMA is well positioned to meet the challenges of today and tomorrow – with independence, integrity, and a clear sense of purpose.



Sue McCarrey
Chief Executive Officer
NOPSEMA



2. Acknowledgement of Country

Perth

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

Melbourne

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

3. Preparation of this plan

The NOPSEMA Corporate Plan 2025-30 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 2025 to 30 June 2030. The plan covers the reporting period of 2025-26 and is published at nopsema.gov.au each year.

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

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

4. Introduction

4.1 Our vision, purpose and values

The National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) is Australia's independent expert regulator for health and safety, structural and well integrity and environmental management for all offshore energy operations and greenhouse gas storage activities in Commonwealth waters, and in coastal waters where regulatory powers and functions have been conferred.

NOPSEMA is a Corporate Commonwealth entity, subject to the PGPA Act, and is required to operate on a fully cost-recovered basis through industry levies.

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

Our Vision

A protected offshore workforce and environment

Our Purpose

To assure the protection of lives and the environment

Our 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.

4.2 Our outcome and programs

NOPSEMA and OIR share an outcome but administer separate programs; the NOPSEMA program (1.1) is stated below:

Shared outcome statement	NOPSEMA 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>1.1: National Offshore Petroleum Safety and Environmental Management Authority</p> <p>Promote and enforce the effective management of risks to the workforce, the environment, and the structural integrity of facilities, wells and well related equipment through regulation of the Australian offshore petroleum and greenhouse gas storage industries.</p>

Functions	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 best practice

5. Operating context

NOPSEMA regulates:

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

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

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



Figure 1 NOPSEMA jurisdiction – Commonwealth waters.

6. Capabilities

The strategies and plans that NOPSEMA will implement to have the capabilities required to undertake the key activities include:

- Workforce (People)
- ICT and Infrastructure

6.1 Workforce

NOPSEMA is committed to developing a workforce that supports and contributes to a workplace culture that sustains core knowledge, expertise, and standards of professionalism to achieve NOPSEMA's vision with integrity. NOPSEMA's People Plan 2025-2028, provides a blueprint to support employees to deliver NOPSEMA's vision, purpose and corporate objectives. It represents the agency's shared commitment to building on a workplace where everyone can thrive, grow and make an impact, fostering and embedding a workplace culture that is underpinned by NOPSEMA's values of professionalism, ethics, independence, leadership and collegiality. The People Plan is a working strategy that sets an agenda and work programme that builds on and improves the overall work experience.

The agency is also committed to providing all employees with a safe workplace, and to maintaining a strong work health and safety system that effectively monitors and ensures risks are being mitigated. The Work Health and Safety Plan 2025-2028, highlights NOPSEMA's emerging work health and safety risks, and incorporates trends from workforce data, industry best practice and feedback from NOPSEMA's stakeholders. This plan informs the interventions and initiatives that will be implemented as controls to further strengthen the agency's commitment to a safety-first culture.

NOPSEMA meets the requirements in the APS Strategic Commissioning Framework that was released in October 2023 by moving away from outsourcing work that is the agency's core work. Core work is defined as work undertaken to comply with legislation, including regulatory, governance, corporate and other relevant legislation. A set of principles outlining what is acceptable has been developed, and NOPSEMA will engage contractors and consultants in accordance with these principles. This will be monitored and reviewed on an annual basis, ensuring the transfer of knowledge and skills to the agency where reasonable. The agency's 2025-26 target is to reduce contractors by 1 FTE and \$80,000. The relevant policies and processes in HR, finance and procurement will be updated to reflect these changes from 1 July 2025.

6.2 ICT and infrastructure

The agency continuously ensures reliable information, communications and technology (ICT) systems that drive innovation and adapt to regulatory change. There is strong investment in technology and people to minimise risk and enhance the value provided by NOPSEMA's regulatory and corporate functions, while cyber security and cloud computing strategies focus on continuous improvement and protective measures that enhance the agency's resilience.

