NOPSEMA Corporate Plan

2026-31

1. Message from the CEO

This Corporate Plan marks an important chapter in NOPSEMA's evolution, as we respond to increasing complexity across Australia's offshore energy sector. While our purpose remains constant in protecting people and the environment through effective, independent regulation, our approach will continue to evolve in response to emerging risks, new opportunities and industry innovation.

Over the 2026 to 2031 period, our strategic focus will remain anchored in enhancing our regulatory approach, strengthening organisational capability, and building trust through transparent and meaningful engagement. These foundations are enduring; however, we are refining how we deliver them to ensure our regulatory settings remain proportionate, informed by evidence, and responsive to the realities of offshore operations.

A central feature of this Plan is the continued evolution of our National Priorities. These priorities ensure we direct our regulatory effort to the areas of greatest risk and opportunity for impact. As we continue into 2026, we are closing the Leadership National Priority, recognising the progress made in strengthening leadership capability and accountability across the industry.

Decommissioning is also an area of increasing focus for NOPSEMA and the broader offshore energy sector. As more facilities approach end of life, we are strengthening our regulatory oversight to ensure decommissioning is planned and executed safely, responsibly, and in a manner that protects the environment and maintains public confidence.

Across all our activities, we are strengthening our investigations capability and regulatory posture. This includes a more consistent approach to compliance monitoring, enforcement, and learning from incidents. By deepening our insights and applying them systematically, we aim to drive improvements in industry performance and reinforce clear expectations about accountability.

Preventing major accident events remains at the heart of our mission. At the same time, we recognise that effective regulation must also support safe systems of work, workforce wellbeing, and respectful engagement with communities and stakeholders. Maintaining a visible presence and listening to those we regulate and those affected by offshore activities will continue to inform our approach.

The strength of NOPSEMA lies in the professionalism and expertise of our people. I acknowledge the dedication of our staff, the guidance of our Advisory Board, our Audit and Risk Committee, the support of our Ministers, and the ongoing commitment of industry to safe and environmentally responsible operations.

As we deliver this Corporate Plan, I am confident that NOPSEMA is well positioned to meet the challenges ahead, with clarity of purpose, regulatory integrity, and a continued focus on achieving meaningful outcomes for the Australian community.

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

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

3. Preparation of this plan

The NOPSEMA 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 is the primary planning document and presents the direction for NOPSEMA over the next five years, from 1 July 2026 to 30 June 2031. The plan covers the reporting period of 2026-27 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 Vision, purpose and values

The National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) is Australia's independent expert regulator for health and safety, environmental management, structural and well integrity for 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.

In early 2026, NOPSEMA 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:

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.

NOPSEMA:
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.

NOPSEMA:
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.

NOPSEMA:
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.

NOPSEMA:
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.

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

Independence

NOPSEMA:
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.

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

4.2 Outcome and programs

NOPSEMA and OIR share an outcome but administer separate programs. The NOPSEMA program (1.1) is stated 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.	1.1: National Offshore Petroleum Safety and Environmental Management Authority Promote and enforce the effective management of risks to the workforce, the environment, and the structural integrity of facilities, wells and well related equipment through regulation of the Australian offshore petroleum and greenhouse gas storage industries.

Functions	Operating environment
• Promote • Monitor • Enforce • Report • Investigate • Advise • Cooperate	• Australian Government • Minister's expectations • Risks • Offshore industry • Community expectations • Regulator Performance Best Practice

5. Operating context

NOPSEMA is an independent statutory authority, and a portfolio agency of the Department of Industry, Science and Resources (DISR). 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.

