

**NSW  
Resources  
Regulator  
Strategic  
Approach  
2017-2020**

# Context

## **This Strategic Approach sets the direction for the Resources Regulator over the next three years and details the priority areas we will focus on in order to achieve our vision of a safe and responsible mining, extractive and petroleum industry.**

**This industry plays a pivotal role in helping to deliver on the Government's State Priorities, and in particular by helping to grow the economy and contribute to employment generation - especially in regional areas.**

*The total value of NSW's mining production in 2015/16 was around \$19 billion, with nearly \$1.2 billion paid in royalties - which was used to fund infrastructure and services for the benefit of all people in NSW.*

**During this period the industry also employed over 27,000 people directly and over 100,000 people indirectly through the provision of both mining and non-mining related services.**

The coal industry supports about 80 per cent of the State's electricity supply requirements and the extractive and quarrying industry contributes greatly to construction and infrastructure projects. The strength and growth of the State relies heavily upon the continued development of the mining industry, particularly at a time when energy supply and security is a key concern and delivering infrastructure and growing the economy are priorities for the State.

However, it is an industry with equally significant risks and responsibilities. Over that same period over 2000 safety incidents were reported to the regulator with 64 serious injuries recorded. There were also over 670 allegations of mining related non-compliance events considered by the regulator. Of particular concern, over the past 5 years there have been 12 fatalities recorded as a result of workplace incidents.

Looking more globally, there is a long history of catastrophic mining incidents because of complacency, carelessness and cutting corners, both on the part of industry and those tasked with regulating it. Pike River, Upper Big Branch and, closer to home, Moura No 2 are all stark reminders of the need for industry and the regulator to stay vigilant and responsive. There are also many examples of the environmental harm that mining can cause if not appropriately managed or controlled.

The State also has had an unenviable history in relation to the wrong people obtaining authorisations to extract the State's precious resources. The Government and the community now demand a strong regulator that will take decisive action to ensure the integrity of the industry and those who operate within it. Importantly these concerns extend to post-mining activities, and the appropriate rehabilitation of the land, which is of particular importance as many more mines approach the end of their operations.

Further, as resource recovery becomes more complex, new technologies emerge, and commodity prices fluctuate, we must strive to challenge historical ways of thinking, the status quo, and the normalisation of risks. We must ensure we allocate resources efficiently, through a risk-based, intelligence-led, and outcomes-focused framework. We must also ensure that we do not stifle innovation and we look to ease regulatory burden where possible.

NSW has a strong regulatory framework and through this Strategic Approach we will seek to promote, and where necessary enforce, compliance. By focusing on business improvement through a unified and integrated regulatory approach; and leveraging off strong industry engagement and partnerships, we are confident that we can deliver on our mission of enabling and supporting industry to understand and fulfil its obligations.

# Vision

**A safe and responsible mining, extractive and petroleum industry**

# Mission

**To enable and support industry to understand and fulfil its obligations**

## Our values

### Integrity

- **Consider people** equally without prejudice or favour
- **Act professionally** with honesty, consistency and impartiality
- **Take responsibility** for situations, showing leadership and courage
- **Place the public** interest over personal interest

### Trust

- **Appreciate difference** and welcome learning from others
- **Build relationships** based on mutual respect
- **Uphold the law**, institutions of government and democratic principles
- **Communicate intentions** clearly and invite teamwork and collaboration
- **Provide** apolitical and non-partisan advice

### Service

- **Provide services** fairly with a focus on consumer needs
- **Be flexible**, innovative and reliable in service delivery
- **Engage** with the not-for-profit and business sectors to develop and implement service solutions
- **Focus on quality** while maximising service delivery

### Accountability

- **Recruit** and promote staff on merit
- **Take responsibility** for decisions and actions
- **Provide transparency** to enable public scrutiny
- **Observe** standards of safety
- **Be fiscally responsible** and focus on efficient, effective and prudent use of resources