In line with the Australian Government's digital strategy, the agency has commenced a comprehensive digitisation project (the Digital Transformation Program – DTP) that aims to provide a more connected, effective, collaborative and seamless regulatory experience. This digital funding was secured to replace legacy ICT applications and apply new technologies to digitise highly manual processing of long, complex permissioning documents, and streamline interactions for regulated entities with regulatory agencies. This will be enabled by contemporary technology that is scalable and adaptable, promotes efficiency, generates insights to reduce risks, and enables improved data and information sharing with our stakeholders.

7. Compliance Strategy

NOPSEMA's Compliance Strategy informs offshore energy stakeholders on how the agency intends to foster intentional compliance and deter non-compliance in Commonwealth waters.

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

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

ELEMENT 1



Explain the law and educate the regulated community, stakeholders and the public.

Promotion, advice and engagement

ELEMENT 2



Establish legislated parameters for offshore energy activities (permissioning documents).

Assessment

ELEMENT 3



Monitor offshore activities for compliance against the legislated parameters.

Compliance monitoring

ELEMENT 4



Use compliance data to identify trends and inform compliance activities.

Compliance monitoring

ELEMENT 5



Encourage intentional compliance

Promotion, advice and engagement

Compliance monitoring

ELEMENT 6



Deter and address non-compliance.

Compliance monitoring

Enforcement

Promotion, advice and engagement

ELEMENT 7



Provide regulatory expertise and advise on policy development and improvement.

Promotion, advice and engagement

ELEMENT 8



Continuously improve regulatory capability and capacity within NOPSEMA.

Continuous improvement

8. Strategy and performance

The following sections cover the agency's strategic goals, objectives, key activities, performance measures, and annual priorities.

NOPSEMA has three strategic goals that remain relatively stable over a three to five-year timescale. Under each of the strategic goals and its objectives are key activities undertaken to reach these goals.

Alongside these are annual priorities – current year focus areas that contribute to the achievement of strategic goals. Annual priorities typically change each year, and are primarily actioned, monitored and tracked internally at the team and/or divisional level. However, updates for these are included in Annual Reports where they are relevant to Annual Performance Statements.

8.1 Strategic goals and objectives

STRATEGIC GOALS		
1. Enhance our regulatory approach	2. Build our organisational capability	3. Strengthen our external relationships
OBJECTIVES		
<p>We 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.

8.2 Key activities and performance measures

Key activities are described under each strategic goal and its objectives; developed to meet the goals, requirements in the [Ministerial Statement of Expectations](#), and the regulator performance best practice principles. The [NOPSEMA Statement of Intent](#) that responds to the Minister's statement, further outlines the priorities and the approach that will be used to meet these requirements.

Performance measures are outlined for the key activities – as seen under each goal on the following pages and includes a summary of the rationale for these measures. Further detail on the measures is found in the Annual Performance Statements in the Annual Report.

Established performance measures are regularly reviewed to ensure there is continued focus at the strategic level. Both qualitative and quantitative measures are used, as well as all three performance measure types: output, efficiency and effectiveness, as recommended by the [Regulator Performance \(RMG 128\)](#).

A review of performance measures was done in early 2025; changes from the previous year are described in the following sections under each strategic goal.

9. Strategic goal 1

Enhance our regulatory approach

OBJECTIVE

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

- 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.

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.

1c Deliver on National Priorities.

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 ¹ Link
1.1 We provide excellent regulatory management so that we may assure that the offshore industry workforce and environment is safe and protected			
The ultimate vision is for the offshore energy industry to have no reportable injuries, safety incidents or pollution events.	1 The industry's lost time injury (LTI) \geq 3 days, major injury, and fatality rates are maintained at or below international benchmarks ² .	Achieved	PBS KPI 1
We strive for excellence to influence safety and environmental management to help drive these trends downward.	2 The industry has no significant marine pollution events (Level 3 National Plan ³).	No Level 3 events	PBS KPI 2
1.2 We ensure our regulatory effort is targeted and risk-based, and we make merit-based decisions and assign effort according to risk			
We undertake analyses on industry events, controls, compliance, hazards and emerging risks so that we may focus our effort and responses in these high-risk areas.	3 We implement our inspection program.	90%	PBS KPI 3
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 play a key role in implementing the government's decommissioning framework. We have set a range of targets that provide simple, time-based expectations to minimise uncertainty regarding decommissioning obligations.	5 Appropriate decommissioning plans are in place prior to cessation of production.	80%	PBS KPI 5
We collaborate with other regulators to adopt learnings and aim to continually improve and implement best practice regulation for better safety and environmental outcomes.	6* We collaborate with domestic and international regulators to improve our regulatory practices, share information and cultivate consistency	Achieved	PBS KPI 6