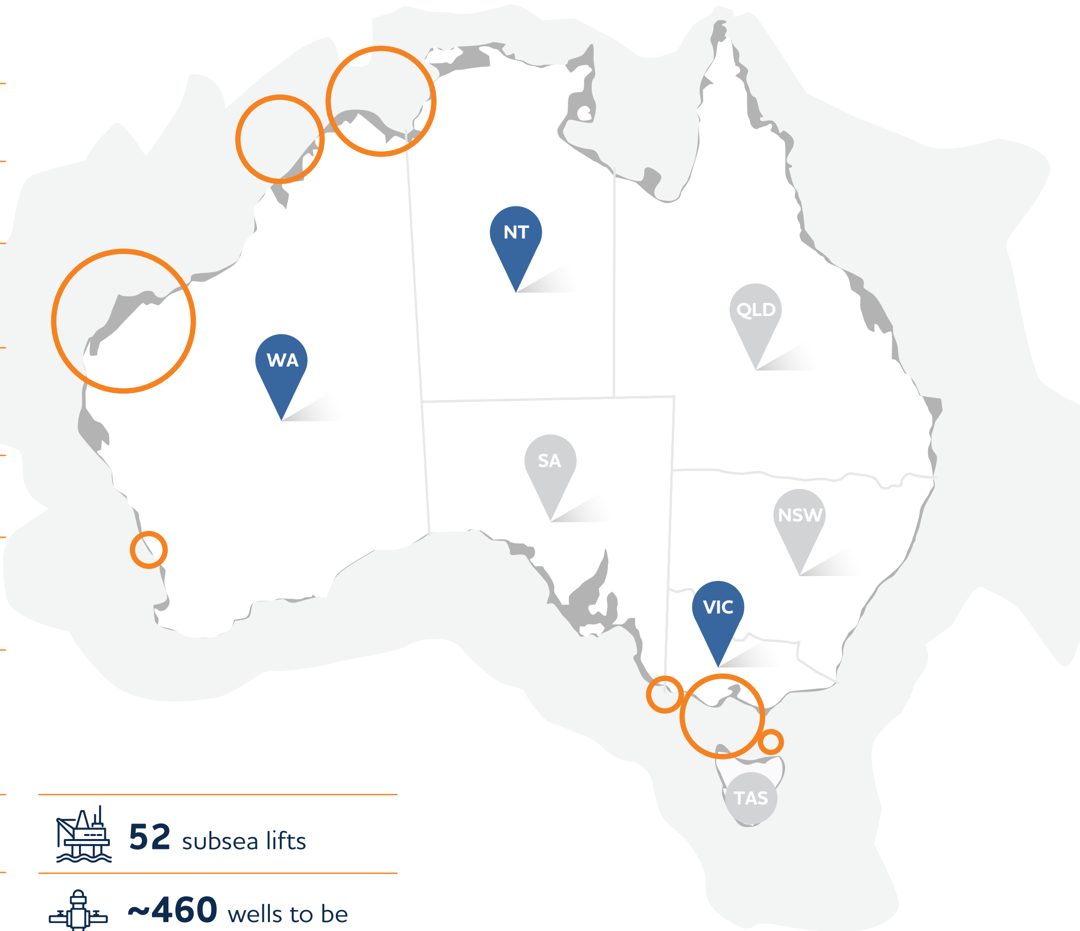
NOPSEMA regulates:

- 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.

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.

WA & NT

- **35** platforms
- **11** floating facilities
- **6,076km** pipelines and static umbilicals
- **120** flexible risers and dynamic umbilicals
- **483** subsea lifts
- **~548** wells to be plugged and abandoned



Victoria

- **22** platforms
- **2,089km** pipelines and umbilicals
- **120** flexible risers and dynamic umbilicals
- **52** subsea lifts
- **~460** wells to be plugged and abandoned

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 a culture underpinned by NOPSEMA's values. The People Plan is a working strategy that sets an agenda and work program to build on and improve 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 will continue to take steps to reduce outsourcing of core work - relevant policies and processes in HR, finance and procurement will be updated to reflect these changes.

6.2 ICT and Infrastructure

The agency continuously ensures reliable information and communications 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, cloud computing and artificial intelligence (AI) strategies focus on continuous improvement and protective measures that enhance the agency's resilience and core capabilities.

