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The Hon Madeleine King
Minister for Resources and Northern Australia
PO Box 6022
House of Representatives
Parliament House
CANBERRA ACT 2600

Subject: NOPSEMA Statement of Intent

Dear Minister King

Thank you for your correspondence of 29 September 2025 outlining the Government's expectations for the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) in undertaking its functions. This Statement of Intent outlines how I, as the Chief Executive Officer of NOPSEMA, will address these expectations.

NOPSEMA is Australia's independent expert regulator for health and safety, structural integrity, environmental management for all offshore energy operations and greenhouse gas (GHG) storage activities in Commonwealth waters and in coastal waters where regulatory powers and functions have been conferred. NOPSEMA remains dedicated to its purpose – to assure the protection of lives and environment through effective, independent regulation. Whilst preventing major incidents remains central to our regulatory mission, NOPSEMA will also focus on broader outcomes aligned with government priorities.

In preparing this response, I have highlighted our strategic objectives in addition to giving regard to advice from Department of Industry, Science and Resources (the department) and the Regulator Performance Resource Management Guide (RMG) 128.

The economic and social environment in which NOPSEMA operates

I acknowledge the Government's recognition of the resources sector as a cornerstone of Australia's economic strength and long-term prosperity. Recognising the essential role of gas in the energy transition as outlined in the Future Gas Strategy, NOPSEMA will contribute to the integrity and reputation of Australia's offshore petroleum and GHG industry by fully exercising its regulatory powers in an independent and impartial manner and ensuring robust regulatory approvals. Our effective oversight will:

- have as a priority, safe and sustainable operations;
- promote a leading practice regulatory framework that encourages continuous improvement by the industries we regulate; and
- ensure we make timely, risk-based decisions (including against titleholders at risk of not meeting decommissioning obligations).

I remain committed to enhancing regulatory oversight to support safe and effective decommissioning practices. This includes assessing and accepting Environment Plans for decommissioning activities,

monitoring and enforcing compliance of the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (the Act) and promoting early planning for decommissioning. NOPSEMA acknowledges the Government's firm expectation that decommissioning remains the responsibility of industry and needs to be planned early. Our *Decommissioning Strategy 2024-2029* complements the *Offshore Resources Decommissioning Roadmap* and details our commitment to regulating decommissioning activities. Further, one of our National Priorities is to address responsible decommissioning of redundant wells.

NOPSEMA as a Regulator

Our primary outcome is a protected offshore workforce and environment, achieved through regulatory oversight of Australia's offshore energy industries, as well as through advising and educating the regulated community.

NOPSEMA will regulate titleholders to demonstrate that risks are reduced to as low a reasonably practicable (ALARP) and to ensure accepted environment plans are maintained in line with the Australian Government Crisis Management Framework and relevant crisis management arrangements. NOPSEMA's stringent regulatory oversight and intervention ensures that if a titleholder fails to meet its obligations then NOPSEMA can intervene, utilising a proportionate response suited to the size, nature and complexity of the event.

NOPSEMA's Compliance Strategy 2023 details how we intend to foster intentional compliance and deter non-compliance in the waters we regulate. This includes (but is not limited to):

- educating the regulated community, stakeholders and the public;
- compliance monitoring and the utilisation of data to identify trends and inform compliance activities;
- deterring and addressing non-compliance; and
- establishing legislated parameters for offshore energy activities.

Our Corporate Plan 2025-30 (the Corporate Plan) articulates how NOPSEMA seeks to achieve this outcome and how we will measure success. As per our strategic goal to enhance our regulatory approach outlined in the Corporate Plan, NOPSEMA will strive to:

- provide excellent regulatory practice so that we may foster intentional compliance and deter non-compliance in Commonwealth waters to promote a safe and protected offshore industry. NOPSEMA aims to ensure Australia's lost time injury, major injury and fatality rates will be at or below international benchmarks and there will be no significant marine pollution events;
- ensure our regulatory effort is targeted and risk-based, and we make merit-based decisions and assign effort according to risk (for example, by undertaking analysis on industry events, control, compliance hazards and emerging risks so that we focus effort and responses to high-risk areas such as decommissioning). To achieve this, we will implement our inspection program, and assessment decisions will be made in line with statutory timeframes and documented commitments; and
- evolve and adapt to meet government key priorities, including lessening unnecessary burden on industry, maintaining effective operations and meeting future challenges (for example driving decommissioning and collaborating with other regulators to adopt leanings to continually improve and implement best practice regulation).