* Priorities and performance measures that are also relevant to the OIR

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

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

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

9.1 Changes to performance measures from previous year

KPI 1 has been amended to measure more specific injury rates, specify that this is an industry measure, and will be benchmarked against the industry's international rates, using averages from performance data published annually by the International Regulators' Forum (IRF) and others.

KPI 2 has minor wording amendments, to reflect that this is an industry measure.

KPI 3 has been amended to reflect implementation of NOPSEMA's regulatory inspection program which is inclusive of the inspection targets detail.

Previously, there was an additional KPI under Key Activity 1.2, to measure: Our decisions reviewed by the Federal Court or Fair Work Commission are affirmed or not substantially varied in any material respect. This KPI has been removed as it was found to not be a relevant measure of Key Activity 1.2.

KPI 4 is newly added as a direct indicator of the agency's diligence and consistency in making assessment decisions to provide certainty and confidence to industry.

KPI 5 has been amended to measure activity and data that is more accessible and within the agency's influence through assessment of duty holders' decommissioning planning.

KPI 6 has a minor wording amendment to include 'domestic' regulators, to acknowledge the agency's ongoing collaboration at both a national and international level.



10. 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
- fostering a shared vision, common identity, trust, and collegiality to be an employer of choice.

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.
- 2c** Develop our revised Information Management and Technology Strategy.
- 2d*** Conduct and/or facilitate internal and external audits, reviews and assurance activities.
- 2e** Implement refreshed strategic planning and integrated reporting processes and tools.

KEY ACTIVITIES AND PERFORMANCE MEASURES

Rationale and expected outcomes	Contributing KPIs	Target
<p>2.1 We ensure our people have professional and technical expertise and act with integrity to deliver effective regulatory outcomes</p> <p>The Australian Public Service (APS) Employee Census survey is conducted annually, and we use the results to develop an action plan each year. Employee engagement is more than simply job satisfaction or commitment to the agency. It is the extent to which our staff are motivated, inspired and enabled to improve the agency's outcomes in delivering best practice regulation.</p> <p>The agency ensures our workforce has the required training and competencies to act with integrity while delivering effective regulatory outcomes.</p>	<p>7* Our employee engagement score in the annual APS Employee Census survey is maintained above the target.</p> <p>8* Percentage of current employees completing annual mandatory training.</p>	<p>>75</p> <p>100%</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>The agency strives to innovate and proactively improve our policies and processes. We comply and embed new legislation and standards as required in a timely manner and adopt best practice principles where relevant.</p> <p>Our audits and reviews are conducted to:</p> <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. 	<p>9* Our activities⁴ are subject to regular internal and external audits and reviews to measure alignment with best practice standards.</p>	<p>85% of scheduled assurance activities are completed as per the approved assurance plan</p>

* Priorities and performance measures that are also relevant to the OIR

⁴ Includes our corporate and regulatory functions

KEY ACTIVITIES AND PERFORMANCE MEASURES		
Rationale and expected outcomes	Contributing KPIs	Target
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%

* Priorities and performance measures that are also relevant to the OIR

10.1 Changes to performance measures from previous year

KPI 7 has a minor wording amendment to specify maintaining the employee engagement score above the established target. The explanation of the APS Census Survey engagement score is located in [APS Employee Census 2024](#) and in the APSC's Explanatory Guide: [2023 APS Employee Census Explanatory Guide](#).