In line with the Australian Government's digital strategy, the agency is implementing a comprehensive digitisation program (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, 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 2023 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. It will also 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, 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. Strategic goals, key activities and performance measures

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

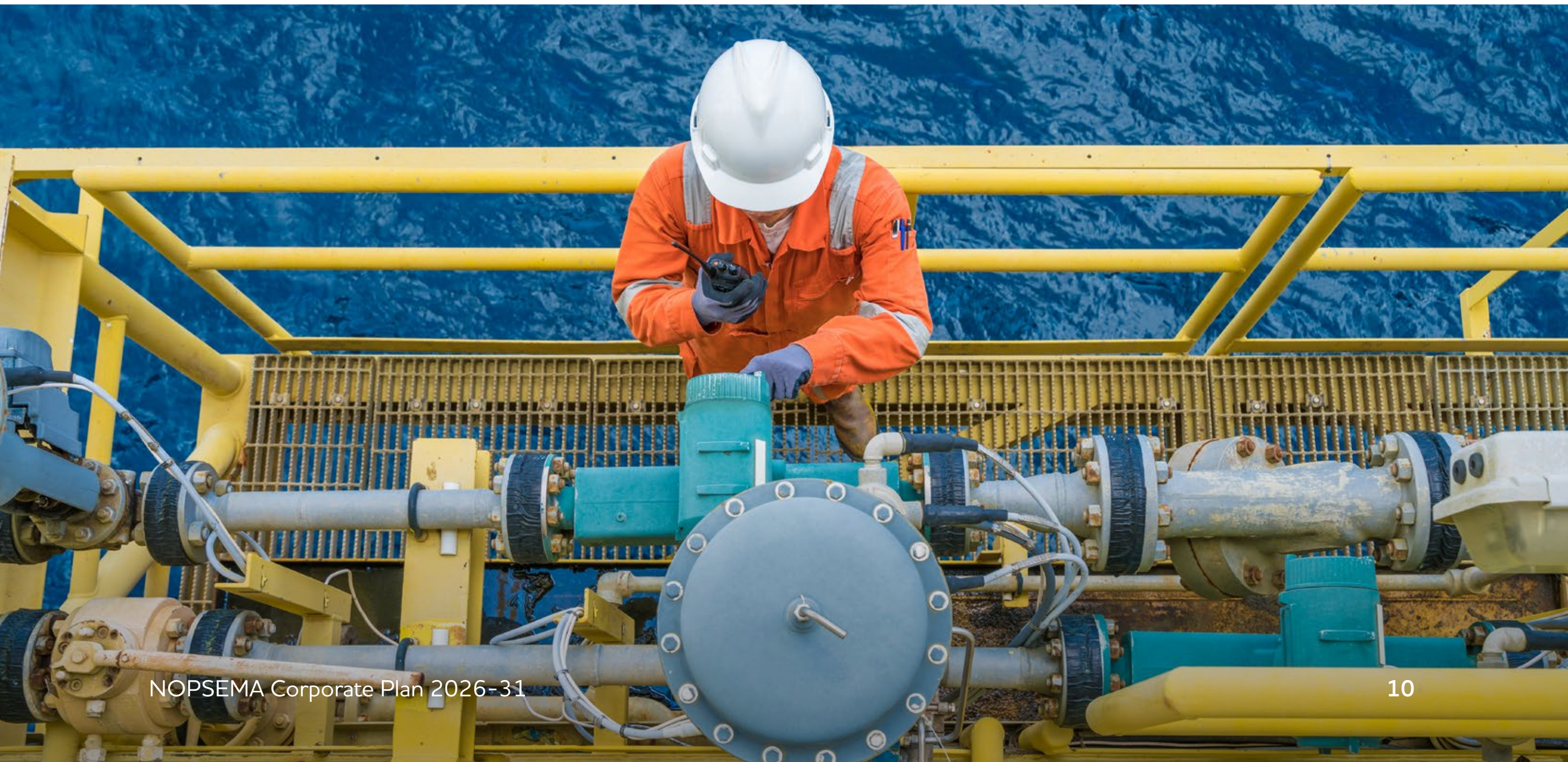
This Corporate Plan may refer to key activities as outcomes and performance measures as key performance indicators ('KPIs'). These terms are used interchangeably in the context of NOPSEMA's strategy.

