

Acknowledgement of country We respectfully acknowledge the traditional custodians of the land on which we have our offices - the Whadjuk people of the Noongar Nation (Perth), and the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung people (Melbourne). We acknowledge their continuing connection to land, sea and community and pay our respects to their people, cultures and Elders past, present and emerging.

Reconciliation Action Plan (RAP) Our RAP journey started in 2020 with development of a framework that demonstrates understanding of race relations, equality and equity, institutional integrity, unity and historical acceptance. It is underpinned by commitment to relationships, respect and opportunities. Our Reflect RAP focuses on our agency commitment to building a knowledge base that contributes to reconciliation.

Values

- Professionalism** We will be accountable, consistent, reasonable, and act in accordance with the law.
- Ethics** We will demonstrate respect and integrity in all we do.
- Independence** We will make our decisions impartially on the merits of the circumstances and without undue influence.
- Leadership** We will be proactive, inclusive and decisive in our conduct as a pre-eminent regulator.
- Collegiality** We will make and act on informed decisions through open and respectful dialogue.

Operating environments and functions

NOPSEMA - oil and gas operations and greenhouse gas storage activities

NOPSEMA regulates health and safety, structural and well integrity, and environmental management in Commonwealth waters, and in coastal waters where we have been given regulatory powers.

Functions

- Promote Advise
- Monitor Investigate
- Enforce Co-operate
- Report

OIR - offshore renewable energy and electricity infrastructure activities

OIR regulates health and safety, infrastructure integrity, environmental management and financial security of offshore infrastructure activities in Commonwealth waters.

RPG - Regulator Performance Guide

We aim to lift regulator performance via the RPG principles: 1. Continuous improvement and building trust 2. Risk-based and data driven 3. Collaboration and engagement

Co-operation: Our global collaborations help develop regulatory excellence by sharing expertise, information and best practice. We seek to reinforce our standing and access to leading regulatory practice via involvement in international groups, e.g. IRF¹, IOPER² and GOWRF³ and Australian State and Territory regulators.

Strategic pillars

Goals | **Key activity delivery strategies** - as per the Ministerial Statement of Expectations July 2022, we will: | **Performance measures 2022-23** | All KPI targets are 100% | **RPG** | **OIR⁴**