KPI 8 is newly added to measure the workforce reaching the required training and competencies to act with integrity while delivering effective regulatory outcomes.

Previously, there was an additional KPI under key activity 2.2, to measure: We encourage the adoption of best practice standards and principles across the agency to drive continuous improvement. This KPI was removed to reduce duplication with KPI 9. As such, KPI 9 has had its wording and target amended to reflect the streamlining of this measure.

KPI 10 has a minor wording amendment, to reflect that the DTP's detailed project plan has been developed, and milestones will be tracked in accordance with the plan.



11. 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.

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.
- 3d Evolve Regulatory Stakeholder Engagement Program.
- 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>	11* The majority of stakeholders rate the agency highly for having effective engagement and education initiatives.	>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>	12* The majority of stakeholders rate the agency highly for regularly providing the right information to provide clarity, in an accessible format.	>75%

* Priorities and performance measures that are also relevant to the OIR

11.1 Changes to performance measures from previous year

KPI 10 has minor wording amendments to enable application of this measure to both NOPSEMA and the OIR, by referring to the 'agency.' In addition, 'education initiatives' is specified to reflect that this is a key method of industry and community engagement for the agency.

KPI 11 has a minor wording amendment to enable application of this measure to both NOPSEMA and the OIR, by referring to the 'agency.'

12. 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.

NOPSEMA'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





13. Stakeholder engagement

NOPSEMA continues to build community confidence in its regulatory regime by improving stakeholder engagement, consultation, and transparency.

This is being achieved through disclosing more information to the public, targeting regulatory work to improve consultation practices and opportunities for community engagement. NOPSEMA published a Strategic Engagement Framework in early 2025, and ongoing improvements are being added to the framework as the agency's approach to stakeholder engagement evolves. This includes enhanced engagement with First Nations communities, relevant persons, and the broader energy industry on regulatory best practice. [The Consultation Hub \(consultation.nopsema.gov.au\)](https://consultation.nopsema.gov.au) provides valuable opportunities for public participation and consultation as an integral part of stakeholder engagement for NOPSEMA.

13.1 Key stakeholders

Some of the agency's key stakeholders include:

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

14. Cooperation and collaboration

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

14.1 Australian Government

NOPSEMA is an independent statutory authority, and a portfolio agency of the Department of Industry, Science and Resources, and responsible for the provision of expert and specialist advice to influence the development of policy and outcomes. In particular, NOPSEMA cooperates with the National Offshore Petroleum Titles Administrator (NOPTA) for the purpose of administering the OPGGS Act, to support Australian Government decision-makers, and to provide consistent, relevant and timely advice to responsible ministers.

Sharing information

The OPGGS Act provides for the using and sharing of offshore information or things with Australian agencies for particular purposes. NOPSEMA's [Sharing information with Australian and international agencies policy](#) provides another mechanism for the using and sharing of internal information with Australian and international agencies. Sharing information promotes international regulatory best practice and provides access to NOPSEMA's subject matter expertise.

Other government agencies – linked programs

NOPSEMA and OIR share an outcome but administer separate programs. The shared outcome is for 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.

As per the Portfolio Budget Statements⁵, the following linked programs contribute to NOPSEMA's outcome 1:

- DISR contributes through its policies and program relating to the management and administration of the OPGGS Act 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. Scientific capacity within the Australian Antarctic Division can be accessed to support regulatory functions.

14.2 International groups

NOPSEMA seeks to reinforce its international standing and access to leading regulatory practice through its active involvement in various international forums and groups. Priority is given to the International Regulators' Forum (IRF) and the International Offshore Petroleum Environment Regulators (IOPER) group comprising regulatory bodies from leading international jurisdictions for offshore petroleum safety and environmental management. NOPSEMA's national and international collaborations help develop regulatory excellence by sharing expertise, information, and best practice.