NOPSEMA has three strategic goals that remain relatively stable over a three to five year timescale. Under each of the strategic goals are outcomes (key activities) for these goals along with annual strategies, which are current year priorities that contribute to the achievement of strategic goals. Annual strategies are reviewed and updated each year, and are primarily actioned, monitored and tracked internally at the divisional level. Updates for these may be included in Annual Reports where they are relevant to Annual Performance Statements.

Outcomes (key activities) are developed to align with the strategic goals, the 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 approach that will be used to meet these requirements.

KPIs are outlined for the outcomes as seen under each goal on the following pages and include a summary of the rationale for these measures. Further detail on the KPIs is included in the Annual Performance Statements in the Annual Report.

Established KPIs are regularly reviewed to ensure the focus continues at the strategic level – the last review was conducted in early 2026. 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). Where changes were made to KPIs from the previous year, they are described in the sections under each strategic goal.



8.1 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.

OUTCOMES (KEY ACTIVITIES)	KEY PERFORMANCE MEASURES (KPIs)		KPI TARGETS	PBS[1] Link	KPI RATIONALE
1.1 Excellent regulatory management to assure that the offshore industry workforce and environment is safe and protected	1	The industry's lost time injury (LTI) ≥ 3 days, major injury, and fatality rates are maintained at or below international benchmarks[2].	Achieved	PBS KPI 1	The outcome sought is for the offshore energy industry to have no reportable injuries, safety incidents or pollution events. We strive to influence safety and environmental management to 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 Regulatory effort is targeted and risk-based, decisions are merit-based, and effort is assigned according to risk	3	We implement our inspection program.	90%	PBS KPI 3	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.
	4*	Assessment decisions are made in line with statutory timeframes and documented commitments.	95%	PBS KPI 4	
1.3 Government key priorities are met, including reducing unnecessary burden on industry, maintaining effective operations and preparing for future challenges	5	Appropriate decommissioning plans are in place prior to cessation of production.	80%	PBS KPI 5	We play a key role in implementing the government's decommissioning framework. A range of targets are in place that provide simple, time-based expectations to minimise uncertainty regarding decommissioning obligations.
	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.

1c Deliver on National Priorities.

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

No changes were made this year to the KPIs under Strategic Goal 1.

* KPIs and Strategies that are also applicable 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 page 49 of National Plan for Maritime Environmental Emergencies 2020 (amsa.gov.au).

8.2 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.**

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 with 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 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.**

2c **Develop our revised Information Management and Technology Strategy.**

* KPIs and Strategies that are also applicable to the OIR

Changes to performances measures from previous year

KPI 9 has a wording amendment to better reflect the objective of this measure in driving ongoing improvements to business and regulatory processes and practices.

KPI 10 has a wording amendment to acknowledge the established governance structure for the Digital Transformation Program and its role in ensuring the success of the program's delivery.

8.3 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.

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 positively influence industry outcomes 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.

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.

* KPIs and Strategies that are also applicable to the OIR

Changes to performances measures from previous year

KPI 11 has been amended to better measure its outcome (key activity), with 65% set as a reasonable baseline target.

