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POLICY, PROGRAMS AND EVALUATION

Stakeholder Survey Report

National Offshore Petroleum Titles
Administrator

29 May 2015



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Executive Summary

Background

Prior to 1 January 2012, the Australian offshore petroleum regulation framework was administered at the State or Territory level. A Productivity Commission Review¹ found that this resulted in duplication and overlap that was potentially diminishing the present value of petroleum resource extraction in Australia². The review found that there was a 'significant unnecessary regulatory burden' on the offshore petroleum sector. Of the 30 recommendations made within the review, a number recommended the creation of a national offshore petroleum regulator that would ease regulatory burden. The Commonwealth Government's response to the review endorsed the principle of a national offshore petroleum regulator³.

The National Offshore Petroleum Titles Administrator (NOPTA) was established on 1 January 2012 as a statutory position within the current Department of Industry and Science. NOPTA is responsible for the day-to-day administration of all petroleum and greenhouse gas titles in Commonwealth waters in Australia and is the first point of contact for matters relating to offshore titles administration.

NOPTA's key functions in Commonwealth waters are to⁴:

- provide information, assessments, analysis, reports, advice and recommendations to members of the Joint Authorities and the 'responsible Commonwealth Minister' under the Offshore Petroleum Greenhouse Gas Storage Act 2006 and associated regulations;
- facilitate life of title administration, including but not limited to Joint Authority consideration of changes to permit conditions, and approval and registration of transfers and dealings associated with offshore petroleum titles;
- manage the collection, management and release of data; and
- oversee the keeping of the registers of petroleum and greenhouse gas storage titles.

The primary decision maker concerning the granting of petroleum titles, the imposition of title conditions and the cancelling of titles is the Joint Authority (JA). The JA for each State and the Northern Territory comprises the responsible Commonwealth Minister (currently the Minister for Industry and Science) and the relevant State or Northern Territory Minister. The JAs may delegate any or all of their functions and powers to appropriate Commonwealth and State/NT department officials. The JAs have the power to make certain decisions under the Offshore Petroleum Greenhouse Gas Storage Act 2006 (OPGGSA). These decisions relate to, but are not limited to, the granting of petroleum titles (e.g. exploration

¹ Productivity Commission Research Report, *Review of Regulatory Burden on the Upstream Petroleum (Oil and Gas) Sector*, April 2009. Commonwealth of Australia: Canberra.

² Productivity Commission *ibid.*, p.xx.

³ Australian Petroleum News, Department of Resources, Energy and Tourism. 25 May 2011.

⁴ NOPTA website, http://www.nopta.gov.au/joint_authority.html and <http://www.nopta.gov.au/about/index.html>. Accessed 27 May 2015.

permits, retention leases and production licences), the imposition of title conditions and cancellation of titles, as well as decisions about resource management.

Because of the operation and role of the JA, NOPTA is not the decision maker for the majority of applications under the OPGGSA (exceptions include transfers and dealings). NOPTA acts as the central point of contact for applicants, provides technical advice to the Joint Authorities and implements decisions. NOPTA is responsible for the timeliness of its advice to the JAs and in implementing decisions in an efficient and effective manner. NOPTA is not responsible for the timeframes associated with JA decisions.

About this survey

KPMG was engaged by NOPTA to undertake its first survey of stakeholders. Survey questions were designed to meet three overall objectives:

- To provide an assessment of the extent to which the creation of NOPTA has contributed to improving the issues it was set up to address;
- To provide a picture of the level of satisfaction of stakeholders with how NOPTA is performing its role; and
- To identify areas where stakeholders consider NOPTA could make improvements going forward.

A range of survey questions was drafted, under the headings of:

- Information and data
- Specific activities
- NOPTA and its staff
- Decision-making process
- NOPTA's function and role

Three free text responses also invited stakeholders to comment on changes that had occurred with the introduction of NOPTA, and opportunities for improvements to the organisation or broader regulatory framework into the future.

Responses to the survey were invited by email between 27 April 2015 and 17 May 2015. The overall response rate to the survey was 66 per cent; 78 per cent of all Titleholders, 55 per cent of all Government representatives and 38 per cent of 'others' responded to the survey. Government respondents represented those who had contact with NOPTA in a Joint Authority (JA) capacity (n=7), a non-JA capacity (n=7), and both JA and non-JA capacities (n=2).

Key findings

Overall, this survey indicated a high level of satisfaction with NOPTA's performance, role and function. Stakeholders engage with staff frequently, and consider them to be competent and professional. Its information is seen as useful, accessible and timely, and the organisation is considered to be collaborative and demonstrate commitment to continuous improvement. Stakeholders strongly consider that the creation of NOPTA, and the way it operates, have improved the offshore petroleum regulatory framework and reduced unnecessary burden on the industry to a large extent, and almost all

stakeholders consider that the introduction of NOPTA has reduced duplication of effort between agencies administering the offshore petroleum regulatory framework.

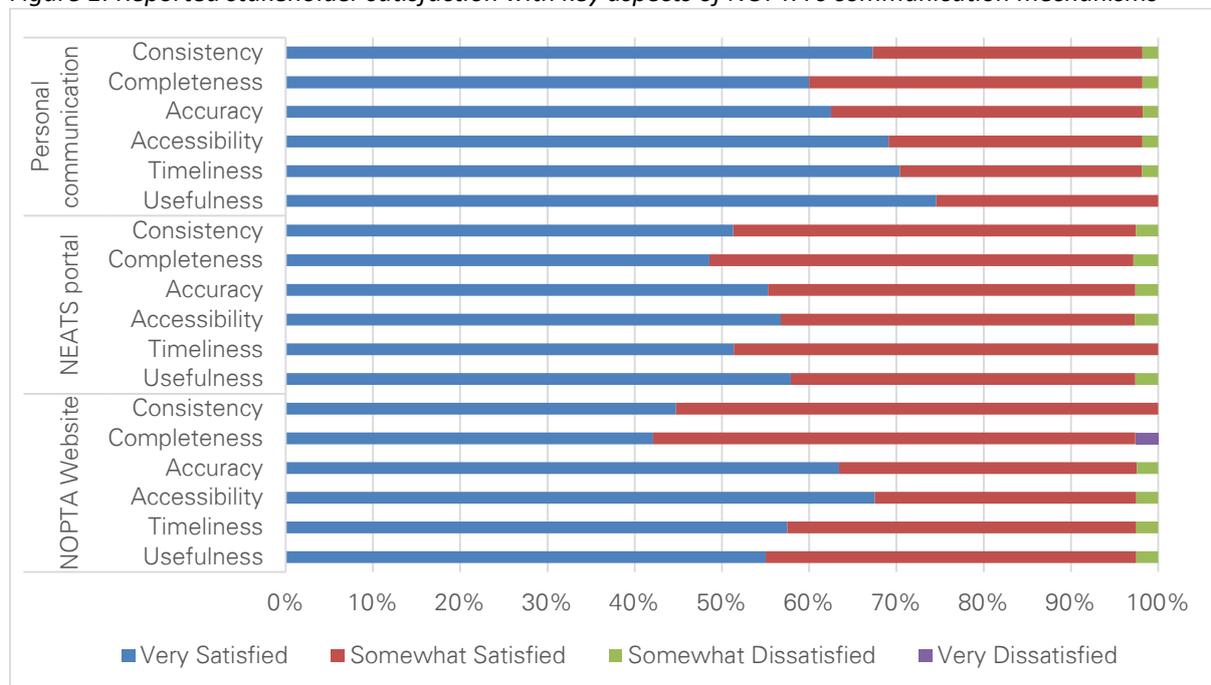
The detailed key findings in the survey used to draw this conclusion are as follows:

Information and data

- Overall, respondents from all stakeholder groups report high levels of satisfaction with the usefulness, timeliness, accessibility, accuracy and completeness of information provided by NOPTA, particularly in personal communication with staff. The highest levels of satisfaction with web-based products was with their timeliness, accessibility and accuracy, while lower levels of satisfaction were recorded for their completeness and consistency (noting that these were still positive). Most stakeholders were 'very satisfied' with every dimension of the information received from staff.

This information is presented in more detail in Figure 1 below which shows stakeholder satisfaction levels with key aspects of NOPTA's communication mechanisms, by the dimensions of satisfaction measured.

Figure 1: Reported stakeholder satisfaction with key aspects of NOPTA's communication mechanisms



Source KPMG

This Figure highlights that a very small number (n=1) of responses indicated dissatisfaction with any aspect of communication, across the dimensions of stakeholder satisfaction measured.

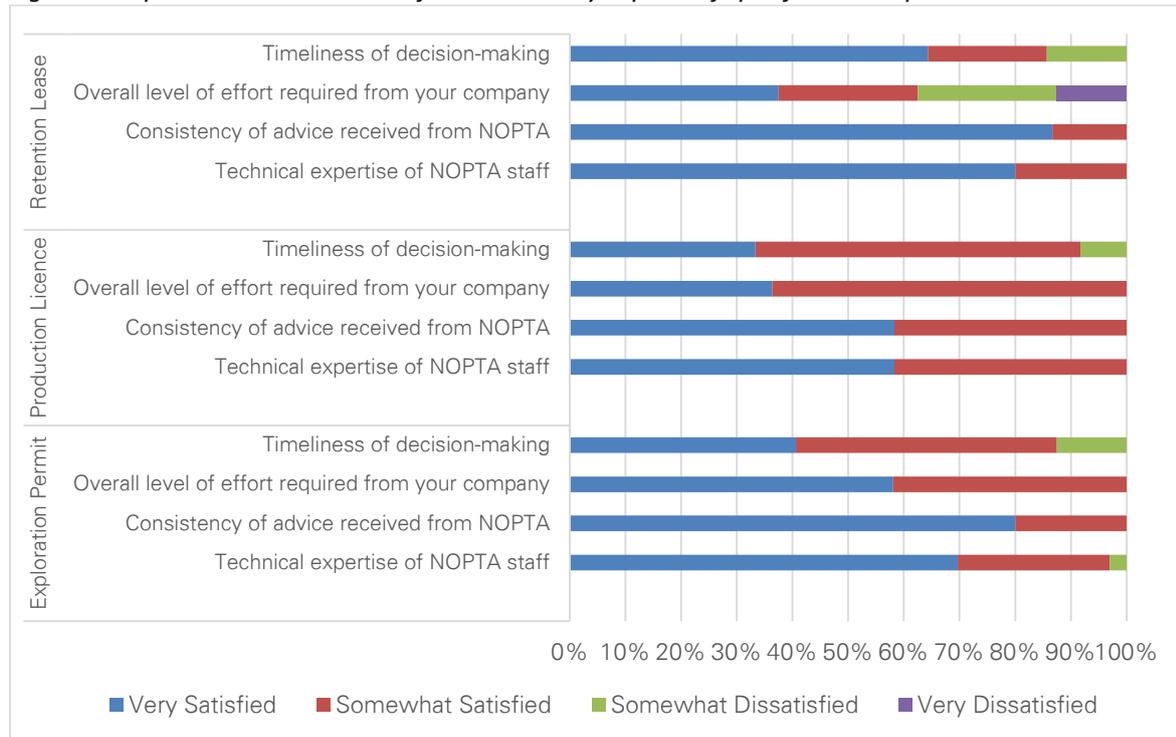
- Stakeholders who were required to provide data or submit applications to NOPTA reported a high level of satisfaction with data request and application processes, particularly with regard to the appropriateness of the advice stakeholders received in regards to these procedures, their understanding of why NOPTA needs the information it asks for, and the appropriateness of the NEATS portal for this purpose. Lower levels of satisfaction related to the user-friendliness of forms, templates and documentation.

- Among stakeholders who were required to make payments to NOPTA most considered that NEATS was an appropriate portal to a great extent or to some extent, however the vast majority (86 per cent) had NOT used the NEATS portal to make a payment.

Specific activities

The following Figure 2 provides further detail of the reported stakeholder satisfaction with key aspects of specific NOPTA processes.

Figure 2: Reported stakeholder satisfaction with key aspects of specific NOPTA processes



Source KPMG

This Figure highlights that overall levels of satisfaction with the specific processes about which stakeholders were asked was high. Specifically:

- Stakeholders indicated overall high levels of satisfaction with the technical expertise of NOPTA staff, consistency of advice received from NOPTA and overall level of effort required from a company in relation to interactions regarding Exploration Permits, Production Licences and Retention Lease Renewals / Grants. Levels of satisfaction with the level of effort required for Production Licences and Retention Lease Renewals / Grants was slightly lower than for Exploration Permits.
- Timeliness of decision-making received the lowest level of 'very satisfied' responses, with small numbers of stakeholders indicating they were 'somewhat' or 'very dissatisfied' with the timeliness of decision-making regarding Exploration Permits and Retention Lease Renewals / Grants. Some aspects of this are out of NOPTA's control, a fact that was acknowledged by some stakeholders.
- Stakeholders who were able to comment reported improved satisfied with their interactions with NOPTA in each of these matters, compared to prior to the creation of NOPTA.

NOPTA and its staff

- NOPTA staff were most highly rated on professionalism, approachability and responsiveness, with 88 per cent, 86 per cent and 75 per cent of respondents 'very satisfied' with these respectively. Sixty-three per cent of respondents were 'very satisfied' with the level of technical expertise of NOPTA staff.
- NOPTA as an organisation was rated most highly by stakeholders on its commitment to continuous improvement and collaborative approach. It was rated least highly on responsiveness to business needs, however 66 per cent of respondents still considered that NOPTA was 'extremely' or 'very' committed to this.

Decision-making process

- JA partners rated NOPTA very highly on how timely and complete the information it provides is; how supportable its recommendations are; and how transparent, predictable and justified (with reference to the relevant legislation and guidelines) its decisions are.
- Titleholders also rated NOPTA very highly in terms of how justified (with reference to the relevant legislations and guidelines), and consistent its decision making was. Predictability and transparency were rated slightly lower (although still positively). Some aspects of predictability and transparency are out of NOPTA's control (i.e. where NOPTA isn't the decision maker), a fact that was acknowledged by some stakeholders.