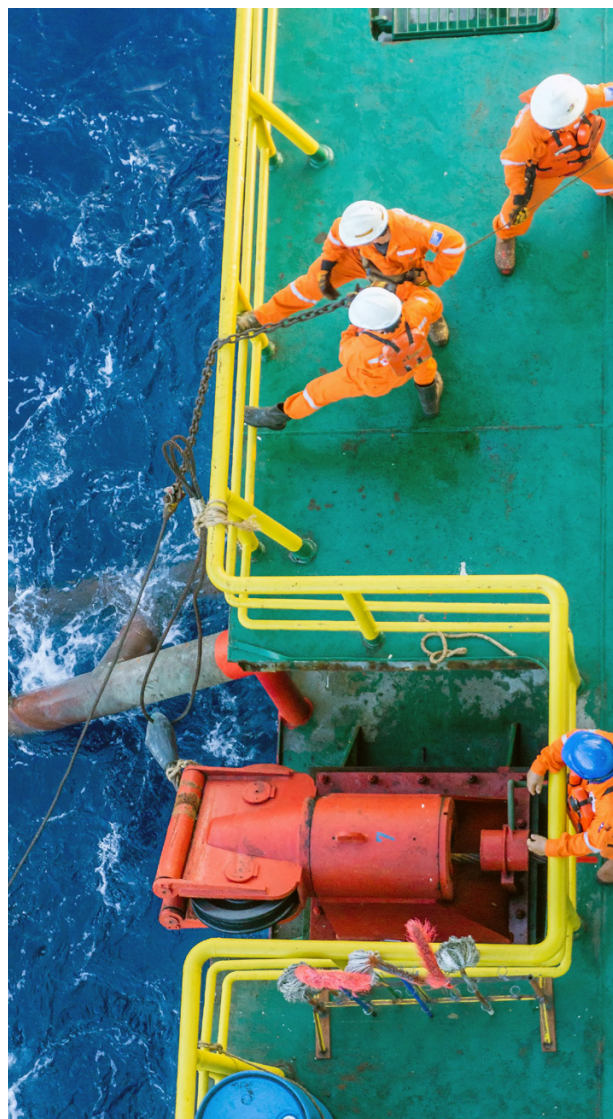
⁵ [Portfolio Budget Statements | Department of Industry, Science and Resources](#)

14.3 Industry and community engagement

A key feature of NOPSEMA's compliance strategy is to fulfil an educational function by explaining the law and educating the regulated community, stakeholders and the public. This involves:

- making obligations clear
- making compliance easy to understand
- developing guides to explain how the law works
- providing information on what compliance looks like
- actively engaging with and educating the regulated community based on good practice.

NOPSEMA pursues various communication and engagement activities to deliver the above objectives, including publications such as *The Regulator* and regular industry events such as NOPSEMA's Better Practice Forums. Engagement also includes tailored engagement sessions with community and First Nations groups to provide information on topics of community interest. Please see [Advice and promotion policy](#) and [Collaborations](#) for more information.



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

NOPSEMA 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.

NOPSEMA 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."

NOPSEMA 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.

16. Risk management

NOPSEMA engages with risk in a positive and transparent way as part of the organisational culture so that risks are understood and guide 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 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. NOPSEMA has 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.

There are two types of risks that NOPSEMA manages:

Regulatory risks

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

Enterprise risks

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

16.1 Regulatory risks

The OPGGS Act requires the offshore petroleum industry to manage the 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 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, workforce, 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 NOPSEMA's Inspection Policy.

NOPSEMA annually applies a systematic process to inspect for, identify, evaluate and plan improvement in areas where non-compliance is evidenced. 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 achieve compliance. This approach embodies the principles of continuous improvement. It recognises that the agency's 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 is alignment between risk factors, National Priorities and other improvement programs that are utilised where widespread non-compliance is observed and needs to be addressed through a more coordinated application of NOPSEMA's full range of regulatory activities.

16.2 National Priorities

NOPSEMA's National Priorities identify key areas where sustained regulatory attention is needed, ensuring resources are used effectively and industry performance continues to improve. These National Priorities are part of NOPSEMA's risk-based approach to regulation under the [Compliance Strategy](#).