Delivering regulatory services <i>Strategic risk 1 - Failure to deliver efficient and effective regulatory services</i>	Maintain our role as an expert risk-based regulator	Exercise legislative powers in line with government policy and make merit-based decisions on the material evidence and facts with which we are presented.	1	Independently administer the regulatory framework in line with government policy and guidance and make merit-based decisions on the evidence and facts presented.	2	✓
		Maintain an effective risk-based compliance monitoring and enforcement framework, allowing for proportionate responses to risks suited to their size, nature, and complexity.	2	Apply a risk-based graduated enforcement regime aimed at changing industry behaviours for longer-term performance improvements.	2	✓
		Proactively employ appropriate regulatory tools to ensure duty holder compliance and risk mitigation in relation to offshore energy activities.	3	Implement the compliance strategy using a range of appropriate tools to ensure offshore energy activities are undertaken in a safe and environmentally responsible manner by encouraging, monitoring and enforcing compliance with the law.	2	✓
		Maintain a sound information management system that records regulatory decisions, including the rationale and supporting evidence for a decision.	4	Capture and securely store regulatory decisions and the rationale and supporting evidence for those decisions in our digital information systems.	2	✓
		Undertake functions in line with legislative requirements, government policies and relevant guidance relating to greenhouse gas emissions and climate change.	5	Regulatory decisions are made in accordance with legislative requirements, government policies and relevant guidance relating to GHG emissions and climate change.	2	✓
	Apply focus areas to target effort	Maintain a focus on process safety and prevention of major accidents and events, and protection of the marine environment by ensuring risks are managed to be as low as reasonably practicable (ALARP).	6	Ensure duty holders are fully aware of, and comply with their regulatory obligations, particularly in the key strategic compliance focus areas.	1	✓
		Implement a program to evaluate the degree that senior executives and boards have sufficient oversight of, and accountability for, the control of major accident hazards.	7	Collect and review information from duty holders regarding senior executive and board oversight and accountability for the control of major accident hazards.	2	✓
		Ensure that duty holders are fully aware of, and complying with, their decommissioning obligations.	8	Ensure duty holders continue to comply with decommissioning obligations in a timely, safe and environmentally responsible manner.	2	✓
	Pursue best practice regulation	Undertake our regulatory functions in a modern and collaborative manner that will increase accountability, promote and share leading practice, build professionalism and support cultural change within regulators.	9	Regulate in a modern and collaborative manner – engage bilaterally with international peers to build professionalism and promote and encourage leading practice on the management of hazards, impacts and risks in the offshore energy sector.	3	✓
	Maintain social license	Ensure the regulated entities have adequate management systems to prevent and manage incidents of harassment of any kind in the workplace.	10	Consider duty holders' frameworks for effective management of psychosocial hazards and risk factors to ensure the well-being and safety of their workforce through ongoing compliance monitoring.	1	✓
Ensuring stakeholder engagement <i>Strategic risk 2 - Failure to ensure we engage with key stakeholders</i>	Ensure engagement is targeted and specific	Keep ministerial offices and policy agencies informed of significant announcements, actions, events, incidents, issues and intentions to participate in government processes to ensure whole-of-government consistency.	11	Ministers are informed in writing of any significant announcements, actions, events, incidents, issues and intentions to participate in government processes e.g. parliamentary inquiries, in a timely manner.	3	✓
		Work collaboratively with portfolio departments and relevant agencies so that government briefings, advice and policies canvas all relevant issues and encompasses a whole of government perspective.	12	Undertake regular liaison with other departments and agencies to encourage and consistently develop amendments and improvements to legislation, policies and advice.	3	✓
	Engage and work transparently with key stakeholders	Through collaboration and provision of advice to industry, promote a modern regulatory framework to encourage safe, respectful, inclusive workplaces and continuous improvement.	13	Undertake productive engagement and ongoing dialogue with the offshore energy sector and all other stakeholders to promote the modern regulatory framework and encourage continuous improvement.	3	✓
		Continue to foster a collaborative relationship with NOPTA ⁵ to maintain a seamless operating environment for the sector to reduce cost without compromising regulatory integrity and outcomes.	14	Work cooperatively and share information with NOPTA in contributing to the implementation of improvements to regulatory regimes.	3	✓
		Seek the Advisory Board's advice on strategic matters relating to the performance of our functions and recommendations on operational policies and strategies.	15	Undertake regular engagement with the Advisory Board to seek advice and provide information, and act on agreed recommendations in a timely manner.	1	NA
		Continue to engage and build collaborative relationships with other stakeholders and government agencies.	16	Engage and liaise with other government departments and agencies, industry, and other relevant stakeholders.	3	✓
Expanding our scope <i>Strategic risk 3 - Failure to successfully integrate our new functions</i>	Meet future challenges	Stay informed and consider the evolving social, economic, technological and commercial context of the offshore energy sector.	17	Undertake an environment scan to evaluate emerging industry technological advancements, issues and risks to inform our planning processes and accommodate relevant changes in advance.	2	✓
		Support the government and portfolio departments to progress and implement key priorities.	18	Action and implement relevant government and portfolio key priorities according to agreed schedules.	1	✓
		Collaborate with government to inform policy development, support implementation and maintain alignment between agency and government priorities and policies.	19	Inform policy development and maintain alignment with broader government priorities and policies by providing strategic advice to portfolio departments on regulatory impact and operational matters.	3	✓
Securing organisational capability <i>Strategic risk 4 - Failure to ensure our organisational capability</i>	Be an employer of choice	Provide a workplace with opportunities and a culture of professionalism and continuous improvement, whereby the agency's personnel, practices, thinking and policies evolve with industry, to attract and retain talent, and align with the government's 'secure Australian jobs' policy.	20	Operate in line with the 'secure Australian jobs' code and guidelines, and seek to implement the improvements identified in the agency's APS employee census results for workplace conditions.	1	✓
		Continue to improve efficiency in regulation by looking for opportunities to reduce duplication, regulatory burden and associated costs, and streamline processes.	21	Identify and implement ways to improve efficiency, reduce regulatory burden, streamline processes and lift productivity via our management system and continuous improvement framework.	1	✓
	Evolve and adapt to maintain effective future operations	Conduct reviews and risk assessments and seek Advisory Board input to adopt a consistent, whole of organisation, risk-based approach to administering regulation, evolve with industry, and allocate resources appropriately.	22	Undertake regular reviews to identify areas for improvement and allocation of resources in consultation with the Advisory Board and provide a report to the relevant Minister.	1	NA
		Be cost-effective and conduct reviews of cost structures and regulatory charges prior to seeking any increases.	23	Undertake regular cost recovery implementation and cost effectiveness reviews, and publish reports on our website.	1	✓

Capability

People: we promote a positive and inclusive workplace culture to retain our capable and technically expert staff through implementation of our human resource strategy. **Key factors – internal** Staff capacity, levies, values-based culture, mental health, new functions integration

Systems: we evolve to optimise our ICT systems. A government-funded modernisation project to reduce risk and improve our regulatory systems is underway. **- external** Well control, decommissioning, maintenance, global economy, technology, climate change, expansion

Risk management

Our enterprise risk management framework (ERMF) is consistent with AS ISO 31000 and the Commonwealth Risk Management Policy. It is overseen by our risk committee which in turn supports our independent audit committee. We maintain a risk register of business risks managed at operational levels. The strategic risks are noted with the strategic pillars and are managed by the delivery strategies outlined in this plan; these are monitored and confirmed as effective via their related performance measures.

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¹ International Regulators' Forum | ² International Offshore Petroleum Environmental Regulators Forum | ³ Global Offshore Wind Regulators Forum | ⁴ Some KPIs may only be relevant in future years as the industry develops. | ⁵ National Offshore Petroleum Titles Administrator | This plan is prepared under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006*, and for paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* in accordance with the *Public Governance, Performance and Accountability Rules 2014*; and sets the direction for NOPSEMA and the Offshore Infrastructure Regulator over the next 5 years, from 1 July 2022 to 30 June 2027.