NOPTA's function and role

- Stakeholders generally (about 60 per cent) considered that there was still some level of duplication between NOPTA and State/Territory Government agencies, and between NOPTA and other Commonwealth Government teams, in the administration of offshore petroleum regulation. Thirty-seven per cent of Titleholders and 42 per cent of non-Titleholders thought there was no duplication.
- The vast majority of stakeholders (98 per cent) considered that NOPTA's introduction had simplified the interactions of Titleholders with the regulatory framework.
- Almost all Titleholders considered the time and effort they spent on compliance as reasonable to a great extent or to some extent, given the regulatory risk NOPTA manages.
- All stakeholders considered that NOPTA made a valuable contribution to the process of managing Australia's resources, with 59 per cent of Titleholder respondents and 67 per cent of non-Titleholder respondents considering this was true to 'a great extent'.

Key improvements to date and potential future improvements

- Improved consistency of decisions and processes and better quality advice and professionalism of staff were key improvements stakeholders attributed to the introduction NOPTA.
- Timeliness of decision-making was identified as the key area where improvement could occur. Some aspects of this are out of NOPTA's control (i.e. where NOPTA isn't the decision maker), a fact that was acknowledged by some stakeholders. Stakeholders saw some scope for greater streamlining and also flexibility, in terms of the broader regulatory framework, to address this matter particularly for more 'routine' approvals.
- Specific suggestions were also made with regard to improving the usability of forms and documents.

Conclusions and recommendations

This survey indicated a high level of satisfaction with NOPTA's performance, role and function. Stakeholders engage with staff frequently, and consider them to be competent and professional. NOPTA's information is seen as useful, accessible and timely, and the organisation is considered to be collaborative and demonstrate commitment to continuous improvement. Satisfaction is also very high from the JA. It is hoped that the more detailed information in this report will provide a useful basis for NOPTA to measure future performance.

The main points indicated for NOPTA's consideration are as follows:

- Stakeholders raised a number of issues with NOPTA's technological interfaces, including the functionality of the NEATS portal for payments and the user-friendliness of web-based forms and finding information on web-based sites. Given the high level of use of internet-based mechanisms by stakeholders, any improvements would be expected to be appreciated by end users, and may improve the quality and usability of the final data for both NOPTA and others.
- Stakeholders consistently rated timeliness relatively poorly compared to other aspects of the decision-making process (while noting that there was still general satisfaction). This is out of NOPTA's control when NOPTA is not the decision maker (as some stakeholders acknowledged). However, there may be scope to improve communication of the NEATS approvals tracking system and, where possible, alert Titleholders of possible delays to demonstrate better responsiveness to business imperatives.
- It is also noted that NOPTA received the lowest (although still positive) ratings for satisfaction in the areas of predictability and transparency of decision-making relative to other aspects, as well as for responsiveness to business interests as opposed to other aspects of organisational performance. Updating guidelines to include more transparency around the timelines for assessing applications and making decisions may be one way NOPTA could improve its performance against these measures.
- Levels of satisfaction with the level of effort required for Production Licences and Retention Lease Renewals / Grants was also slightly lower than for Exploration Permits (although all were still rated positively), with two stakeholders indicating they were strongly dissatisfied with the level of effort required in relation to a Retention Lease. This provides an opportunity to improve communication about the application process and decision-making responsibilities.
- Titleholder and non-Titleholder stakeholders consider that the current framework has reduced duplication of effort between NOPTA and other Commonwealth Government teams, and NOPTA and State/Territory Governments, and a substantial minority (around 40 per cent) consider there is no duplication. However, the majority of respondents consider that there is still duplication of functions 'to some extent'. Fifty per cent of non-Titleholders, and 55-60 per cent of Titleholders, consider this is so. Perceptions of duplication were slightly higher for NOPTA and other State/Territory functions than for NOPTA and other Commonwealth Government teams. This indicates that there may be scope to investigate and further reduce duplicated functions.

Ultimately, NOPTA was set up to reduce duplication and overlap in the offshore petroleum regulatory framework, which was found to be imposing unnecessary burden on the industry and impacting on the

value of the industry to Australia. This survey indicates that stakeholders – Titleholders and non-Titleholders alike – overwhelmingly consider that:

- the current framework is more streamlined, and has reduced duplication of effort between agencies administering the offshore petroleum regulatory framework;
- the introduction of NOPTA has simplified Titleholder interactions with the regulatory framework;
- the time and effort spent on compliance is reasonable given the regulatory risk; and
- NOPTA makes a valuable contribution to the process of managing Australia’s resources.

As such, the results of this stakeholder satisfaction survey indicate that stakeholders strongly consider that the creation of NOPTA and the way it operates have improved the administration of the offshore petroleum regulation regulatory framework and reduced unnecessary burden on the industry.

1. Background and introduction

KPMG was engaged by NOPTA to undertake its first survey of clients and stakeholders. This report provides a summary of the survey method used, the results, and some analysis of the implications of these results for NOPTA.

Prior to 1 January 2012, the Australian offshore petroleum regulation framework was administered at the State or Territory level. A Productivity Commission Review⁵ found that this resulted in duplication and overlap that was potentially diminishing the present value of petroleum resource extraction in Australia⁶. The review found that there was a 'significant unnecessary regulatory burden' on the offshore petroleum sector. Of the 30 recommendations made within the review, a number recommended the creation of a national offshore petroleum regulator that would ease regulatory burden. The Commonwealth Government's response to the review endorsed the principle of a national offshore petroleum regulator⁷.

The National Offshore Petroleum Titles Administrator (NOPTA) was established on 1 January 2012 as a statutory position within the current Department of Industry and Science. NOPTA is responsible for the day-to-day administration of all petroleum and greenhouse gas titles in Commonwealth waters in Australia and is the first point of contact for matters relating to offshore titles administration.

Having been in operation for just over three years, NOPTA considered it timely to evaluate the extent to which key stakeholders perceive the statutory organisation is achieving its purpose and objectives and the overall level of satisfaction with the level of service NOPTA provides, and identify any key areas for improvement.

NOPTA's functions and role

NOPTA's key functions in Commonwealth waters are to⁸:

- provide information, assessments, analysis, reports, advice and recommendations to members of the Joint Authorities and the 'responsible Commonwealth Minister' under the Offshore Petroleum Greenhouse Gas Storage Act 2006 and associated regulations;
- facilitate life of title administration, including but not limited to Joint Authority consideration of changes to permit conditions, and approval and registration of transfers and dealings associated with offshore petroleum titles;
- manage the collection, management and release of data; and
- oversee the keeping of the registers of petroleum and greenhouse gas storage titles.

The primary decision maker concerning the granting of petroleum titles, the imposition of title conditions and the cancelling of titles is the Joint Authority (JA). The JA for each State and the Northern Territory

⁵ Productivity Commission Research Report, *Review of Regulatory Burden on the Upstream Petroleum (Oil and Gas) Sector*, April 2009. Commonwealth of Australia: Canberra.

⁶ Productivity Commission *ibid.*, p.xx.

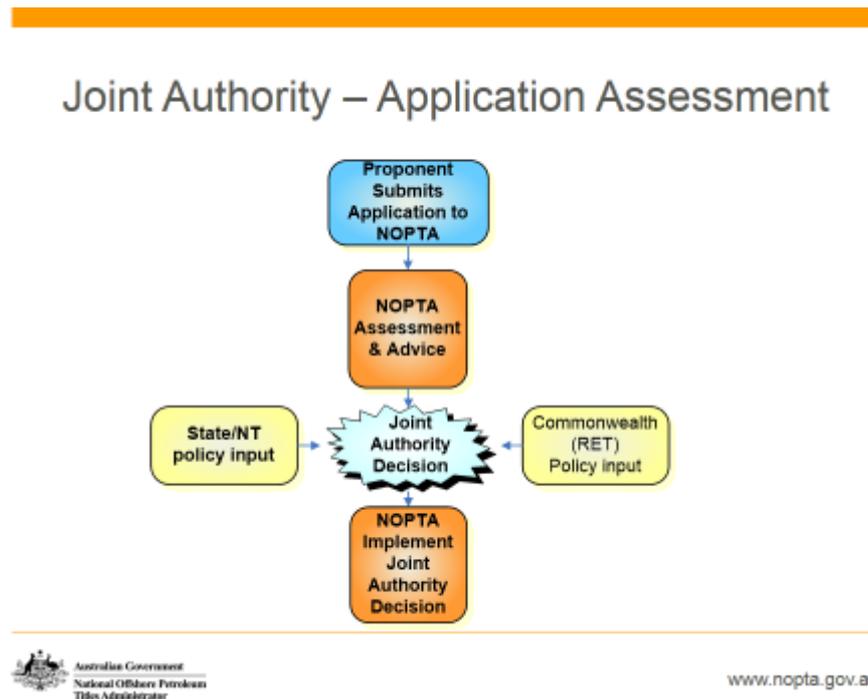
⁷ Australian Petroleum News, Department of Resources, Energy and Tourism. 25 May 2011.

⁸ NOPTA website, http://www.nopta.gov.au/joint_authority.html and <http://www.nopta.gov.au/about/index.html>. Accessed 27 May 2015.

comprises the responsible Commonwealth Minister (currently the Minister for Industry and Science) and the relevant State or Northern Territory Minister. The JAs may delegate any or all of their functions and powers to appropriate Commonwealth and State/NT department officials. The JAs have the power to make certain decisions under the Offshore Petroleum Greenhouse Gas Storage Act 2006 (OPGGSA). These decisions relate to, but are not limited to, the granting of petroleum titles (e.g. exploration permits, retention leases and production licences), the imposition of title conditions and cancellation of titles, as well as decisions about resource management.

The role of NOPTA within the JA decision-making process is illustrated in the figure below:

Figure 3: Role of NOPTA within the JA decision-making process



Source: NOPTA Industry Information session presentation by Graeme Waters, November 2011. Note: The Department of Industry and Science is the current Commonwealth agency responsible for policy input (previously Department of Resources Energy and Tourism (RET)).

Because of the operation and role of the JA, NOPTA is not the decision maker for the majority of applications under the OPGGSA (exceptions include transfers and dealings). As such, while NOPTA is responsible for the timeliness of its advice to the JAs and in implementing decisions in an efficient and effective manner, NOPTA is not responsible for the timeframes associated with JA decisions.⁹

NOPTA’s principal functions are to provide information, assessments, analysis, reports, advice and recommendations to members of the JAs and the responsible Commonwealth Minister in relation to the

⁹ NOPTA policy – Compliance and enforcement. <http://www.nopta.gov.au/documents/nopta-compliance-enforcement-policy.pdf>

performance of those functions and the exercise of their powers¹⁰. NOPTA also acts as the central point of contact for applicants, provides technical advice to the JAs, and implements decisions.

NOPTA also:

- is the decision-maker in respect to the granting of petroleum special prospecting authorities and petroleum access authorities;
- provides approval and registration for all transfers and dealings against petroleum titles;
- keeps the petroleum titles register; and
- manages the collection and storage and releases authorisation of data.

In addition, all communications by Titleholders or other persons with the JA are made through NOPTA.¹¹ This means that NOPTA is the public face of titles administration and all communications, including applications, requiring the JA's attention are received and processed by NOPTA.¹²

NOPTA's performance requirements

NOPTA's compliance and enforcement approach is underpinned by five principles¹³:

- helpfulness
- accountability
- transparency
- consistency
- efficiency.

These principles are reflected in the key performance indicators (KPIs) identified for NOPTA, which are as follows¹⁴:

- KPI 1: NOPTA does not unnecessarily impede the efficient operation of Titleholders.
- KPI 2: Communication with Titleholders is clear, targeted and effective.
- KPI 3: Actions undertaken by NOPTA are proportionate to the regulatory risk being managed.
- KPI 4: Compliance and monitoring approaches are streamlined and coordinated.
- KPI 5: NOPTA is open and transparent in its dealings with Titleholders.
- KPI 6: NOPTA actively contributes to the continuous improvement of regulatory frameworks.

Seeking feedback on NOPTA's current performance in key areas that relate to these KPIs will not only help NOPTA to understand the extent to which it is successfully meeting its performance goals, but to

¹⁰ NOPTA policy – Compliance and enforcement. <http://www.nopta.gov.au/documents/nopta-compliance-enforcement-policy.pdf>

¹¹ *Ibid.*

¹² *ibid*

¹³ *Ibid.*

¹⁴ NOPTA Corporate Plan 2015-2017

improve its performance against these goals into the future. For NOPTA to effectively report on its performance against these KPIs, customer feedback is necessary.

Ultimately, stakeholder feedback will also be necessary to establish the extent to which the goals behind the establishment of NOPTA, being to maximise the value of petroleum resource extraction by reducing unnecessary burden on the sector, have been achieved.

Survey design

KPMG worked with key NOPTA staff to design the survey content and format. Meetings were held with key NOPTA staff in the Perth and Melbourne (by videoconference) offices, including members of the Geoscience, Engineering, Compliance, Data, and Titles teams, as well as NOPTA's General Manager and Business Manager. Documents reviewed included NOPTA's Corporate Plan 2015-17, Annual Reports (contained within the Department of Industry and Science statutory report), Dashboard reports, Work Plans and Regulator Performance Framework. These documents provided a picture of the key performance indicators for NOPTA and current reporting mechanisms, as well as the key items NOPTA was seeking feedback on more generally.

Survey questions were designed to meet three overall aims, being to:

- Provide an assessment of the extent to which the creation of NOPTA has contributed to improving the issues it was set up to address;
- Provide a picture of the level of satisfaction of stakeholders with how NOPTA is performing its role; and
- Identify areas where stakeholders consider NOPTA could make improvements going forward.