The five National Priorities are:

- **Structural integrity** – Ensuring offshore assets remain safe and well maintained.
- **Addressing redundant wells** – Strengthening oversight to ensure wells are decommissioned responsibly.
- **Psychosocial health** – Protection of worker mental health and wellbeing.
- **Control of work** – Promoting effective systems to ensure work is carried out safely and we learn from incidents to continually improve.
- **Leadership and management** – Sharing how decision-making impacts safety and environmental outcomes on offshore facilities.

Each National Priority progresses through a phased approach, from intelligence gathering to strategy development and implementation.

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

16.3 Key risk factors - analysis of offshore risk factors

Current key risk factors for the offshore petroleum industry are listed below and are a focus for the agency for the next three to five years. NOPSEMA requires duty holders to have control over all activities, risks and these key risk factors.

Offshore risk factors	Risk factor description
Environmental management	
Major hydrocarbon release	Ineffective oil pollution emergency preparedness and response plan 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 throughout the course of preparing an environment plan.
Occupational health and safety	
Safety Case compliance	Duty holders fail to satisfy regulatory requirements e.g. through inadequate management of risk and application of control measures.
Leadership and management	Duty holder executives must: <ul style="list-style-type: none"> • manage and maintain the safety, integrity and environmental management risk culture • improve performance and mitigate organisational & human factors contributing to major accident events.
Structural integrity	Industry should demonstrate competent practices and performance in the management of structural integrity throughout the entirety of asset life.
Managing psychosocial hazards at work	Operators must effectively 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 programmes, with a focus on ageing assets, to ensure that facilities and equipment are maintained appropriately until they are fully decommissioned.

16.3 Key risk factors - analysis of offshore risk factors (continued)

Offshore risk factors	Risk factor description
Well integrity	
Well operations management plans (WOMP) compliance	Duty holders fail to satisfy regulatory requirements e.g. through inadequate description of well activities, management of risk and application of control measures
Executive oversight of performance	Ineffective oversight of risk acceptance decisions.
Titleholder management systems	Appropriate implementation of management systems, including: <ul style="list-style-type: none"> • management of change • risk assessment • ALARP (as low as reasonably practicable) consideration • competency assurance
WOMP and safety case (SC) interface	Potential for a well control incident through misalignment of permissioning documents.
Management of well systems in both production and inactive phases.	<ul style="list-style-type: none"> • Inadequate well integrity management leads to wells producing with degraded barriers and associated systems. • Inadequate progress towards plugging and abandonment of idle wells at end of production life.

16.4 Enterprise risks

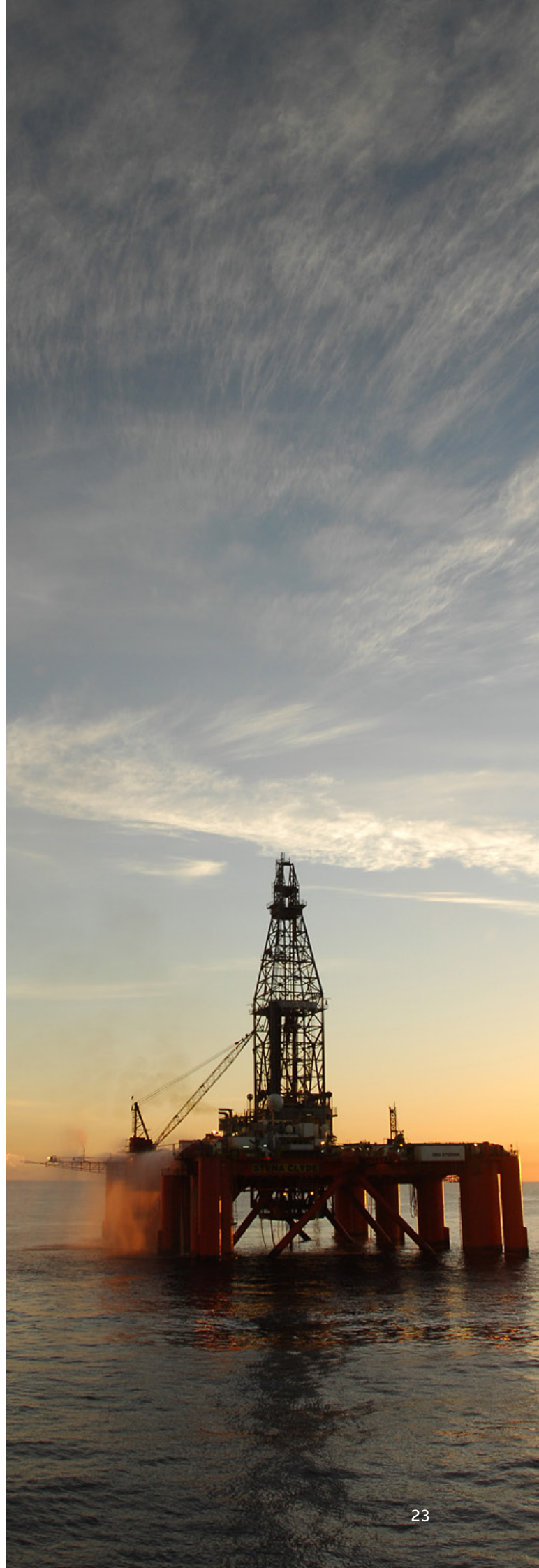
NOPSEMA has an enterprise risk management framework that embodies:

- 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, NOPSEMA also undertakes an annual environment scan to identify key internal and external factors and emerging risks and issues.



17. Organisational regulatory structure

NOPSEMA's organisational structure groups regulatory activities to align with established industry lifecycle streams (exploration and development, production and decommissioning) to provide a strategic focus as a regulator. NOPSEMA undertakes the full range of regulatory functions in each of these lifecycle streams.

There are dedicated safety and environment teams under each of these streams and the well integrity team works closely with these teams.

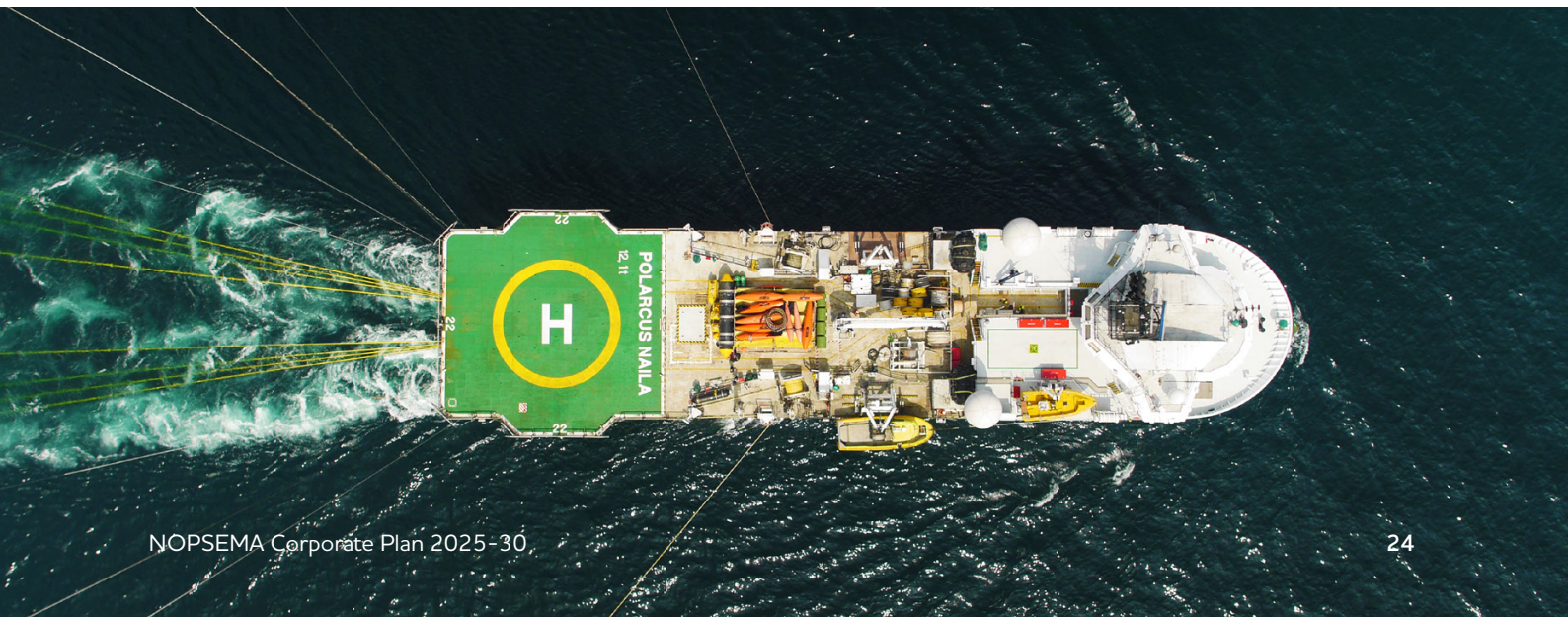
This is a sustainable and integrated structure which allows the agency to respond to current and future changes in the regulatory environment. It also serves to streamline NOPSEMA's approach, supports gains in efficiencies and reduces duplication of effort by focussing effort, intelligence and knowledge in each of these streams.

