

# Corporate Plan 2024-25



CLIMATE  
CHANGE  
AUTHORITY

## Ownership

Published by the Climate Change Authority  
[www.climatechangeauthority.gov.au](http://www.climatechangeauthority.gov.au)

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ISBN: 978-0-6486349-7-3

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The background is a rich Aboriginal dot painting. It features several large, concentric circles in the upper left and lower center, composed of numerous small dots in shades of yellow, orange, and red. Wavy, horizontal lines in red, orange, and yellow flow across the lower half of the image. The right side is dominated by dense, wavy lines in shades of blue and teal. The overall composition is dynamic and colorful, with a dark blue background that makes the other colors stand out.

**The Climate Change Authority  
recognises the First Nations  
people of this land and their  
ongoing connection to culture  
and country. We acknowledge  
First Nations people as the  
Traditional Owners, Custodians  
and Lore Keepers of the world's  
oldest living cultures, and pay our  
respects to their Elders.**



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# Chair's Opening Statement

**Matt Kean**  
Chair

I am pleased to introduce the Climate Change Authority's 2024-25 Corporate Plan. Having recently been given the privilege to join the authority as its Chair, I am excited by the prospect of working with the members to deliver independent, expert advice to the government that will support its policy work to combat climate change.

The need to act is clear, as we are unfortunately witnessing the long-standing forecasts of scientists about changes to the climate and the prevalence of extreme weather events come true. Global temperature records are tumbling, with 2023 the warmest year on record - continuing a pattern already well under way. These climate trends are also reflected in Australia, through changes in rainfall, sea and surface temperatures, fire seasons, storms and floods. Nations need to affirm their efforts to reduce emissions in line with global commitments. By leaning into evidence, science, facts, economics and engineering, we can protect our citizens from the environmental effects of climate change.

These principles will guide the authority's crucial work. They will inform how we as a nation can take firm, united, and effective action to lift our contribution to the global effort to maintain a habitable environment.

But they also inform the economic case for acting, which is just as compelling. The fact is, when we enhance our environment, we also enhance our way of life and our prosperity.

We should harness the ingenuity and innovation available to us across industry, business, capital markets, communities and governments in pursuit of our goals. It's through these collaborations where we find the most efficient and effective emissions reduction technologies and pathways, address barriers to change and ensure that progress occurs at the required pace.

Australia has all the natural advantages needed to become a renewable energy superpower and ensure we prosper through the transition to a low-carbon economy and beyond. We won't just

build energy security, affordability and reliability at home, but open pathways to tap the escalating global demand for the products, services and ideas needed abroad. It requires us to be bold enough to seize the opportunities that are in front of us and discard the notion that acting on climate change represents a choice between our economy and the environment.

For all our optimism about the economic and environmental benefits of acting on climate change, we do understand there are industries, communities and people who will need help to navigate the transition. We need to listen and consult widely, identify those in need of support, and provide for a fair and just transition.

At the same time as pursuing accelerated emissions reduction, Australia needs increasingly to prepare for climate change impacts that are already occurring, and to build climate-resilience into critical systems that we all rely upon. As a developed nation, we should be at the forefront of making these necessary adjustments and helping others to do the same.

The authority has a major work program in the year ahead. It includes three critical pieces of advice to inform the government's climate policy response. The authority has already provided its first instalment of this work, in the form of its advice on sectoral pathways to net zero. Following this, we will provide our 2024 Annual Progress Report on Climate Change, which will be the first progress report to cover the highly important Safeguard Mechanism. We will then advise the Minister on Australia's 2035 targets under the Paris Agreement.

As I take on the Chair's role, I'm determined to build on the authority's history of providing advice and analysis that is evidence-based, rigorous and thoughtful. We will consult widely, and take careful account of impact on households, business, workers and communities. And I look forward to working together with the authority, and with our Minister and stakeholders, as we deliver on our remit in the year ahead.



# Chief Executive's Foreword

**Brad Archer**  
Chief Executive Officer

It is with great pleasure that I present the Climate Change Authority's 2024-25 Corporate Plan, which will guide our activities over the next four years. This Corporate Plan outlines who we are, what we will do, and how we will measure our performance.

In 2023-24, the authority completed two major statutory reviews (on the Australian Carbon Credit Unit Scheme and the National Greenhouse and Energy Reporting Scheme) and delivered its second Annual Progress Report to the Minister on how Australia is tracking to its 2030 emissions reduction target. In addition to these projects, the authority contributed to a broad range of climate-related initiatives, undertook consultation in a variety of forms, and presented at numerous forums.

During the year we also completed the authority's restoration, by finishing the rebuild of our workforce, developing essential internal capability across our key functional and corporate areas, moving to new premises, and deepening our external relationships and community engagement. As a result, we are now very well positioned to continue to deliver the high-quality independent evidence-based advice that the government needs in order to make informed decisions in this critical area of public policy.