Particularly in this last point, it is expected that the survey will provide a valuable baseline against which NOPTA can compare its future performance on an on-going basis.

Survey content

Survey questions were designed to elicit meaningful and useful information to meet these goals.

Questions fell into seven main categories:

Streaming questions – identified whether respondents represented Government (JA or non-JA), a Titleholder, or 'other' organisation. This was to ensure that survey recipients were only asked questions that were relevant for their particular organisation and to allow stratification and assessment of results based on broad respondent categories.

Information and data – how respondents access information from and provide information to NOPTA, and their satisfaction with various aspects of the information and data processes. This included specific questions for respondents who made payments to NOPTA via the internet portal, as well as questions regarding the National Electronic Approval Tracking System (NEATS), a central point of access to publicly available information concerning offshore petroleum titles and applications.

Specific activities – specific information regarding the satisfaction with various aspects of processes relating to Exploration Permits, Production Licenses and Retention Lease Renewals/Grants (applied to Titleholders only).

NOPTA and its staff – general information on the level of satisfaction with various aspects of NOPTA’s staff’s performance and the organisation in general.

Decision-making process – respondents’ level of satisfaction with the decision-making processes NOPTA is part of. In many cases NOPTA decision-making is a function of both NOPTA and its JA partners, and therefore certain aspects, e.g. timeliness of decision-making, is sometimes outside of NOPTA’s control. However, the questions were asked to elicit general perspectives on the process. The extent to which there was perceived to be duplication between State and Commonwealth roles in the current titles administration structure was also asked, to ascertain whether stakeholders consider that this key objective of the reforms was met.

NOPTA’s function and role – to what extent has NOPTA streamlined interactions with the title administration regulatory framework, to ascertain to what extent stakeholders perceive that this key objective is being met.

Free text responses – three free text responses provided the opportunity for respondents to express any other opinions on key improvements to date or suggested improvements for the future.

The full survey content is provided at Appendix A.

Survey implementation

A draft survey was developed using the Qualtrix survey tool. The draft was pilot tested with NOPTA internal staff and several representatives of other government third parties in the week of 20-24 April 2015. Refinements to wording and order were made in response to the feedback received.

A link to the survey was sent to 89 stakeholders by email on 27 April 2015. Respondents had three weeks to respond, with three reminders sent during this time. The survey closed on 17 May 2015. All responses were anonymous, i.e. individual responses cannot be linked to individual respondents.

2. Survey responses

This section provides detail of the results of each survey question.

Streaming questions

Key points:

- The overall response rate to the survey was 66 per cent. 78 per cent of Titleholders, 55 per cent of Government representatives and 38 per cent of 'others' responded to the survey.
- Government respondents represented those who had contact with NOPTA in a JA capacity (n=7), a non-JA capacity (n=7), and both JA and non-JA capacities (n=2).

Table 1

Stakeholder	Count in sample	Percentage
<i>A Titleholder</i>	55	57%
<i>State/Territory Government</i>	18	19%
<i>Commonwealth Government</i>	11	11%
<i>Other stakeholder</i>	13	13%
Total	97	100%

Source: KPMG analysis

A total of 97 stakeholders were invited to participate in the survey, representing Titleholders, Government agencies, and 'Other' stakeholders, mainly third party firms working on behalf of Titleholders, e.g. legal consultants.

Question 1

Question 1 asked respondents to identify which category of NOPTA stakeholder they fall into. This question was used to stream respondents into different sections of the survey tailored to only ask relevant questions.

Table 2

Stakeholder	Count of respondents	Percentage
<i>A Titleholder</i>	43	67%
<i>Commonwealth Government</i>	9	14%
<i>State/Territory Government</i>	7	11%
<i>Other stakeholder</i>	5	8%
Total	64	100%

Source: KPMG analysis

In total there were 64 responses to the survey. Of these most were Titleholders (67 per cent, n=43), followed by Commonwealth Government representatives (14 per cent, n=9), State and Territory Government representatives (11 per cent, n=7). Five responses from 'other stakeholders' were received.

As such, the overall response rate to the survey was 66 per cent, with 78 per cent of Titleholders, 55 per cent of Government representatives, and 38 per cent of stakeholders in the 'other' category responding.

Question 2

Question 2 asked Titleholder respondents if they had interacted with NOPTA in the last 12 months relating to: an Exploration Permit; a Production Licence; or a Retention Lease. This question allowed for multiple responses.

Table 3

Permit or Licence type	Count of respondents	Percentage
<i>Exploration Permit</i>	34	79%
<i>Production Licence</i>	15	35%
<i>Retention Lease</i>	18	42%
<i>Other</i>	13	30%
Total	43	n/a

Source: KPMG analysis

Almost all Titleholders had interacted with NOPTA in relation to an Exploration Permit (79 per cent, n=34), while some had interacted with NOPTA in relation to a Retention Lease (42 percent, n=18) and a Production Licence (35 percent, n=15). Thirty per cent (n=13) of Titleholders had interacted with NOPTA for 'Other' reasons.

Question 3

Where respondents indicated they were from a Government agency, Question 3 asked whether their interactions with NOPTA were as a JA representative, a capacity other than a JA representative, or both.

Table 4

Capacity	Count of respondents	Percentage
<i>As Joint Authority representative</i>	7	44%
<i>Capacity other than a Joint Authority representative</i>	7	44%
<i>As both Joint Authority and other capacities</i>	2	13%
Total	16	100%

Source: KPMG analysis

Of the 16 Government representatives, 44 per cent indicated that they had interacted with NOPTA as a Joint Authority representative (n=7) or in a capacity other than as a Joint Authority representative (n=7), whilst 13 per cent had interacted with NOPTA in the capacity of both a Joint Authority and other capacities (n=2).

Information and data

Key points:

- Overall, non-Titleholder (i.e. Government) stakeholders were most commonly in contact with NOPTA weekly (44 per cent), while Titleholder stakeholders were more commonly in contact with NOPTA monthly or less frequently (83 per cent in total).
- Stakeholder interactions with NOPTA almost universally include direct communication with NOPTA staff members. Internet-based information mechanisms are also highly used by NOPTA stakeholders, particularly Titleholders, of whom 83 per cent used the website.
- Overall, respondents from all stakeholder groups report high levels of satisfaction with the usefulness, timeliness, accessibility, accuracy and completeness of information provided by NOPTA, both in personal communication with staff and through web-based means. Satisfaction was highest for personal communication, and lowest for the NEATS portal.
- Stakeholders who were required to provide data or submit applications to NOPTA reported:
 - a high level of satisfaction with data request and application processes. The highest levels of satisfaction were expressed for the appropriateness of the advice stakeholders received in regards to these procedures (71 per cent 'to a great extent'), their understanding of why NOPTA needs the information it asks for (64 per cent 'to a great extent') and the appropriateness of the NEATS portal for this purpose (56 per cent 'to a great extent').
 - lower levels of satisfaction related to the user-friendliness of forms, templates and documentation, (37 per cent 'to a great extent', with 5 per cent considering they were 'not at all' user friendly). Five per cent of respondents did not understand at all what NOPTA did with the information they provide.
- Among stakeholders who were required to make payments to NOPTA, 97 per cent stated that NEATS was an appropriate portal to a great extent or to some extent for this purpose.
 - Of the 36 respondents who were required to make payments to NOPTA in the last 12 months, 86 per cent had NOT used the NEATS portal to make a payment.
 - Of the five respondents who used the NEATS portal to make any payments, three were somewhat satisfied with the functionality of the NEATS portal for this purpose, one was very satisfied and one respondent was somewhat dissatisfied.

Detailed survey responses:

Question 4

Question 4 asked all respondents how often, on average, they had interacted with NOPTA in the last 12 months (NOT including accessing the NOPTA website).

Table 5

Frequency	Count of Respondents	Percentage
Daily	4	6%
Weekly	14	22%
Monthly	26	41%
Less than monthly	20	31%
Total	64	100%

Source: KPMG analysis

In total, there were 64 respondents to this question. Of these, the most common response was monthly interaction (41 per cent, n=26). Thirty-one per cent (n=20) indicated they interacted with NOPTA less than monthly, and 22 per cent (n=14) indicated weekly interaction. Daily interaction with NOPTA received the smallest response, with only 4 (6 per cent) of responses.

Responses to this question were disaggregated by Titleholder / non-Titleholder 15 respondents, to identify any differences between the stakeholder groups.

Table 6

Frequency	Non-Titleholder		Titleholder	
	n	%	n	%
Daily	3	19%	1	2%
Weekly	7	44%	7	15%
Monthly	3	19%	23	48%
Less than monthly	3	19%	17	35%
Total	16	100%	48	100%

Source: KPMG analysis

As indicated in this Table, non-Titleholder (i.e. Government) stakeholders were most commonly in contact with NOPTA weekly (44 per cent), while Titleholders were more commonly in contact with NOPTA monthly or less frequently (83 per cent in total).

Question 5

Question 5 asked respondents what methods they had employed to access information from NOPTA in the last 12 months. Options given were: through the NOPTA website (other than NEATS portal); NEATS portal; or via phone, email or face-face meeting, indicating personal contact with a staff member.

Table 7

Information source	Count of respondents	Percentage
NEATS portal	45	70%
NOPTA Website (other than NEATS portal)	50	78%
Phone, email or face-to-face meeting	63	98%
Total	64	n/a

¹⁵ Here and throughout, the 'Titleholder' group included Titleholder and 'other' respondents, while non-Titleholders comprised State and Commonwealth Government representatives.

Source: KPMG analysis

In total, there were 64 responses to this question. Of these, most respondents had used the NEATS portal to access information from NOPTA (70 per cent, n=45) and had accessed information from NOPTA through the NOPTA website (other than NEATS portal) (78 per cent, n=50). Only 1 of the 64 respondents indicated they had NOT had direct contact with a NOPTA staff member by phone, email or face-to-face meeting.

These results highlight that stakeholders' interactions with NOPTA almost universally include direct communication with NOPTA staff members. Internet-based information mechanisms are also highly used by NOPTA stakeholders.

Responses to this question were further disaggregated by Titleholder / non-Titleholder respondents, to identify any differences between the stakeholder groups.

Table 8

Frequency	Non-Titleholder		Titleholder	
	n	%	n	%
<i>NOPTA Website (other than NEATS portal)</i>	10	62%	40	83%
<i>NEATS portal</i>	11	69%	34	71%
<i>Phone, email or face-to-face meeting</i>	16	100%	47	97%
Total	16	n/a	48	n/a

Source KPMG

As indicated in this Table, Titleholders were slightly more likely to access the NEATS portal or NOPTA website (71 per cent and 83 per cent of respondents respectively) than non-Titleholders (i.e. Government) (69 per cent and 62 per cent). All of the non-Titleholders indicated they had had direct contact with a NOPTA staff member.

Question 6:

Respondents who indicated that they had accessed the NOPTA website in Question 5 were directed to question 6, which asked these respondents to rate the NOPTA website in relation to its usefulness, timeliness, accessibility, accuracy, completeness and consistency.

Table 9

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total responses
	n	%	n	n	n	%	n	%	n	%	
Usefulness	22	48%	17	37%	6	13%	1	2%	0	0%	46
Timeliness	23	50%	16	35%	6	13%	1	2%	0	0%	46
Accessibility	27	59%	12	26%	6	13%	1	2%	0	0%	46
Accuracy	26	57%	14	30%	5	11%	1	2%	0	0%	46
Completeness	16	35%	21	46%	8	17%	0	0%	1	2%	46
Consistency	17	37%	21	46%	8	17%	0	0%	0	0%	46

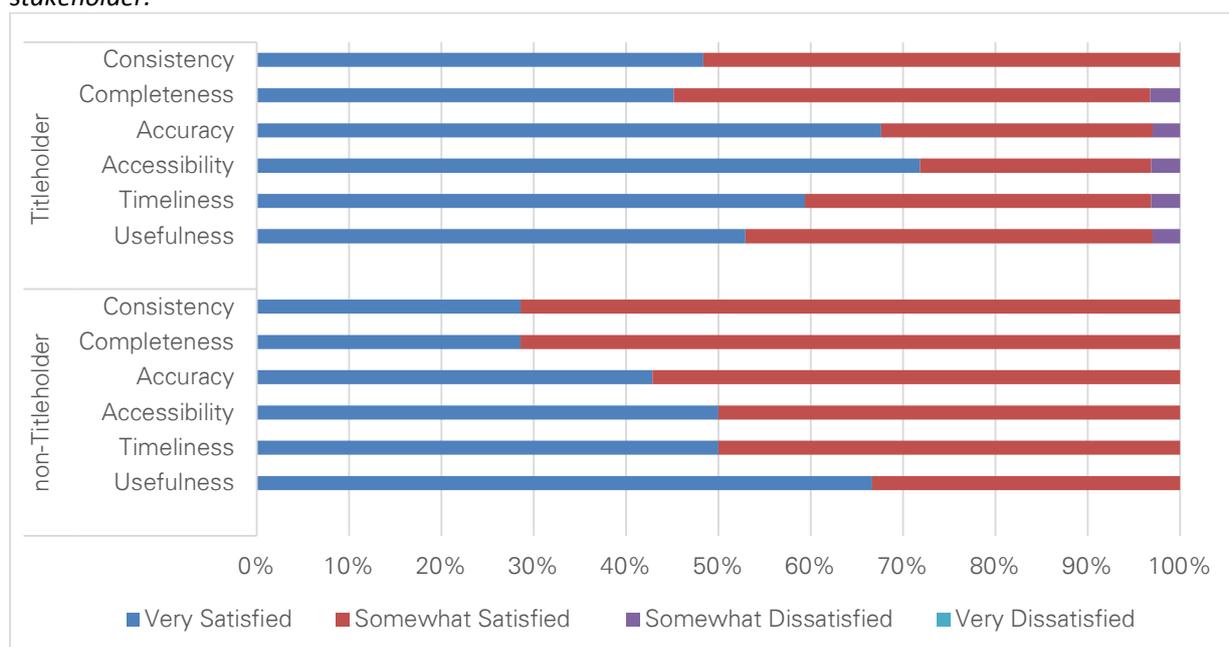
Source: KPMG analysis

In total, there were 46 responses to this question. Almost all respondents were very satisfied or somewhat satisfied with the information’s usefulness (85 per cent), timeliness (85 per cent), accessibility (85 per cent), accuracy (87 per cent), completeness (81 per cent) and consistency (81 per cent). Stakeholders were most likely to indicate that they were ‘very satisfied’ with the information’s accessibility, accuracy and timeliness, and most likely to indicate that they were ‘somewhat satisfied’ with the information’s completeness, consistency, usefulness and timeliness.