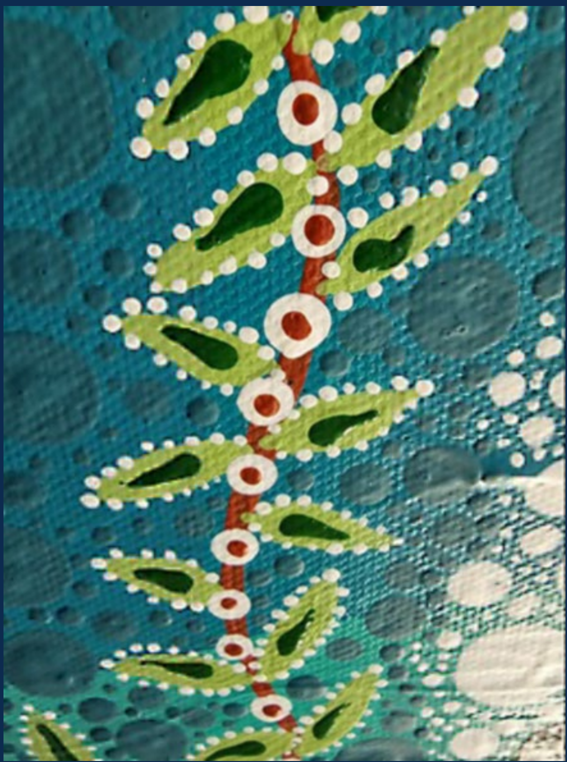
KPI 12 has been amended to better measure its outcome (key activity), with 65% set as a reasonable baseline target.

9. 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



These vines represent growth.

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

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

10. Stakeholder engagement

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

This is being achieved by targeting regulatory work to improve consultation practices and expanding opportunities for community engagement. This includes enhanced engagement with First Nations communities, unions, environmental groups, and the broader energy industry on regulatory best practice. NOPSEMA's website and other communication channels provide opportunities for public participation and information sharing as an integral part of stakeholder engagement activities.

10.1 Key stakeholders

NOPSEMA's key stakeholders include:

- Offshore energy industry – regulated entities and other associated stakeholders, including workers' representatives
- NOPSEMA Advisory Board
- National Offshore Petroleum Titles 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)

11. 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.

11.1 Australian Government

NOPSEMA is an independent statutory authority and a portfolio agency of DISR. It provides expert and specialist advice to inform policy development and support outcomes. NOPSEMA cooperates with NOPTA to administer the OPGGS Act, support Australian Government decision-makers and provide consistent, relevant and timely advice to responsible ministers.

Sharing information

The OPGGS Act provides for the use and sharing of offshore information or things with Australian agencies for particular purposes. NOPSEMA's Sharing information with Australian and international agencies policy also outlines how NOPSEMA shares information collaboratively with other Australian and international agencies for the purposes of enhancing regulatory practice.

Other government agencies – linked programs

As per the Portfolio Budget Statements[4], NOPSEMA and the OIR share an outcome and 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. Further details can be found at: Budget 2026–27 | Department of Industry Science and Resources.

11.2 International groups

NOPSEMA reinforces its international standing and access to leading regulatory practice through active involvement in international forums and groups. Priority is given to the International Regulators' Forum (IRF) and the International Offshore Petroleum Environment Regulators (IOPER) group, which comprises regulatory bodies from leading international jurisdictions for offshore petroleum safety and environmental management. National and international collaborations support regulatory excellence by sharing expertise, information and improving practice.

11.3 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 undertakes a range of communication and engagement activities to deliver these objectives, including publications such as The Regulator and regular industry events such as NOPSEMA's Better Practice Forums. Engagement also includes tailored sessions with community and First Nations groups to provide information on topics of interest. See the Advice and promotion policy and Collaborations page for more information.

4 Portfolio Budget Statements | Department of Industry, Science and Resources

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

NOPSEMA 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.

NOPSEMA 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 NOPSEMA regulates, enhancing culturally informed practices, and embedding meaningful engagement into regulatory and internal processes.

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

Artwork by YirraKurl

13. 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.