17.1 Strategic Regulation and Improvement

The Strategic Regulation and Improvement division was established to assist NOPSEMA to be future-focused on upcoming challenges and emerging threats to ensure the industry meets the standards for safety, environment, and well integrity.

The function leads NOPSEMA's analysis and longer-term planning and strategy development across the organisation's regulatory functions to ensure the agency remains a regulator that is fit to oversee a rapidly evolving and changing industry. This includes coordinating strategic improvements such as National Priorities for improvement in industry performance, while also providing strategic advice to internal and external decision-makers regarding early-stage approval decisions, such as new offshore petroleum projects, carbon capture and storage licensing.




This division also has oversight of NOPSEMA's investigation framework, major investigations and court-related enforcements such as enforceable undertakings. The agency's program of engagement with community stakeholders involved in consultation by offshore energy proponents is also led by this division.





17.2 Regulatory Operations lifecycle streams

The lifecycle streams of offshore activities are briefly outlined below:

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

18. Compliance table – summary

OPGGS Act and PGPA Act requirements	Section
Preparation of the plan	3
Reporting periods	3
Entity purpose	4.1
Key activities	8-11
Operating context – environment, capabilities	5-6
Operating context – cooperation, risk	14-16
Performance measures and targets	8-11
Other matters (stakeholder engagement)	13
Analysis of risk factors	16.3

19. Conformance with Ministerial expectations

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



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>

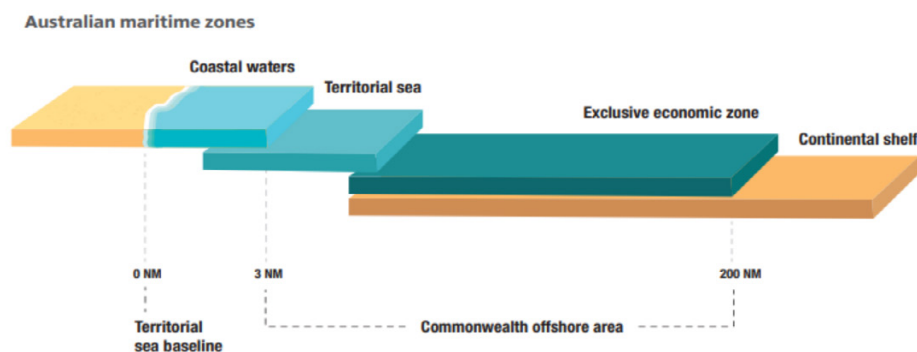
Functions	Operating environment
<ul style="list-style-type: none">• Promote• Monitor• Enforce• Report• Investigate• Advise• Cooperate	<ul style="list-style-type: none">• Australian Government• Minister's expectations• Risks• Offshore industry• Community expectations• Regulator Performance Guide



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.



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