One response (2 per cent) was very dissatisfied with the information’s completeness (from a stakeholder from the ‘other’ category), while one response was also recorded for ‘somewhat dissatisfied’ with each of the usefulness, timeliness, accessibility and accuracy. No respondents were dissatisfied in the consistency of the information accessed through the NOPTA website.

Responses to this question were further disaggregated by Titleholder / non-Titleholder respondents, to identify any differences between the stakeholder groups. This information is presented in the following Figure:

Figure 4: Stakeholder Responses to satisfaction with information from NOPTA’s website, by category of stakeholder.



Source: KPMG analysis

As indicated in this Figure, Titleholders were more likely to be ‘very satisfied’ with the website information’s accessibility, accuracy, timeliness, completeness and consistency with non-Titleholders more likely to be ‘very satisfied’ with the website’s usefulness. No non-Titleholders were dissatisfied with any aspect of the information on the NOPTA website.

Question 7

Respondents who indicated that they had accessed the NEATS portal in Question 5 were directed to question 7, which asked respondents to rate their level of satisfaction with the NEATS portal in relation to its usefulness, timeliness, accessibility, accuracy, completeness and consistency.

Table 10

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses	
	n	%	n	%	n	%	n	%	n	%	n	%
Usefulness	22	54%	15	37%	3	7%	1	2%	0	0%	41	
Timeliness	19	46%	18	44%	4	10%	0	0%	0	0%	41	
Accessibility	21	51%	15	37%	4	10%	1	2%	0	0%	41	
Accuracy	21	51%	16	39%	3	7%	1	2%	0	0%	41	
Completeness	17	41%	17	41%	6	15%	1	2%	0	0%	41	
Consistency	20	49%	18	44%	2	5%	1	2%	0	0%	41	

Source: KPMG analysis

In total, there were 41 responses to this question. Almost all respondents were very satisfied or somewhat satisfied with the information’s usefulness (91 per cent), timeliness (90 per cent), accessibility

(88 per cent), accuracy (90 per cent), completeness (82 per cent) and consistency (93 per cent). Stakeholders were more likely to be 'very satisfied' with the usefulness, accessibility and accuracy of information accessed from the NEATS portal, and more likely to be 'somewhat satisfied' with that information's consistency, timeliness and completeness.

One somewhat dissatisfied response was received for each of the information's usefulness, accessibility, accuracy, completeness and consistency. No respondents were dissatisfied with the timeliness of the information accessed through the NEATS portal.

Responses to this question were further disaggregated by Titleholder / non-Titleholder respondents. There was no significant differences in responses between the stakeholder groups.

Question 8

Respondents who indicated that they had had phone, email or face-to-face communication with NOPTA at question 5 were directed to question 8, which asked respondents to rate their level of satisfaction with the information they received from NOPTA through these mechanisms, in relation to its usefulness, timeliness, accessibility, accuracy, completeness and consistency.

Table 11

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Usefulness	41	72%	14	25%	2	4%	0	0%	0	0%	57	
Timeliness	38	67%	15	26%	3	5%	1	2%	0	0%	57	
Accessibility	38	67%	16	28%	2	4%	1	2%	0	0%	57	
Accuracy	35	61%	20	35%	1	2%	1	2%	0	0%	57	
Completeness	33	58%	21	37%	2	4%	1	2%	0	0%	57	
Consistency	37	65%	17	30%	2	4%	1	2%	0	0%	57	

Source: KPMG analysis

In total, there were 57 responses to this question. Almost all respondents were very satisfied or somewhat satisfied with the received information's usefulness (97 per cent), timeliness (93 per cent), accessibility (95 per cent), accuracy (96 per cent), completeness (95 per cent) and consistency (95 per cent). The highest level of 'very satisfied' responses were received for the information's usefulness, timeliness and accessibility (72 per cent, 67 per cent, 67 percent). The lowest level was for the information's completeness (58 per cent very satisfied).

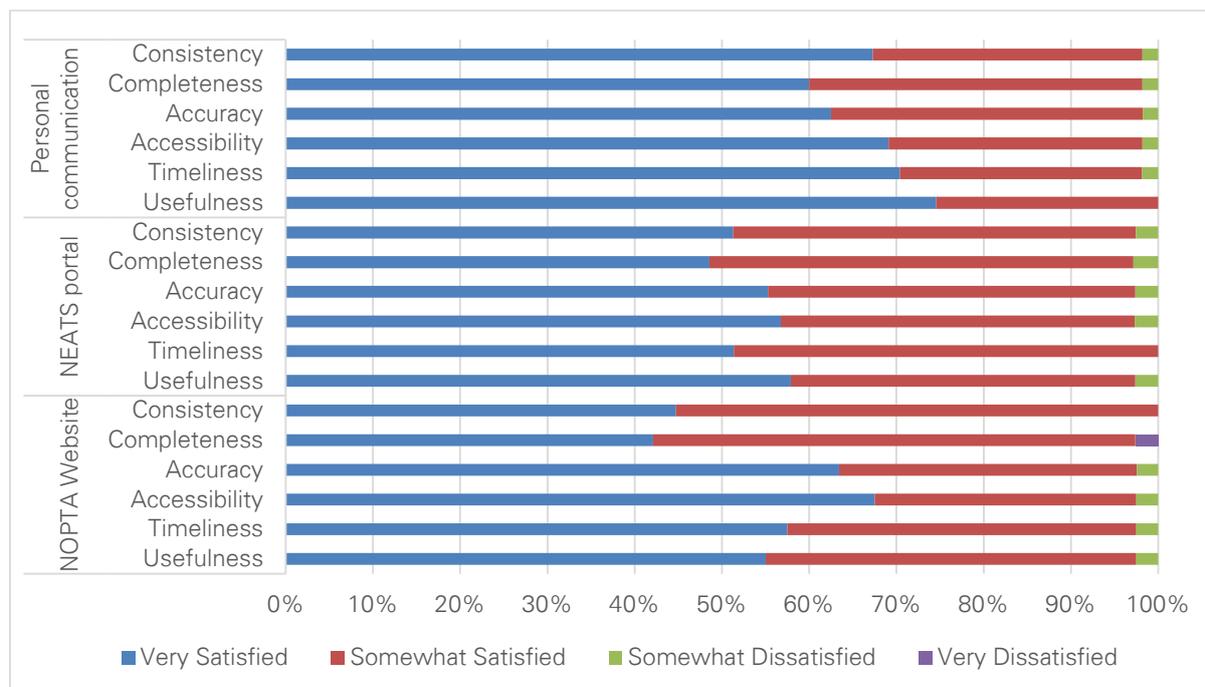
One somewhat dissatisfied response was received for each of the information's timeliness, accessibility, accuracy, completeness and consistency. No respondents were dissatisfied with the usefulness of the information received by phone, email and face-to-face meetings.

Responses to this question were further disaggregated by Titleholder / non-Titleholder respondents. Overall, Government representatives were more likely to be 'somewhat satisfied', with industry more likely to indicate that they were 'very satisfied' on each of these indicators. The small number of 'somewhat dissatisfied' responses represented a Titleholder.

Tables 9 - 11: Summary figure

The following figure summarises the information in questions 6, 7 and 8, shown in Tables 9 - 11, and provides a comparative view of respondent satisfaction with data and information by method of access (personal communication, NEATS portal and NOPTA website) (Note: respondents who indicated they were ‘neither satisfied nor dissatisfied’ have been excluded in this figure.)

Figure 5: Stakeholder responses to levels of satisfaction with the information received from NOPTA, by type of communication mechanism.



Source KPMG

Overall this indicates that the lowest levels of satisfaction recorded were with the completeness and consistency of information available on the website. Stakeholders were most satisfied with personal communication with NOPTA staff, which was rated highly in all aspects.

Question 9

Question 9 asks respondents whether they had provided any data or submitted an application to NOPTA in the last 12 months. This question was not asked of Government respondents, hence these responses represent stakeholders in the category of Titleholders and ‘others’.

Table 12

	Count of respondents	Percentage
Yes	42	95%
No	2	5%
Total	44	100%

Source: KPMG analysis

In total there were 44 respondents to this question. Of these, 42 (95 per cent) of the respondents had provided data or submitted an application to NOPTA in the last 12 months.

Question 10

Where respondents indicated they had provided data or submitted an application to NOPTA at Question 9, they were directed to question 10, which asks a range of questions relating to relevant processes.

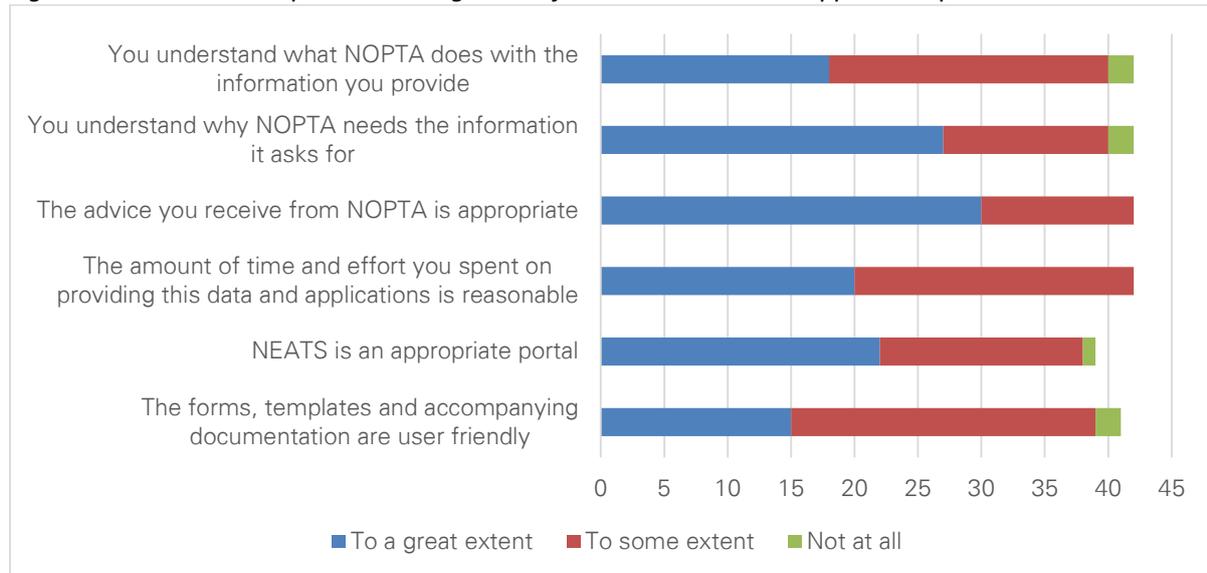
Table 13

	To a great extent		To some extent		Not at all		Total Responses
	n	%	n	%	n	%	
<i>The forms, templates and accompanying documentation are user friendly</i>	15	37%	24	59%	2	5%	41
<i>NEATS is an appropriate portal</i>	22	56%	16	41%	1	3%	39
<i>The amount of time and effort you spent on providing this data and applications is reasonable</i>	20	48%	22	52%	0	0%	42
<i>The advice you receive from NOPTA is appropriate</i>	30	71%	12	29%	0	0%	42
<i>You understand why NOPTA needs the information it asks for</i>	27	64%	13	31%	2	5%	42
<i>You understand what NOPTA does with the information you provide</i>	18	43%	22	52%	2	5%	42

Source: KPMG analysis

This information is presented graphically in the figure below.

Figure 6: Stakeholder responses relating to satisfaction with data and application processes.



Source KPMG

As this indicated in both Table 13 and Figure 6, of those that responded:

- 96 per cent of respondents stated that the forms, templates and accompanying documentation were user friendly to a great extent or to some extent. Five per cent found that they were not user friendly at all.
- A total of 97 per cent stated that NEATS was an appropriate portal to a great extent or to some extent, whilst 3 per cent said that NEATS was not an appropriate portal.
- All respondents (100 per cent) stated that the amount of time and effort they spent on providing data and applications was reasonable to a great extent or to some extent; and the advice they had received from NOPTA was appropriate.
- 95 per cent of respondents stated that they understood why NOPTA needed the information that they ask for and what NOPTA does with the information that is provided to them, whilst 5 per cent of respondents did not understand why NOPTA needed the information that they ask for and what NOPTA does with the information that is provided to them.

Overall, these responses indicate a high level of satisfaction with the processes related to NOPTA's information requests from stakeholders. Advice received from NOPTA was considered appropriate 'to a great extent' by 71 per cent of stakeholders. No stakeholders considered it was 'not at all' appropriate. Sixty-four per cent of stakeholders also considered that they understood why NOPTA needed the information it requests 'to a great extent', although 5 per cent indicated that they did not understand this at all.

Lower levels of satisfaction related to the user-friendliness of forms, templates and documentation, which only 37 per cent of respondents rated as user friendly 'to a great extent', and 5 per cent considered they were 'not at all' user friendly. Five per cent of respondents also indicated they did not understand at all what NOPTA did with the information they provide, with less than half (43 per cent) considering they understood this 'to a great extent'.

Question 11

Question 11 asks respondents whether they have been required to make a payment to NOPTA in the last 12 months. This question was only asked of Titleholders.