13.1 Regulatory risks

The OPGGS Act requires the offshore petroleum industry to manage the hazards associated with its activities. With these inherent hazards, there is no room for complacency, as 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, and 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.

13.2 National Priorities

Offshore safety and environmental management require a focused and risk-based approach to regulation. NOPSEMA's National Priorities identify key areas where sustained regulatory attention is needed, ensuring resources are used effectively and industry performance continues to improve.

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.

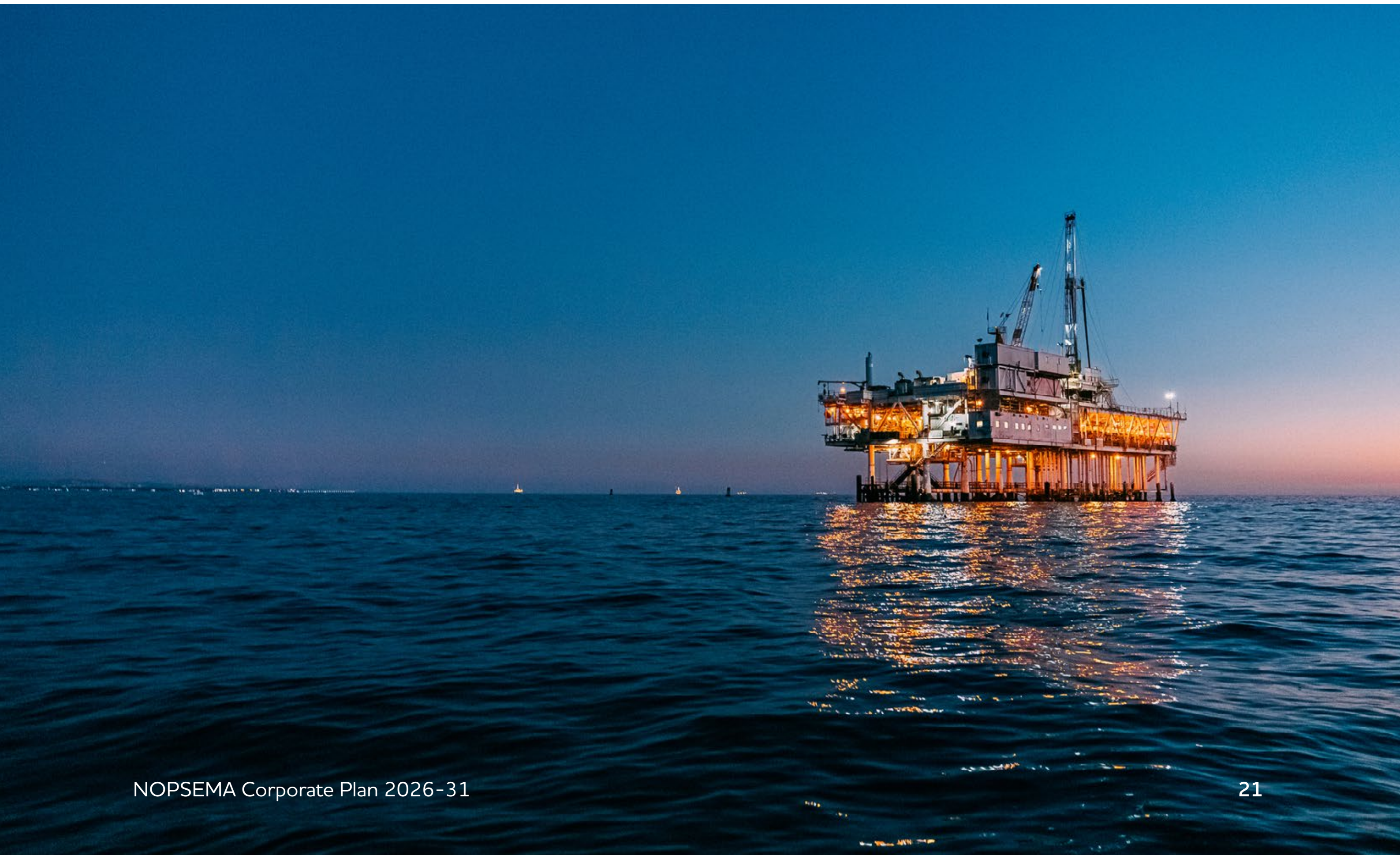
13.3 Key offshore risk factors

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: • 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.