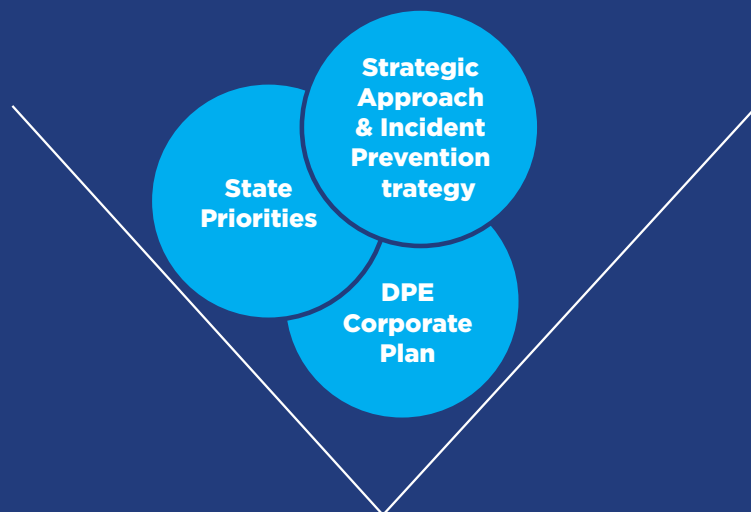
# Strategic context

Our regulatory activities are conducted within a broader strategic context set by:

- 18 State Priorities and 12 Premier's Priorities
- Department of Planning and Environment (DPE) Corporate Plan
- Resources Regulator Strategic Approach
- Mine Safety: Incident Prevention Strategy

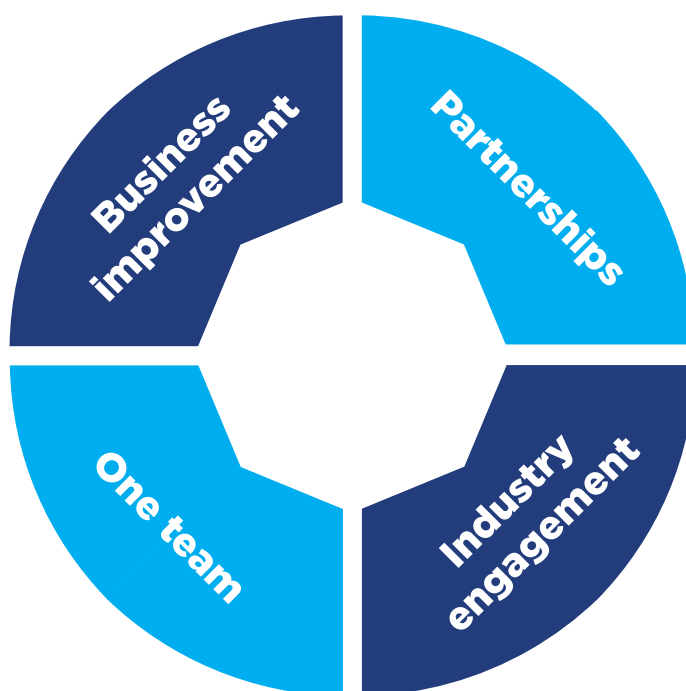
Our activities are then supported and guided by a range of operational policies and guidelines, key of which are:

- Compliance & Enforcement Approach
- Public Comment Policy
- Prosecution Guideline
- Enforceable Undertaking Guideline.



## COMPLIANCE PRIORITIES AND ACTIVITIES

# Priority areas



# Business improvement

## Ensuring we have the right systems and tools to regulate effectively

### STRATEGIES TO GET THERE:

**Applying** an integrated regulatory approach that leverages whole of organisation resources and skills to support outcomes and continuously deliver efficiencies and business excellence.

**Focusing** on quality data collection and analysis which promotes an effective, whole of agency information and intelligence system.

**Embedding** an outcomes focused, intelligence led and risk based approach to all regulatory activities.

**Adopting** robust and transparent governance frameworks to support regulatory decision-making.

# Industry engagement

## Ensuring industry understands its obligations and our expectations

### STRATEGIES TO GET THERE:

**Understanding** industry needs, operations and challenges and encouraging and listening to industry and stakeholder feedback.

**Engaging** industry and key stakeholders on key regulatory issues and encourage participation around decisions that affect them.

**Ensuring** compliance activities and decisions are consistent, visible and transparent.

**Providing** timely and authoritative information and guidance to industry and the community.

# Partnerships

## Improved regulatory performance by working with others

### STRATEGIES TO GET THERE:

**Consulting** with industry, other agencies and key stakeholders in the development and delivery of risk based compliance programs.

**Actively** seeking and sharing information and outcomes with industry, other agencies and key stakeholders.

**Developing** collaborative and tailored compliance programs.

**Streamlining** regulatory processes and identifying opportunities to ease regulatory burden.

# One team

## A unified and integrated regulatory approach

### STRATEGIES TO GET THERE:

**Applying** an integrated regulatory approach that leverages whole of organisation resources and skills to support outcomes.

**Fostering** high performance, innovation and continuous improvement through strong leadership and people management.

**Promoting** and facilitating staff mobility, rotations and multi-disciplined teams.

**Being** highly responsive to changing operational needs and organisational priorities.