Table 14

	Count of Respondents	Percentage
Yes	36	90%
No	4	10%
Total	40	100%

Source: KPMG analysis

In total there were 40 respondents to this question. Of these, 36 (90 per cent) of the respondents had been required to make a payment to NOPTA in the last 12 months.

Question 12

Question 12 asks respondents whether they are aware that the NEATS portal can be used to access payment notifications and to make payments. This question was only asked of respondents who indicated they had NOT been required to make a payment to NOPTA in the last 12 months at Question 11, to assess general understanding of this feature among this group. More detailed questions on the awareness, use and functionality of NEATS were asked of stakeholders who HAD been required to make a payment.

Table 15

	Count of Respondents	Percentage
No	3	75%
Yes	1	25%
Total	4	100%

Source: KPMG analysis

Of the 4 respondents who were not required to make payments to NOPTA in the last 12 months, 3 (75 per cent) of the respondents were aware that the NEATS portal could be used to access payment notifications and make payments. One respondent (25 per cent) was not aware that the NEATS portal could be used to access payment notifications and to make payments.

Question 13

Question 13 asks respondents whether they had used the NEATS portal to access payment notifications. This question was only asked of respondents who indicated that they HAD been required to make a payment to NOPTA in the last 12 months at Question 11.

Table 16

	Count of respondents	Percentage
No	19	53%
Yes	17	47%
Total	36	100%

Source: KPMG analysis

In total there were 36 respondents to this question. Of these, 19 (53 per cent) of the respondents had used the NEATS portal to access payment notifications. Seventeen respondents (47 per cent) had not

used the NEATS portal to access payment notifications. As such, only around half of the stakeholders required to make payments to NOPTA are aware of the payment notification functionality of the NEATS portal.

Question 14

Respondents who indicated they had been required to make a payment at question 11 were asked question 14, whether they had used the NEATS portal to make any payments.

Table 17

	Count of Respondents	Percentage
No	31	86%
Yes	5	14%
Total	36	100%

Source: KPMG analysis

Of the 36 respondents who were required to make payments to NOPTA in the last 12 months, 31 (86 per cent) of the respondents had NOT used the NEATS portal to make a payment. Five respondents (14 per cent) had used the NEATS portal to make any payments.

Question 15

Where respondents indicated they had used the NEATS portal to make a payment at question 14, they were asked at question 15 about their level of satisfaction with the functionality of the NEATS portal for making payments.

Table 18

Level of satisfaction	Count of respondents	Percentage
Very satisfied	1	20%
Somewhat Satisfied	3	60%
Neither Satisfied nor Dissatisfied	0	0%
Somewhat Dissatisfied	1	20%
Very Dissatisfied	0	0%
Total	5	100%

Source: KPMG analysis

Of the 5 respondents who have used the NEATS portal to make any payments, three (60 per cent) were somewhat satisfied with the functionality of the NEATS portal for making payments; one respondent (20 per cent) was very satisfied with the functionality and one respondent (20 per cent) was somewhat dissatisfied.

Question 16

Where stakeholders indicated they had been required to make a payment to NOPTA at question 11, they were directed to question 16, which asks their opinion on how useful NOPTA's Levy Notifications are in helping meet their statutory payment obligations.

Table 19

Usefulness	Count of respondents	Percentage
Very useful	19	56%
Somewhat useful	13	38%
Not very useful	2	6%
Total	34	100%

Source: KPMG analysis

In total there were 34 respondents to this question. Of these, 19 of the respondents (56 per cent) found NOPTA’s Levy Notifications very useful, 13 (38 per cent) respondents found NOPTA’s Levy Notifications to be somewhat useful, and two respondents (6 per cent) found NOPTA’s Levy Notifications to be not very useful in helping them meet their statutory payment obligations.

Specific activities

Key Points:

- Stakeholders with direct experience in relation to interactions regarding Exploration Permits, Production Licences and Retention Lease Renewals / Grants indicated overall high levels of satisfaction with the technical expertise of staff, consistency of advice from NOPTA and overall level of effort required from a company regarding these processes. Levels of satisfaction with the level of effort required for Production Licences and Retention Lease Renewals / Grants was slightly lower than for Exploration Permits.
- Generally, timeliness of decision-making received the lowest level of ‘very satisfied’ responses, with small numbers of stakeholders indicating there were ‘somewhat dissatisfied’ or ‘very dissatisfied’ with the timeliness of decision-making regarding Exploration Permits and Retention Lease Renewals / Grants.
- In general, stakeholders expressed satisfaction with these processes relative to these processes prior to the creation of NOPTA. Among those able to comment:
 - 100 per cent were satisfied with the level of effort required relating to an Exploration Permit or Production Licence compared to regulatory regime prior to NOPTA; and
 - 89 per cent were very or somewhat satisfied with the level of effort required relating to a Retention Lease Renewal or Grant compared to the regulatory regime prior to NOPTA, with one respondent (11 per cent of those able to comment) somewhat dissatisfied.

Detailed survey responses:

Question 17

Question 17 asks respondents about their last interaction with NOPTA for an Exploration Permit and how satisfied or dissatisfied they were with technical expertise of NOPTA staff, consistency of advice received from NOPTA, overall level of effort required from their company and the timeliness of decision-making. Only to those who indicated that they had interacted with NOPTA regarding an Exploration Permit in the last 12 months at Question 2 were directed to this question.

Table 20

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	
Technical expertise of NOPTA staff	23	68%	9	26%	1	3%	1	3%	0	0%	34
Consistency of advice received from NOPTA	24	71%	6	18%	4	12%	0	0%	0	0%	34
Overall level of effort required from your company	18	53%	13	38%	3	9%	0	0%	0	0%	34
Timeliness of decision-making	13	38%	15	44%	2	6%	4	12%	0	0%	34

Source: KPMG analysis

In total, there were 34 respondents to this question. Almost all respondents were very satisfied or somewhat satisfied with the technical expertise of NOPTA staff (94 per cent, n=32), consistency of advice received from NOPTA (89 per cent, n=30), and overall level of effort required from their company (91 per cent, n=31).

Overall timeliness of decision-making was rated positively (82 per cent very or somewhat satisfied, n=28), however this aspect received the lowest level of 'very satisfied' responses (38 per cent, n=13) and the highest rate of 'somewhat dissatisfied' responses (12 per cent, n=4).

One respondent (3 per cent) was somewhat dissatisfied or very dissatisfied with the technical expertise of NOPTA staff. No respondents were dissatisfied with the consistency of advice received from NOPTA or the overall level of effort required from their company.

Question 17a

Question 17a asks respondents how satisfied or dissatisfied they were with the overall level of effort required from their company compared to the regulatory regime prior to the establishment of NOPTA. This question continues on from Question 17 and applies only to those who indicated that they had interacted with NOPTA regarding an Exploration Permit in the last 12 months at Question 2.

Table 21

Level satisfaction	Count of Respondents	Percentage
Very Satisfied	15	45%
Somewhat Satisfied	3	9%
Neither Satisfied nor Dissatisfied	4	12%
Somewhat dissatisfied	0	0%
Very dissatisfied	0	0%
Unable to Comment	11	33%
Total	33	100%

Source: KPMG analysis

In total, there were 22 respondents to this question who were able to comment. Of those able to comment, 68 per cent (n=15) were very satisfied with the level of effort required relating to an Exploration Permit compared to regulatory regime prior to NOPTA, and 9 per cent (n=3) were somewhat satisfied. No respondents were dissatisfied.

Question 18

Question 18 asks respondents about their last interaction with NOPTA for a Production Licence and how satisfied or dissatisfied they were with technical expertise of NOPTA staff, consistency of advice received from NOPTA, overall level of effort required from their company and the timeliness of decision-making. This question applies only to those who indicated that they had interacted with NOPTA regarding a Production Licence in the last 12 months at Question 2.

Table 22

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses	
	n	%	n	%	n	%	n	%	n	%		
Technical expertise of NOPTA staff	7	54%	5	38%	1	8%	0	0%	0	0%		13
Consistency of advice received from NOPTA	7	54%	5	38%	1	8%	0	0%	0	0%		13
Timeliness of decision-making	4	31%	7	54%	2	15%	0	0%	0	0%		13
Overall level of effort required from your company	4	31%	7	54%	1	8%	1	8%	0	0%		13

Source: KPMG analysis

In total, there were 13 respondents to this question. Almost all respondents were very satisfied or somewhat satisfied with the technical expertise of NOPTA staff (92 per cent, n=13), consistency of advice

received from NOPTA (92 per cent, n=13), overall level of effort required from their company (85 per cent, n=11), and timeliness of decision-making (85 per cent, n=11).

While overall timeliness of decision-making and overall level of effort required from the company were rated positively, a majority of stakeholders were ‘somewhat’, rather than ‘very satisfied’ with these aspects of the Production Licence process (54 per cent each).

One respondent was ‘somewhat dissatisfied’ with the level of effort required. No respondents were dissatisfied with any other aspect of the Production Licence process.

Question 18a

Question 18a asks respondents how satisfied or dissatisfied they were with the overall level of effort required from their company relating to a Production Licence compared to the regulatory regime prior to the establishment of NOPTA. This question continues on from Question 18 and applies only to those who indicated that they had interacted with NOPTA regarding a Production Licence in the last 12 months at Question 2.

Table 23

Level of satisfaction	Count of respondents	Percentage
Very Satisfied	3	25%
Somewhat Satisfied	3	25%
Neither Satisfied nor Dissatisfied	0	0%
Somewhat Dissatisfied	0	0%
Very Dissatisfied	0	0%
Unable to Comment	6	50%
Total	12	100%

Source: KPMG analysis

Of those able to comment, 100 per cent of respondents were very satisfied or somewhat satisfied with the level of effort required compared to regulatory regime prior to NOPTA (50 per cent, n=6).

Question 19

Question 19 asks respondents about their last interaction with NOPTA for a Retention Lease Renewal or Grant and how satisfied or dissatisfied they were with technical expertise of NOPTA staff, consistency of advice received from NOPTA, overall level of effort required from their company and the timeliness of decision-making. Only to those who indicated that they had interacted with NOPTA regarding a Retention Lease Renewal or Grant in the last 12 months at Question 2 were directed to this question.

Table 24

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Technical expertise of NOPTA staff	12	75%	3	19%	1	6%	0	0%	0	0%	16	
Consistency of advice received from NOPTA	13	81%	2	13%	1	6%	0	0%	0	0%	16	
Timeliness of decision-making	6	38%	4	25%	0	0%	4	25%	2	13%	16	
Overall level of effort required from your company	9	56%	3	19%	2	13%	2	13%	0	0%	16	

Source: KPMG analysis

In total, there were 16 respondents to this question. Almost all respondents were very satisfied or somewhat satisfied with the technical expertise of NOPTA staff (92 per cent, n=15) and consistency of advice received from NOPTA (92 per cent, n=15) in relation to a Retention Lease Renewal or Grant. Seventy-five per cent and 81 per cent of respondents respectively were 'very satisfied' with these aspects.

Seventy-five per cent were also very or somewhat satisfied with the overall level of effort required from their company (n=12). Two respondents were somewhat dissatisfied with this aspect.

Ten respondents (63 per cent) were very satisfied or somewhat satisfied with the timeliness of decision-making, with 38 per cent of respondents somewhat or very dissatisfied with the timeliness of decision-making.

No respondents were dissatisfied with the technical expertise of NOPTA staff or the consistency of advice received from NOPTA in relation to Retention Lease Renewals or Grants.

Question 19a

Question 19a asks respondents how satisfied or dissatisfied they were with the overall level of effort required from their company compared to the regulatory regime prior to the establishment of NOPTA. This question continues on from Question 19 and only those who indicated that they had interacted with NOPTA regarding a Retention Lease Renewal or Grant in the last 12 months at Question 2 were directed to this question.

Table 25

Level of satisfaction	Count of Respondents	Percentage
Very Satisfied	6	40%
Somewhat Satisfied	2	13%
Neither Satisfied nor Dissatisfied	0	0%
Somewhat Dissatisfied	1	7%
Very dissatisfied	0	0%
Unable to Comment	6	40%
Total	15	100%

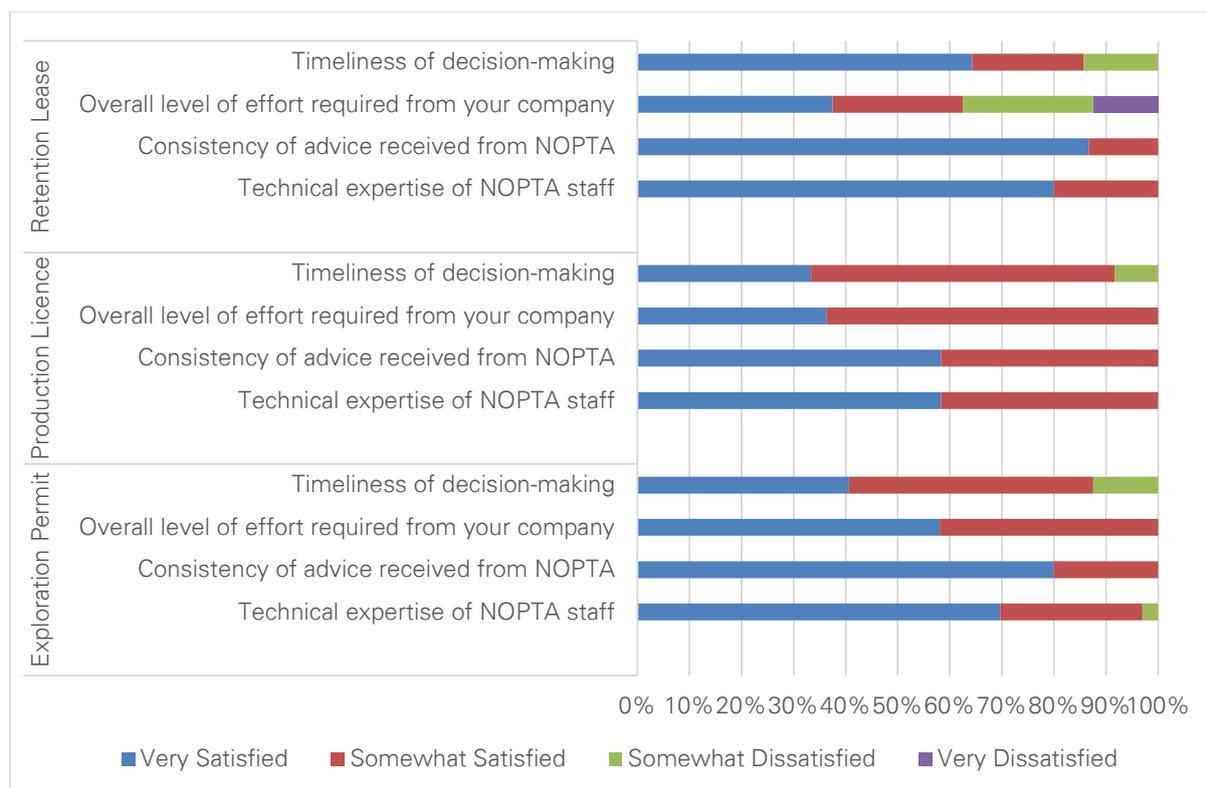
Source: KPMG analysis

In total, there were 9 respondents to this question who were able to comment. Of these, 89 per cent (n=8) were very or somewhat satisfied with the level of effort required relating to a Retention Lease Renewal or Grant compared to the regulatory regime prior to NOPTA, whilst one respondent (11 per cent of those able to comment) was somewhat dissatisfied.