13.3 Key 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: • 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.	• 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.



13.4 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
- 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, NOPSEMA also undertakes an annual environment scan to identify key internal and external risk factors and emerging risks and issues.

14. Organisational regulatory structure

NOPSEMA's organisational structure groups regulatory activities to align with established industry lifecycle streams (exploration, 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 sustainable, integrated structure 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 work by focussing effort, intelligence and knowledge in each of these streams.

14.1 Strategic Regulation and Improvement

The Strategic Regulation and Improvement division assists 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.

14.2 Regulatory Operations lifecycle streams

The lifecycle streams of offshore activities are briefly outlined below:

Exploration and development

Includes seismic surveys, site surveys, drilling, appraisal drilling, completions and commissioning.

- To determine the location and size of an oil and/or gas reservoir and potential locations to drill wells and install subsea infrastructure.
- To confirm the presence of oil and/or gas in commercial quantities as well as other characteristics of the reservoir, such as the extent and production rates.
- Drilling of production wells and commissioning of facilities and equipment.

Production

Includes production operations and modifications.

- 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.

Decommissioning

When a facility reaches the end of its economic life and will no longer be used to extract oil and/or gas then the facility must be decommissioned. Decommissioning involves removing, or otherwise satisfactorily dealing with, infrastructure previously used to support the production phase of a project.

15. Compliance table – summary

OPGGS Act and PGPA Act requirements	Section
Preparation of the plan and reporting periods	**3**
Entity purpose	**4**
Key activities	**8**
Operating context – environment, capabilities	**5-6**
Operating context – cooperation, risk	**11-13**
Performance measures and targets	**8**
Other matters (stakeholder engagement)	**10**
Analysis of risk factors	**13.3**

16. Conformance with Ministerial expectations

Topic	Key activity	KPIs
Maintain role as an independent expert risk-based regulator.	**1.1, 1.2, 1.3**	**1-6**
Promote a leading practice regulatory framework encouraging continuous improvement.	**1.3**	**6**
Maintain focus on the protection of the marine environment and manage risks to as low as reasonably practicable.	**1.1, 1.2, 1.3**	**1-6**
Proactively work with titleholders to ensure legislative obligations to undertake decommissioning are met.	**1.3**	**5**
Continue work on process safety and striving to improve safety outcomes, with a focus on preventing major accident events and zero operational fatalities.	**1.1, 1.2**	**1-3**
Foster and promote safe, respectful, and inclusive workplaces.	**2.1, 3.2**	**7, 8, 12**
Adopt a holistic, system-wide approach to risk management and in driving continuous improvement in efficiency, performance, capability, and culture.	**2.2, 2.3**	**9, 10**
Collaborative relationships with all stakeholders.	**1.3, 3.1, 3.2**	**6, 11, 12**

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:

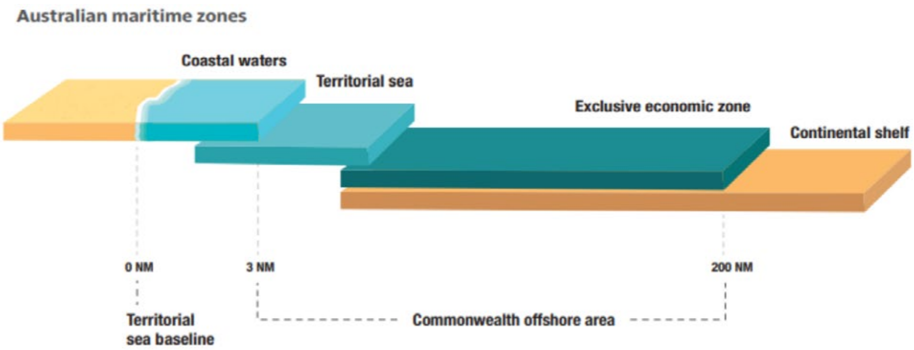
Outcome statement	Programs
A protected offshore workforce and environment through regulatory oversight of Australia's offshore energy industries, as well as through engaging, advising, and educating the regulated community.	1.2: Offshore Infrastructure Regulator Promote and enforce the effective management 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.