NOPSEMA recently launched its National Priorities for offshore energy regulation. These priorities sharpen our focus on crucial safety and environmental risks across our offshore energy sector. This initiative fosters and promotes the importance of workplaces that are safe, respectful, and inclusive, with contemporary management systems. NOPSEMA's progress in relation to the National Priorities is captured in our Annual Report. The 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; and
- leadership and management - sharing how decision-making impacts safety and environmental outcomes on offshore facilities.

In alignment with the Government's productivity agenda, NOPSEMA continues to improve regulatory processes, improve digital capabilities, and educate industry on better practices. This is evidenced through initiatives such as Project CORE (Central Operations for Regulatory Excellence) – a new online platform to simplify submissions, improve transparency and enhance engagement. NOPSEMA supports productivity in other ways including:

- objectives-based regulation which focuses on outcomes rather than prescriptive rules. This provides flexibility while meeting safety and environment standards;
- assessment of offshore renewables and carbon capture projects that enable safe and sustainable development of emerging energy sectors; and
- through our research strategy, NOPSEMA identifies knowledge gaps and encourages collaborative research between industry and academia – which can assist in reducing uncertainty and project delays.

NOPSEMA's Corporate Responsibilities and Processes

NOPSEMA's current Corporate Plan covers the period 2025-2030 and was developed in consultation with the NOPSEMA Advisory Board and your department. The Corporate Plan reflects the strategic priorities of the Government, national reforms, long-term sustainability and productivity of the offshore energy sector. The Plan contains key activities under each strategic goal as well as objectives developed to meet your Expectations statement. Further, this statement of intent will also be reflected in our annual report.

I will continue to ensure NOPSEMA annually reviews cost recovery arrangements by maintaining an up-to-date and publicly available Cost Recovery Implementation Statement. Regulatory levies will be allocated appropriately to maintain adequate resources, and the development and retention of expertise, systems and processes. This will provide robust, long term financial management, an evidence-based approach to seeking any budget increases and NOPSEMA remaining cost-efficient and effective.

NOPSEMA is committed to building our organisational capability and striving for excellence, professionalism and continuous improvement. This includes:

- improving our policies and processes to meet compliance requirements and model leading regulatory and business standards;

- investing in robust, adaptable and fit for purpose technology; and
- seeing the right professional and technical expertise in our people to deliver effective regulatory outcomes.

NOPSEMA remains committed to upholding the APS Values and Code of Conduct. Initiatives to build awareness of these includes staff training and ongoing access to APS policy and guidance materials. I will also ensure compliance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In addition, I expect my staff to demonstrate the NOPSEMA values of:

- 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.

Relationship with stakeholders

NOPSEMA advocates the importance of collaborative stakeholder relationships in addressing problems and in finding shared solutions. This also includes actively engaging with industry, other government agencies, and other groups. Our engagement with stakeholders will always be timely and utilising the most appropriate means of communication.

NOPSEMA seeks to reinforce its international standing and access to leading regulatory practice through participation in international organisations including the International Regulators' Forum (IRF) and the International Offshore Petroleum Environment Regulators (IOPER). These comprise regulatory bodies from leading international jurisdictions for offshore petroleum safety and environmental management.

NOPSEMA will monitor and maintain our valued stakeholder relationships, working closely and cooperatively. NOPSEMA will continue to:

- proactively keep you and your department aware of all significant actions, events, incidents or issues;
- provide advance notice to DISR of intentions to participate in government processes;
- value our relationship with, and work collaboratively with your department – through planned and ad-hoc meetings and communications;
- seek advice from the NOPSEMA Advisory Board on strategic matters and leverage the extensive collective experience and diverse skills of members;
- work collaboratively with the National Offshore Petroleum Titles Administrator (NOPTA) in the interests of strong regulatory outcomes, and in the interests of both industry and the government; and
- continue to work with other operational agencies such as the Australian Maritime Safety Authority, the Department of Climate Change, Energy, the Environment and Water, to enhance regulatory functions, encourage the sharing of information and removing duplication where applicable.

NOPSEMA will:

- cultivate targeted, productive and trusted relationships; and
- promote the regulatory framework to influence continuous improvement in safety and environmental outcomes.

To achieve this, NOPSEMA will prioritise:

- reviewing and implementing stakeholder engagement plans, surveys, and communications;
- delivering targeted industry education events and initiatives such as the Better Practice Forum;
- building and maintaining relationships with other agencies, committees and regulators, including at strategic levels to influence policy and legislation reforms to deliver mutually beneficial outcomes; and
- evolving our Regulatory Stakeholder Engagement Program.

NOPSEMA will ensure your statement of expectations and this statement of intent will be published on its website. I look forward to our continued dialogue in which I can detail our progress and accomplishments with you.

Yours sincerely



Sue McCarrey
Chief Executive Officer

26 November 2025