Tables 20 to 25: Summary figure

The following figure summarises the information in questions 17, 18 and 19, shown in table 20 - 25, and provides a comparative view of respondent satisfaction with the specific processes. (Note: respondents who indicated they were ‘neither satisfied nor dissatisfied’ have been excluded in this figure.)

Figure 7: Reported stakeholder satisfaction with key aspects of specific NOPTA processes.



Source: KPMG analysis

As this figure indicates, while overall levels of satisfaction on all measures was high for each of the three processes, the levels of satisfaction with the level of effort required for Production Licences and Retention Lease Renewals / Grants was slightly lower than for Exploration Permits. Generally, timeliness of decision-making received the lowest level of 'very satisfied' responses, with small numbers of stakeholders indicating there were 'somewhat' or 'very dissatisfied' with the timeliness of decision-making regarding Exploration Permits and Retention Lease Renewals / Grants.

NOPTA and its staff

Key Points:

- NOPTA staff were rated very highly on professionalism, approachability and responsiveness and well on level of technical competence.
 - Titleholders are more likely to indicate that they are 'very satisfied' with the level of technical competence, professionalism, approachability and responsiveness of NOPTA staff.
 - Non-Titleholder stakeholders more likely to indicate that they are 'somewhat satisfied'.
 - NOPTA as an organisation was favorably viewed on the characteristics measured, with:
 - 75 per cent of stakeholders indicating that NOPTA was extremely or very committed to continuous improvement;
 - 72 per cent considering it to be extremely or very collaborative in its approach; and
- 66 per cent indicating that NOPTA was extremely or very responsive to business needs.

Detailed survey responses

Question 20

Question 20 asks respondents to rate their satisfaction with NOPTA's staff across four aspects: level of technical competence, professionalism, approachability and responsiveness.

Table 26

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Level of technical competence	35	63%	19	34%	1	2%	1	2%	0	0%	56
Professionalism	49	88%	6	11%	1	2%	0	0%	0	0%	56
Approachability	48	86%	7	13%	1	2%	0	0%	0	0%	56
Responsiveness	42	75%	11	20%	2	4%	1	2%	0	0%	56

Source: KPMG analysis

In total there were 56 respondents to this question. Of these responses:

- 97 per cent (n=54) were very or somewhat satisfied with the level of technical competence of NOPTA’s staff, with 63 per cent very satisfied.
- 99 per cent (n=55) were very or somewhat satisfied with the level of professionalism displayed by the NOPTA staff they deal with, with 88 per cent very satisfied.
- 99 per cent (n=55) of respondents were very or somewhat satisfied with the approachability of NOPTA’s staff, with 86 per cent very satisfied.
- 95 per cent (n=53) of respondents were very or somewhat satisfied with the responsiveness of NOPTA’s staff, with 75 per cent very satisfied.

These results were further disaggregated by Titleholder / non-Titleholder stakeholder groups to identify any areas of difference.

Table 27: non-Titleholder responses only

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Level of technical competence	6	43%	7	50%	1	7%	0	0%	0	0%	14
Professionalism	10	71%	4	29%	0	0%	0	0%	0	0%	14
Approachability	10	71%	4	29%	0	0%	0	0%	0	0%	14
Responsiveness	8	57%	5	36%	1	7%	0	0%	0	0%	14

Source: KPMG analysis

Table 28: Titleholder responses only

	Very Satisfied		Somewhat Satisfied		Neither Satisfied nor Dissatisfied		Somewhat Dissatisfied		Very Dissatisfied		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Level of technical competence	29	69%	12	29%	0	0%	1	2%	0	0%	42
Professionalism	39	93%	2	5%	1	2%	0	0%	0	0%	42
Approachability	38	90%	3	7%	1	2%	0	0%	0	0%	42
Responsiveness	34	81%	6	14%	1	2%	1	2%	0	0%	42

Source: KPMG analysis

Disaggregation by Titleholder / non-Titleholder stakeholder groups indicates that Titleholders are more likely to indicate that they are ‘very satisfied’ with the level of technical competence, professionalism, approachability and responsiveness of NOPTA staff, with non-Titleholder stakeholders more likely to indicate that they are ‘somewhat satisfied’ with these elements. The two responses for somewhat dissatisfied with level of technical competence and responsiveness were from Titleholder stakeholders.

Question 21

Question 20 asks respondents to consider the extent to which they believe NOPTA is: committed to continuous improvement; collaborative in its approach; and responsive to the needs of its stakeholders.

Table 29

	Extremely		Very		Somewhat		Not very		Not at all		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Committed to continuous improvement	14	25%	28	50%	14	25%	0	0%	0	0%	56
Collaborative in its approach	19	34%	21	38%	14	25%	2	4%	0	0%	56
Responsive to business needs	14	25%	23	41%	17	30%	2	4%	0	0%	56

Source: KPMG analysis

In total there were 56 respondents to this question. Of these responses:

- 75 per cent (n=42) indicated that NOPTA was extremely or very committed to continuous improvement, with the remaining 25 per cent (n=14) of respondents indicating they believed that NOPTA was somewhat committed.
- 72 per cent (n=40) indicated that NOPTA was extremely or very collaborative in its approach. Four per cent (n=2) indicated that NOPTA was not very collaborative in its approach.
- 66 per cent (n=37) indicated that NOPTA was extremely or very responsive to business needs. Four per cent (n=2) indicated that NOPTA was not very responsive to business needs.

These results were disaggregated by type of stakeholder to identify any patterns by stakeholder category.

Table 30: non-Titleholder responses only

	Extremely		Very		Somewhat		Not very		Not at all		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Committed to continuous improvement	2	14%	8	57%	4	29%	0	0%	0	0%	14
Collaborative in its approach	3	21%	4	29%	7	50%	0	0%	0	0%	14
Responsive to business needs	4	29%	3	21%	7	50%	0	0%	0	0%	14

Source: KPMG analysis

Table 31: Titleholder responses only

	Extremely		Very		Somewhat		Not very		Not at all		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Committed to continuous improvement	12	29%	20	48%	10	24%	0	0%	0	0%	42
Collaborative in its approach	16	38%	17	40%	7	17%	2	5%	0	0%	42
Responsive to business needs	10	24%	20	48%	10	24%	2	5%	0	0%	42

Source: KPMG analysis

Disaggregated analysis indicates that Titleholders are more likely to indicate that NOPTA is extremely or very collaborative in its approach and responsive to business needs, with non-Titleholder (i.e. primary Government) stakeholders more likely to indicate that NOPTA is somewhat collaborative in its approach and responsive to business needs. The small number of responses indicating that NOPTA was not very collaborative or responsive to business needs were recorded from Titleholders. Responses to NOPTA’s commitment to continuous improvement were similar across stakeholder groups.

Decision-making process

Key points:

- JA partners rated NOPTA very highly on NOPTA’s role in the decision-making process.
 - 100 per cent of JA respondents indicated that the information that NOPTA provides them in regard to decision making is extremely or very accurate, timely and complete; the recommendations that NOPTA provides are extremely or very supportable; and NOPTA’s advice is always or often transparent, predictable and justified with reference to the relevant legislation and guidelines.
 - 86 per cent indicated that recommendations are extremely or very consistent, with the remaining respondent considering they were somewhat consistent.
- Titleholders also rated NOPTA very highly:
 - A large majority of respondents indicated that NOPTA’s decisions are ‘always or often’ transparent, justified with reference to the relevant legislations and guidelines, and consistent.
 - Slightly lower (although still positive) ratings were received for predictability and transparency, with 69 per cent indicating that decisions made were always or often predictable, and the remaining 31 per cent considering that NOPTA’s decisions were sometimes predictable. Nine per cent felt that NOPTA’s decisions are rarely or never transparent.

Detailed survey responses

Question 22

Question 22 asks representatives of JAs how satisfied they are with the information that NOPTA supplies to support JA decision making. The question relates both to the information's accuracy, timeliness, completeness, and the consistency and supportability of NOPTA's recommendations.

Table 32

	Extremely		Very		Somewhat		Not very		Not at all		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Accuracy of the information received?	3	43%	4	57%	0	0%	0	0%	0	0%	7
Timeliness of the information?	4	57%	3	43%	0	0%	0	0%	0	0%	7
Completeness of the information?	3	43%	4	57%	0	0%	0	0%	0	0%	7
Consistency of NOPTA's recommendation?	4	57%	2	29%	1	14%	0	0%	0	0%	7
Supportability of NOPTA's recommendations?	3	43%	4	57%	0	0%	0	0%	0	0%	7

Source: KPMG analysis

There were a total of 7 respondents from JA partners. Of these responses;

- 100 per cent (n=7) indicated that the information that NOPTA provides them in regard to decision making is extremely or very accurate, timely and complete.
- 100 per cent (n=7) indicated that the recommendations that NOPTA provides are extremely or very supportable.
- 86 per cent (n=6) indicated that recommendations are extremely or very consistent, with one respondent considering they were somewhat consistent.

Question 23

Question 23 asks Titleholders and Other stakeholders about the transparency, justification for, constancy and predictability of decisions made by NOPTA that affect their business. To do this the questions asks how often the considered that decisions could be said to meet each of these criteria.

Table 33

	Always		Often		Sometimes		Rarely		Never		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Transparent	9	25%	20	56%	4	11%	2	6%	1	3%	36
Justified	18	49%	13	35%	6	16%	0	0%	0	0%	37
Consistent	12	33%	17	47%	7	19%	0	0%	0	0%	36
Predictable	7	19%	18	50%	11	31%	0	0%	0	0%	36

Source: KPMG analysis

Of these responses:

- Most (81 per cent, n=29) indicated that NOPTA's decisions that affect their business are always or often transparent. A few (9 per cent, n=3) felt that NOPTA's decisions are rarely or never transparent.
- 84 per cent (n=31) felt that NOPTA's decisions were always or often justified with reference to the relevant legislations and guidelines.
- 80 per cent (n=29) indicated that NOPTA's decisions in regard to their business were always or often consistent.
- 69 per cent (n=25) felt that decisions made were predictable, with the remaining 31 per cent (n=11) indicating that they felt NOPTA's decisions were sometimes predictable.

Question 24

Question 24 asks State and Commonwealth Government representatives about the transparency, justifiability, consistency and predictability of advice NOPTA provides to them.

Table 34

	Always		Often		Sometimes		Rarely		Never		Total Responses
	n	%	n	%	n	%	n	%	n	%	
Transparent	3	43%	4	57%	0	0%	0	0%	0	0%	7
Justified	5	71%	2	29%	0	0%	0	0%	0	0%	7
Consistent	5	71%	0	0%	2	29%	0	0%	0	0%	7
Predictable	5	71%	2	29%	0	0%	0	0%	0	0%	7

Source: KPMG analysis

There were a total of 7 responses to this question, all of which were from JA partner agencies. Of these responses:

- 100 per cent (n=7) felt that NOPTA's advice is always or often transparent, predictable and justified with reference to the relevant legislation and guidelines.
- 71 per cent of respondents felt that advice was always consistent, with the remainder considering that NOPTA's advice was sometimes consistent.

NOPTA's function and role

Key points:

- Overall, just over half of all Titleholders and non-Titleholders considered that there was still duplication of effort between Commonwealth and State/Territory Government agencies in the functions performed by NOPTA 'to some extent'. A substantial minority – 37 per cent of Titleholders and 42 per cent of non-Titleholders – thought there was no duplication.
- 92 per cent of non-Titleholder stakeholders considered overall that the introduction of NOPTA had reduced duplication of effort, with half (50 per cent) of respondents considering it had done so 'to a great extent'.
- Almost all – 98 percent of Titleholder respondents and 100 percent of non-Titleholder respondents – considered that the introduction of NOPTA had simplified their company's interaction with the relevant regulatory framework to a great extent or to some extent.
- A similar large majority – 95 per cent of Titleholders – rated the time and effort they spent on compliance as reasonable to a great extent or to some extent, given the regulatory risk NOPTA manages.
- 100 per cent of all respondents considered that NOPTA made a valuable contribution to the process of managing Australia's resources, with 59 per cent of Titleholder respondents and 67 per cent of non-Titleholder respondents considering this was true to 'a great extent'.