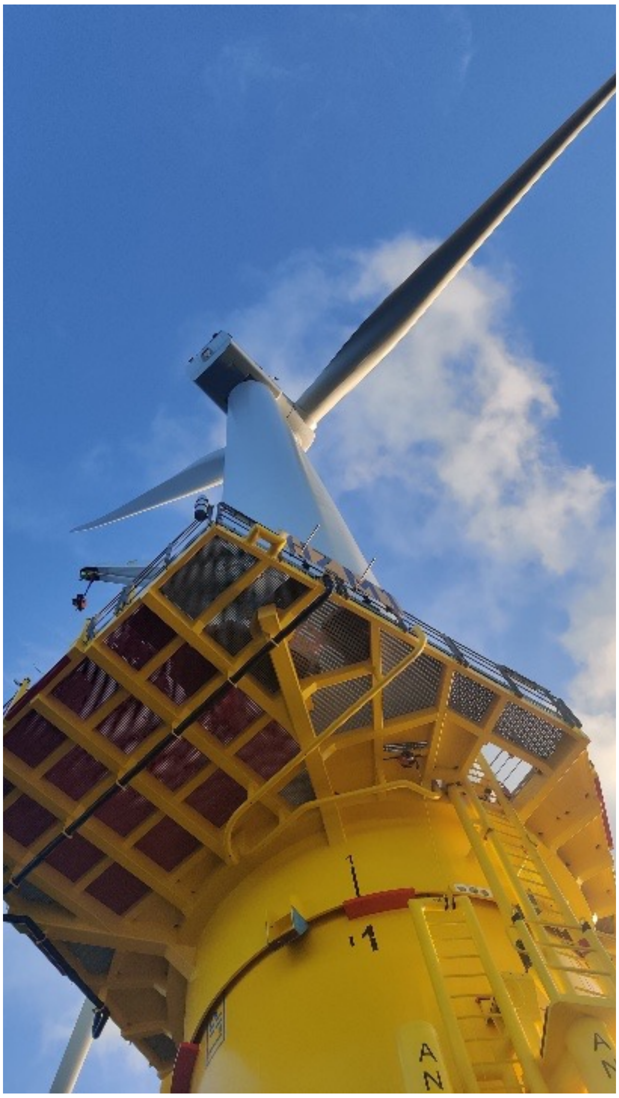
Domestic	Nature of relationship	OIR role
Department of Climate Change, Energy, the Environment and Water	Advice and regulatory services	Provide regulatory, technical and operational advice to support the OEI Act framework.
Offshore Infrastructure Registrar	Regulatory cooperation	Collaborate on matters 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

NOPSEMA contact details

Head office
Level 10, 58 Mounts Bay Road,
Perth WA 6000
GPO Box 2568, Perth WA 6001
P: +61 (0)8 6188 8700

Melbourne office
Level 25, 140 William Street,
Melbourne VIC 3000
PO Box 552, Collins Street West
VIC 3000
P: +61 (0)8 6188 8700

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

OIR contact details

Head office
Level 10, 58 Mounts Bay Road,
Perth WA 6000
GPO Box 2568, Perth WA 6001
P: +61 (0)8 6188 8700

E: offshorerenewables@oir.gov.au
oir.gov.au