Detailed survey responses

Question 25

Question 25 asks about the extent to which respondents believe that there is duplication between NOPTA and other Government agencies, both State and Commonwealth.

Table 35

	To a great extent		To some extent		Not at all		Total Responses
	n	%	n	%	n	%	
Duplication of effort between NOPTA and other State/Territory Government agencies?	3	6%	30	58%	19	37%	52
Duplication of effort between NOPTA and other Commonwealth Government teams?	3	6%	27	52%	22	42%	52

Source: KPMG analysis

There were 52 respondents to this question. Of these responses:

- 58 per cent (n=30) indicated that they believed that there is some duplication of effort between NOPTA and other State and Territory agencies, and 37 per cent (n=19) indicated that they thought

there is no duplication with the remaining 6 per cent (n=3) indicated that they thought there is considerable duplication.

- There was a similar distribution when stakeholders were asked about duplication of effort between NOPTA and other Commonwealth Government teams, with 52 per cent (n=27) saying there is some duplication of effort, 42 per cent (n=22) indicating that they thought there is no duplication, and 6 per cent (n=3) saying there is considerable duplication.

These figures were disaggregated according to Titleholder / non-Titleholder to identify any different partners of response by stakeholder category.

Table 36: Titleholder responses only

	To a great extent		To some extent		Not at all		Total Responses
	n	%	n	%	n	%	
Duplication of effort between NOPTA and other State/Territory Government agencies?	2	5%	24	60%	14	35%	40
Duplication of effort between NOPTA and other Commonwealth Government teams?	2	5%	22	55%	16	40%	40

Source: KPMG analysis

Table 37: Non-Titleholder responses only

	To a great extent		To some extent		Not at all		Total Responses
	n	%	n	%	n	%	
Duplication of effort between NOPTA and other State/Territory Government agencies?	1	8%	6	50%	5	42%	12
Duplication of effort between NOPTA and other Commonwealth Government teams?	1	8%	5	50%	6	42%	12

Source: KPMG analysis

Disaggregation by stakeholder type indicated minimal difference in responses to this question by stakeholder type.

Question 26

Question 26 asks Titleholders and Other Stakeholders about the impact of the introduction of NOPTA on their company's compliance and regulatory burdens.

Table 38

	To a great extent		To some extent		Not at all		Total Responses
	n	%	n	%	n	%	
<i>The introduction of NOPTA simplified your company's interactions with the relevant regulatory framework.</i>	15	42%	20	56%	1	3%	36
<i>The time and effort your company spends on complying with NOPTA-administered functions is reasonable, relative to the regulatory risk NOPTA manages.</i>	20	54%	15	41%	2	5%	37
<i>NOPTA makes a valuable contribution to the process of managing Australia's resources.</i>	22	59%	15	41%	0	0%	37

Source: KPMG analysis

Thirty-seven respondents commented on the time and effort spent on compliance, and the value of NOPTA's contributions to managing Australia's resources aspects of this question, and 36 on the effect NOPTA's introduction has had in simplifying a company's interaction with regulatory frameworks. Of these responses:

- 98 per cent (n=35) of respondents indicated that the introduction of NOPTA had simplified their company's regulatory interaction to a great extent or to some extent. The remaining 3 per cent (n=1) indicated that their company's interaction with regulatory framework had not become simplified.
- 95 per cent (n=35) of respondents indicated that the time and effort spent on compliance was reasonable to a great extent or to some extent, given the regulatory risk NOPTA manages. The remaining five per cent (n=2) considered that the time and effort spent on compliance was unreasonable.
- A total of 100 per cent (n=37) indicated that NOPTA made a valuable contribution to the process of managing Australia's resources, with 59 per cent of respondents considering this was true to 'a great extent'.

Question 27

Question 27 asks State and Government representatives about key aspects of the impact of NOPTA's introduction.

Table 39

	To a great extent		To some extent		Not at all		Total Responses
	n	%	n	%	n	%	
<i>The introduction of NOPTA has simplified the interactions of Titleholders with the relevant regulatory framework.</i>	6	50%	6	50%	0	0%	12
<i>The introduction of NOPTA has reduced duplication of effort between the Commonwealth and States/Territories in administering the offshore petroleum regulatory framework.</i>	6	50%	5	42%	1	8%	12
<i>NOPTA makes a valuable contribution to the process of managing Australia's resources.</i>	8	67%	4	33%	0	0%	12

Source: KPMG analysis

There were 12 respondents in total across all three aspects of this question. Of these responses:

- 100 per cent (n=12) of respondents indicated that the introduction of NOPTA had simplified the interactions of Titleholders with the regulatory framework to a great extent or to some extent.
- 92 per cent (n=11) of respondents indicated that the introduction of NOPTA had reduced the duplication of effort between Commonwealth and States/Territories in administering the offshore petroleum regulatory framework to a great or to some extent.
- 100 per cent indicated that NOPTA made a valuable contribution to the process of managing Australia's resources, with 67 per cent considering that this was true 'to a great extent'.

Key improvements to date and potential future improvements

Key points:

- Improved consistency of decisions and processes, greater standardisation of processes, and better quality advice and professionalism of staff were key improvements stakeholders attributed to the introduction NOPTA. One commented, *“Professional regulator and educator with industry experienced staff, a stable workforce with a good organisational culture through [the GM’s] leadership and vision leading to predictability in application outcomes and a genuine willingness to listen to industry and improve”*.
- Timeliness of decision-making was identified as the key area where improvement could occur, as *“This creates uncertainty regarding the outcome and impact of the decision on the business, and can be difficult to manage.”* The fact that some aspects of this are out of NOPTA’s control was acknowledged.
- Specific suggestions were also made with regard to improving the usability of forms and documents.
- In terms of the broader regulatory system, stakeholders saw some scope for greater streamlining and also flexibility, particularly for more ‘routine’ approvals.

Question 28

Question 28 asks respondents for any comments they wished to make regarding improvements in the offshore petroleum titles administration process that had occurred since the introduction of NOPTA. There were a total of 30 responses to this question. The following themes were identified (responses may have touched on more than one theme):

Table 40

Theme	Count
Consistency of decisions and process	11
Single point of contact, standardisation of processes between jurisdictions	9
Quality of advice and guidance, technical competence and professionalism of staff	8
Greater clarity of guidelines	3
Simplification of processes	3
Timeliness of advice and decisions (responsiveness)	2

Source: KPMG analysis

In terms of the responses received:

- 11 respondents commented on improved consistency of decisions and processes. *“Online system that is the same no matter where in the offshore you are. Consistent advice no matter where in the offshore you are.”* One identified how this had contributed to other system improvements, for example: *“Less variation between what the regulations say and what is ... ‘custom and practice’.* This has also exposed that where there are gaps, there should be formal reform (e.g. update to exploration guidelines) rather than informal workarounds.”

- 9 respondents considered there was greater standardisation of processes between jurisdictions as a result of having one single point of contact. The usefulness of NEATS as a central repository of information was also commented on favourably by a number of respondents.
- 8 respondents noted the improvement in quality of advice, guidance, technical competency and professionalism of staff members. One respondent particularly stated that NOPTA was a *“Professional regulator and educator with industry experienced staff, a stable workforce with a good organisational culture through [the General Manager’s] leadership and vision leading to predictability in application outcomes and a genuine willingness to listen to industry and improve”*. *“NOPTA has raised the bar on consistency and professionalism,”* said another.
- 3 respondents noted an improvement in clarity around guidelines.
- 3 respondents noted a simplification of the processes. One respondent stated, *“...I use these site extensively every day and have grown to depend on the information and love having both these sites available, it’s been a great success. Having quick access to current information and often access to the actual documents in .pdf format. Streamlined, simplified guides/steps to follow “*
- 2 respondents noted an improvement in the responsiveness of advice and decision-making.

Question 29

Question 29 asks respondents to identify any areas for improvement for NOPTA as a regulator going forward. There were a total of 29 responses to this question. The following themes were identified (responses may have touched on more than one theme):

Table 41

Theme	Count
Timeliness in decision making	6
Review of regulatory frameworks and processes	5
Streamlining processes, including simplification of forms	4
Increased interaction with NOPSEMA (e.g assisting with transition from NOPTA to NOPSEMA)	3
Making website more user friendly, particularly the summarising of information into a single page	3
Further clarification of guidelines	2
Greater transparency	2
NEATS	2
More communication and industry engagement	1

Source KPMG analysis

In terms of the responses received:

- 6 respondents noted the timeliness in decision making as an area of improvement. One respondent noted the *“...timeliness and consideration of all aspects of prospectivity in assessments (not just geological)”*. However, stakeholders did appreciate that some aspects of this are not entirely in NOPTA’s control, for example, *“Looking at the time it takes to obtain Ministerial approval for items such as [Retention Lease] applications. It appears that NOPTA are relatively efficient and quick at providing recommendations but takes too long to get final Ministerial sign off.”* This was an area where specific business impacts were felt, however, with one commenting, *“There is currently no*

timeframe set for decisions that are requested by Titleholders via the application process. This creates uncertainty regarding the outcome and impact of the decision on the business, and can be difficult to manage.”

- 5 respondents considered that a review of regulatory frameworks and processes was required.
- 4 respondents considered that processes could be streamlined and forms simplified. Specific comments included: *“The NOPTA forms in word/pdf are not as user friendly throughout the form - some parts are so restrictive and often result in blank pages; fonts sometimes change in the middle; and \$ and % values should be justified right. Forms need to be tested with actual data. Hyperlinks between regulation and guidelines and reference documents would be helpful”* and *“Develop more plain English "guidelines" for various aspects of permit admin.”*
- 3 respondents considered there was scope for greater interaction with NOPSEMA (the National Offshore Petroleum Safety and Environmental Management Authority).
- 3 respondents noted that the NOPTA website needed to be more user friendly, particularly in regards to summarising information on a single page. One commented that reporting requirements are *“still a little confusing, as the information for when reports are due and what should be included in a report is scattered around the website. It would be very helpful to have templates for all reporting requirements (e.g seismic interpretation, [Annual Title Assessment Reports], etc.) and the due date information in one area so that the information is easily accessible.”*
- 2 respondents suggested a need for further clarifications of guidelines.
- 2 respondents noted a need for greater transparency of the application process.
- 2 respondents noted a need for improvement of the NEATS portal, in particular developing NEATS into a *“secure portal for submission of data and reports”*.
- 1 respondent identified communication and industry engagements as areas for improvement.
- Other responses noted the administrative strain on *“...titleholders in maturing areas as the number of active permit increases, overall commitment value drops and permit areas get smaller”*; and potential improved efficiencies in time and costs, if *“State and Federal (Joint Authority) decision making processes were delegated to NOPTA”*.

Question 30

Question 30 asks respondents on areas of improvement for the offshore regulatory/administration framework going forward. A total of 28 responses were received, some of which covered more than one theme.

Table 42

Theme	Count
<i>Streamlining of regulatory approval processes (particularly for 'routine' approvals)</i>	7
<i>Reduced regulatory burden and costs (understanding of commercial realities)</i>	6
<i>Greater flexibility</i>	2
<i>Greater transparency and feedback on decision making</i>	2
<i>Combination of NOPTA and NOPSEMA</i>	1
<i>Extra clarity of legislation, guidelines and framework</i>	1

Source KPMG analysis

Of the responses received:

- 7 respondents suggested that the regulatory approval processes needed to be streamlined, particularly for 'routine' approvals. For example, *"Reducing multiple [contacts] across between NOPTA, State and Commonwealth authorities on run of the mill permit renewals. Applying materiality criteria to decisions, small value decisions can be wholly delegated, big ones require all authorities."*
- 6 respondents noted that regulatory burden and costs needed to decrease to reflect the reality of the commercial environment.
- 2 respondents suggested a need for greater flexibility for undertaking significant activities and around the interpretation of regulations. Specifically, *"flexibility for undertaking significant activities (commitments) such as drilling and seismic. Cost and vessel availability challenges mean that more and more, sharing of vessels is becoming quite critical"*;
- 2 respondents commented on the need for greater transparency and feedback on decision making.
- 1 respondent considered that NOPTA and NOPSEMA should become one entity.
- 1 respondent noted that greater clarity of legislation, guidelines and frameworks were needed.

3. Implications of the survey responses for NOPTA

This survey indicated a high level of satisfaction with NOPTA's performance, role and function. Stakeholders engage with staff frequently, and consider them to be competent and professional. NOPTA's information is seen as useful, accessible and timely, and the organisation is considered to be collaborative and demonstrate commitment to continuous improvement. Respondents from all stakeholder groups report high levels of satisfaction with the usefulness, timeliness, accessibility, accuracy and completeness of information provided by NOPTA, both in personal communication with staff and through web-based means. Satisfaction was particularly high for personal communication, and lower for the NEATS portal. Satisfaction is also very high from the JA.

It is hoped that the more detailed information in this report will provide a useful basis for NOPTA to measure future performance.

The main points indicated for NOPTA's consideration are as follows:

- Stakeholders raised a number of issues with NOPTA's technological interfaces.
 - The functionality of the NEATS portal for payments is one area where there appears to be scope for improvement, with 86 per cent of respondents who had made payments to NOPTA NOT using this portal. Of the small number that had used it, respondents had generally been 'somewhat satisfied'. The NEATS portal also received the lowest satisfaction rating of the three means of communication with NOPTA investigated (noting that this was still positive). As such, there may be the opportunity to improve the NEATS portal.
 - Stakeholders also raised a number of issues with web-based forms and finding information. Again, while web-based information was rated positively overall, it was rated less positively than other forms of interaction, particularly in terms of the user-friendliness of templates and interfaces. Given the high level of use of internet-based mechanisms by stakeholders, any improvements would be expected to be appreciated by end users, and may improve the quality and usability of the final data for both NOPTA and others.
- Stakeholders consistently rated timeliness relatively poorly compared to other aspects of the decision-making process (while noting that there was still general satisfaction). Some of this is outside of NOPTA's control (as some stakeholders acknowledged). However, there may be scope to improve communication of the NEATS approvals tracking system and, where possible, alert Titleholders of possible delays to demonstrate better responsiveness to business imperatives.
- It is also noted that NOPTA received the lowest (although still positive) ratings for satisfaction in the areas of predictability and transparency of decision-making relative to other aspects, as well as for responsiveness to business interests as opposed to other aspects of organisational performance. Updating guidelines to include more transparency around the timelines for assessing applications and making decisions may be one way NOPTA could improve its performance against these measures.
- Levels of satisfaction with the level of effort required for Production Licences and Retention Lease Renewals / Grants were also slightly lower than for Exploration Permits (although all were still rated positively), with two stakeholders indicating they were strongly dissatisfied with the level of effort

required in relation to a Retention Lease. This provides an opportunity to improve communication about the application process and decision-making responsibilities.

- Titleholder and non-Titleholder stakeholders consider that the current framework has reduced duplication of effort between NOPTA and other Commonwealth Government teams, and NOPTA and State/Territory Governments, and a substantial minority (around 40 per cent) consider there is no duplication. However, the majority of respondents consider that there is still duplication of functions 'to some extent'. Fifty per cent of non-Titleholders, and 55-60 per cent of Titleholders, consider this is so. Perceptions of duplication were slightly higher for NOPTA and other State/Territory functions than for NOPTA and other Commonwealth Government teams. This indicates that there may be scope to investigate and further reduce duplicated functions.

Ultimately, NOPTA was set up to reduce duplication and overlap in the offshore petroleum regulatory framework, which was found to be imposing unnecessary burden on the industry and impacting on the value of the industry to Australia. This survey indicates that stakeholders – Titleholders and non-Titleholders alike – overwhelmingly consider that:

- the current framework is more streamlined, and the introduction of NOPTA has reduced duplication of effort between agencies administering the offshore petroleum regulatory framework;
- the introduction of NOPTA has simplified Titleholder interactions with the regulatory framework;
- the time and effort spent on compliance is reasonable given the regulatory risk; and
- NOPTA makes a valuable contribution to the process of managing Australia's resources.

As such, the results of this stakeholder satisfaction survey indicate that stakeholders strongly consider that the creation of NOPTA and the way it operates have improved the administration of the offshore petroleum regulation regulatory framework and reduced unnecessary burden on the industry.

Appendix A – Survey questions

<i>Private company</i>	<i>Government - JA member</i>	<i>Government – non-JA member</i>
<p><i>Note to NOPTA: questions below will be asked of stakeholders in the categories above, as per their answer to streaming question #1</i></p>		
<p>Streaming questions</p>		
<p>1. Are you a representative of:</p> <ul style="list-style-type: none"> – Commonwealth Government – State/Territory Government – A Titleholder – Other stakeholder 		
<p>2. In the last 12 months, have you interacted with NOPTA (including accessing the website) in relation to (choose all that apply):</p> <ul style="list-style-type: none"> – Exploration Permit – Production License – Retention Lease – Other – I have not had any interaction with NOPTA (including accessing the website) in this time. [END] <p><i>[Note: this question asks about the nature of your individual interactions with NOPTA. Your company may have had interactions with NOPTA on other issues]</i></p>	<p>3. In the last 12 months, in what capacity have you had any interactions (including accessing the website) with NOPTA?</p> <ul style="list-style-type: none"> – As Joint Authority representative – Capacity other than a Joint Authority representative – As both Joint Authority and other capacities – I haven't had any interaction with NOPTA (including accessing the website) in the last 12 months [END] 	
<p>4. Over the past 12 months, how often do you estimate you have interacted with NOPTA (not including accessing the website), on average?</p> <ul style="list-style-type: none"> – Daily – Weekly – Monthly – Less than monthly 		
<p>Information and data</p>		
<p>5. In the last 12 months, have you accessed information from NOPTA using any of the following methods? (Choose all that apply)</p> <ul style="list-style-type: none"> – NOPTA Website (other than NEATS portal) [Y/N] (to #6) – NEATS portal [Y/N] (to #7) – Phone, email or face-to-face meeting [Y/N] (to #8) 		

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<p>6. In general, thinking about the information you accessed from the NOPTA website, how satisfied or dissatisfied are you with the information's:</p> <ul style="list-style-type: none"> – Usefulness? [VS/SS/NSND/SD/VD] – Timeliness? [VS/SS/NSND/SD/VD] – Accessibility? [VS/SS/NSND/SD/VD] – Accuracy? [VS/SS/NSND/SD/VD] – Completeness? [VS/SS/NSND/SD/VD] – Consistency? [VS/SS/NSND/SD/VD] <p>[Very satisfied / somewhat satisfied / neither satisfied nor dissatisfied / somewhat dissatisfied / very dissatisfied]</p>		
<p>7. In general, thinking about the information you accessed from the NEATS portal, how satisfied or dissatisfied are you with the information's:</p> <ul style="list-style-type: none"> – Usefulness? [VS/SS/NSND/SD/VD] – Timeliness? [VS/SS/NSND/SD/VD] – Accessibility? [VS/SS/NSND/SD/VD] – Accuracy? [VS/SS/NSND/SD/VD] – Completeness? [VS/SS/NSND/SD/VD] – Consistency? [VS/SS/NSND/SD/VD] 		
<p>8. In general, thinking about the information you accessed from NOPTA by phone, email and in face-to-face meetings, how satisfied or dissatisfied are you with that information's:</p> <ul style="list-style-type: none"> – Usefulness? [VS/SS/NSND/SD/VD] – Timeliness? [VS/SS/NSND/SD/VD] – Accessibility? [VS/SS/NSND/SD/VD] – Accuracy? [VS/SS/NSND/SD/VD] – Completeness? [VS/SS/NSND/SD/VD] – Consistency? [VS/SS/NSND/SD/VD] 		
<p>9. In the last 12 months, have you provided any data or submitted applications to NOPTA?</p> <ul style="list-style-type: none"> – Y/N (if Y to #10) 	[not asked]	
<p>10. In general, thinking about when you provide information to NOPTA, to what extent would you say:</p> <ul style="list-style-type: none"> – The forms, templates and accompanying documentation are user friendly [GE/SE/NAA] 	[not asked]	

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<ul style="list-style-type: none"> – NEATS is an appropriate portal [GE/SE/NAA] – The amount of time and effort you spent on providing this information is reasonable [GE/SE/NAA] – The advice you receive from NOPTA is appropriate [GE/SE/NAA] – You understand why NOPTA needs the information it asks for [GE/SE/NAA] – You understand what NOPTA does with the information you provide [GE/SE/NAA] <p>[To a great extent / to some extent / not at all / can't say]</p>		
<p>11. In the last 12 months, have you been required to make a payment to NOPTA?</p> <ul style="list-style-type: none"> – Y/N (if Y to #13 and #16; if N to #12) 	[not asked]	
<p>12. Are you aware that the NEATS portal can be used to provide payment notifications and make payments?</p> <ul style="list-style-type: none"> – Y/N 	[not asked]	
<p>13. Have you used the NEATS portal to access payment notifications?</p> <ul style="list-style-type: none"> – Y/N (if Y to #15; if N to #16) 	[not asked]	
<p>14. Have you used the NEATS portal to make any payments?</p> <ul style="list-style-type: none"> – - Y/N (if Y to #15) 		
<p>15. How satisfied or dissatisfied are you with the functionality of the</p>	[not asked]	

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NEATS portal for making payments? – VS/SS/NSND/SD/VD		
16. In your opinion, how useful are NOPTA’s Levy Notifications in helping you meet your statutory payment obligations? – VU/SU/NVU	[not asked]	
Specific activities		
[WHERE IDENTIFIED IN #2] 17. Thinking about your last interaction with NOPTA for an EXPLORATION PERMIT, how satisfied or dissatisfied were you with the: – <i>Technical expertise of NOPTA staff</i> [VS/SS/NSND/SD/VD] – <i>Consistency of advice received from NOPTA</i> [VS/SS/NSND/SD/VD] – Overall level of <i>effort</i> required from your company [VS/SS/NSND/SD/VD] – <i>Timeliness</i> of decision-making [VS/SS/NSND/SD/VD]	[not asked]	
17a. (Continued) How satisfied or dissatisfied were you with the overall level of effort required from your company compared to the regulatory regime prior to NOPTA? – VS/SS/NSND/SD/VD/ UN (unable to comment)	[not asked]	
[WHERE IDENTIFIED IN #2] 18. Thinking about your last interaction with NOPTA for a PRODUCTION LICENCE, how satisfied or dissatisfied were you with the:	[not asked]	

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<ul style="list-style-type: none"> – <i>Technical expertise</i> of NOPTA staff [VS/SS/NSND/SD/VD] – <i>Consistency of advice</i> received from NOPTA [VS/SS/NSND/SD/VD] – <i>Overall level of effort</i> required from your company – <i>Timeliness</i> of decision-making [VS/SS/NSND/SD/VD] 		
18a. (Continued) How satisfied or dissatisfied were you with the overall level effort of required from your company compared to the regulatory regime prior to NOPTA? VS/SS/NSND/SD/VD/ UN (unable to comment)	[not asked]	
<p>[WHERE IDENTIFIED IN #2]</p> <p>19. Thinking about your last interaction with NOPTA for a RETNETION LEASE RENEWAL OR GRANT, how satisfied or dissatisfied were you with the:</p> <ul style="list-style-type: none"> – <i>Technical expertise</i> of NOPTA staff [VS/SS/NSND/SD/VD] – <i>Consistency of advice</i> received from NOPTA [VS/SS/NSND/SD/VD] – <i>Overall level of effort</i> required from your company – <i>Timeliness</i> of decision-making [VS/SS/NSND/SD/VD] 	[not asked]	
19a. (Continued) How satisfied or dissatisfied were you with the overall level of effort required from your company compared to the regulatory regime prior to NOPTA?		

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Note to NOPTA: questions below will be asked of stakeholders in the categories above, as per their answer to streaming question #1		
VS/SS/NSND/SD/VD/ UN (unable to comment)		
NOPTA and its staff		
<p>20. Thinking about the staff you deal with at NOPTA in general, how satisfied or dissatisfied are you with their:</p> <ul style="list-style-type: none"> – Level of technical competence? [VS/SS/NSND/SD/VD] – Professionalism? [VS/SS/NSND/SD/VD] – Approachability? [VS/SS/NSND/SD/VD] – Responsiveness? [VS/SS/NSND/SD/VD] 		
<p>21. Thinking about NOPTA in general, to what extent would you say the organisation is:</p> <ul style="list-style-type: none"> – Committed to continuous improvement? [GE/SE/NAA] – Collaborative in its approach? [GE/SE/NAA] – Responsive to business needs? [GE/SE/NAA] 		
Decision-making process		
	<p>22. In relation to information you receive from NOPTA to support Joint Authority decision-making, how satisfied or dissatisfied are you with the:</p> <ul style="list-style-type: none"> – Accuracy of the information received? [VS/SS/NSND/SD/VD] – Timeliness of the information? [VS/SS/NSND/SD/VD] – Completeness of the information? [VS/SS/NSND/SD/VD] – Consistency of NOPTA’s recommendations? [VS/SS/NSND/SD/VD] – Supportability of NOPTA’s recommendations? [VS/SS/NSND/SD/VD] 	[not asked]
<p>23. In general, would you say that the Titles Administrator decisions (i.e Petroleum Special Prospecting Authorities, Access Authorities, Transfers and Dealings, and</p>	<p>24. In general, to what extent would you say that the decisions NOPTA makes are:</p> <ul style="list-style-type: none"> – Transparent [A/O/S/R/N] – Justified, with reference to the relevant legislation and guidelines? 	

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<i>Note to NOPTA: questions below will be asked of stakeholders in the categories above, as per their answer to streaming question #1</i>		
Releases of Data) affecting your business are: <ul style="list-style-type: none"> – Transparent [A/O/S/R/N] – Justified, with reference to the relevant legislation and guidelines? [A/O/S/R/N] – Consistent? [A/O/S/R/N] – Predictable? [A/O/S/R/N] <i>Always/often/sometimes/rarely/never</i>	<ul style="list-style-type: none"> – [A/O/S/R/N] – Consistent? [A/O/S/R/N] – Predictable? [A/O/S/R/N] 	
25. In general, to what extent would you say that there is: <ul style="list-style-type: none"> – Duplication of effort between NOPTA and other State / Territory Government agencies? [GE/SE/NAA] – Duplication of effort between NOPTA and other Commonwealth Government teams? [GE/SE/NAA] 		
NOPTA function and regulatory role		
26. To what extent would you say: <ul style="list-style-type: none"> – The introduction of NOPTA simplified your company’s interactions with the relevant regulatory framework [GE/SE/NAA] – The time and effort your company spends on complying with NOPTA-administered functions is reasonable, relative to the regulatory risk NOPTA manages [GE/SE/NAA] – NOPTA makes a valuable contribution to the process of managing Australia’s resources. [GE/SE/NAA] 	27. To what extent would you say: <ul style="list-style-type: none"> – The introduction of NOPTA has simplified the interactions of title holders with the relevant regulatory framework [GE/SE/NAA] – The introduction of NOPTA has reduced duplication of effort between the Commonwealth and States in administering the offshore petroleum regulatory framework [GE/SE/NAA] – NOPTA makes a valuable contribution to the process of managing Australia’s resources. [GE/SE/NAA] 	
Free text		

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28. What would you say are the main improvements in the offshore petroleum Titles administration process associated with the introduction of NOPTA on 1 January 2012?		
29. What would you identify as the main areas for improvement for NOPTA as a regulator going forward?		
30. What would you identify as the main areas for improvement for the offshore regulatory/ administration framework going forward?		