In 2024-25, the authority has been tasked with:

- Providing advice on sectoral technology and emissions pathways to net zero. This major work project was commissioned by the parliament in late 2023 and will be a key input into the government's Net Zero Plan.
- Providing advice on 2035 emissions reduction targets to be included in Australia's next Nationally Determined Contribution under the Paris Agreement.
- Delivering its third Annual Progress Report on climate change, which will support the Minister's 2024 annual climate statement to parliament. This will for the first time include coverage of the reformed safeguard mechanism, the main measure for reducing

emissions at Australia's largest industrial facilities.

As the authority's CEO, I am immensely proud of our agency's contribution of evidence-based analysis and advice that informs both government and the broader community on the response to the immense challenges posed by climate change. Central to the value we bring in carrying out our role is our commitment to wide public engagement and consultation. Following the release of our issues paper [Targets, Pathways and Progress](#) in April this year, we received 220 submissions and held well over 200 consultation discussions. This has provided us with essential insights for our 2024-25 work program.

In addition to broad consultation and engagement, in all of our work we seek to embody our other values of independence; excellence in research and analysis; transparency; and good governance and accountability. And we are committed to understanding what we can do better. To that end, this corporate plan includes a revised performance framework, which we will use to measure our effectiveness in the coming years. This will help us to ensure that the Australian public continues to derive sound value from its ongoing investment in the authority.

I'd like to thank the authority's outgoing Chair, Grant King, for his leadership of the authority over the past four years. He has made an immense contribution to the authority and hands it over in excellent shape to our new Chair, Matt Kean, who we recently welcomed into the role along with our newest member Ms Patty Akopiantz. I'd also like to thank continuing members Cathy Foley, Lesley Hughes, Virginia Marshall, John McGee, Susie Smith, Richard Bolt and Fiona Simson, as well as the now Governor-General, Sam Mostyn, along with Russell Reichelt and Mark Lewis, whose terms concluded during the year.

Thanks also to our hard-working and incredibly capable staff, who are essential in allowing the authority to continue to deliver on its vitally important mission.





# Purpose and Strategy

## OUR PURPOSE

The Climate Change Authority's purpose is to provide evidence-based advice on the response to climate change, to:

- Accelerate emissions reductions and position Australia as a leader in the global effort to limit temperature increases
- Guide Australia to new opportunities and new ways of doing things, to sustain Australia's prosperity as the world transitions to net zero emissions
- Help Australia prepare for and adapt to the impacts of climate change, which have already begun and will continue to increase.

## OUR FUNCTIONS

The authority's functions are set out in its enabling legislation, the *Climate Change Authority Act 2011*, and can be summarised as follows:

- Providing advice to the Minister, as required by the *Climate Change Act 2022*, on emissions reduction targets for Australia's Nationally Determined Contributions under the Paris Agreement
- Providing advice on progress towards Australia's emissions reduction targets and the effectiveness of climate change policies, for the Minister for Climate Change and Energy's annual statement to the Parliament under the *Climate Change Act 2022*
- Conducting reviews of the *Carbon Credits (Carbon Farming Initiative) Act 2011* (which creates the Australian Carbon Credit Unit (ACCU) Scheme) and the *National Greenhouse and Energy Reporting Act 2007* (which creates the National Greenhouse and Energy Reporting Scheme and the Safeguard Mechanism)
- Conducting special reviews of matters relating to climate change as requested by the Minister or the Parliament
- Undertaking research into matters relating to climate change and other matters relating to the performance of our functions.

## WHO WE ARE

### Authority members

The current membership comprises:

*Chair:* Mr Matt Kean

*Member:* Ms Patty Akopiantz

*Member:* Mr Richard Bolt

*Member:* Professor Lesley Hughes

*Member:* Dr Virginia Marshall

*Member:* Mr John McGee

*Member:* Ms Fiona Simson

*Member:* Ms Susie Smith

*Member:* Dr Cathy Foley AO PSM (Chief Scientist of Australia) (ex officio)

Our members bring substantial experience, knowledge and standing in the fields that underpin our work and are identified in our Act, including economics, industry, technology development and adoption, energy production and supply, greenhouse gas emissions measurement and reporting, greenhouse gas abatement measures, financial markets and investment, trading of environmental instruments, land resource

management, environmental management and public administration. Details of members' qualifications and expertise can be found on our website at [www.climatechangeauthority.gov.au/about-authority/who-we-are](http://www.climatechangeauthority.gov.au/about-authority/who-we-are).

### Authority staff

The authority's analysis and strategy branches discharge our core advisory, analysis, modelling, policy, communications, outreach and engagement roles. The corporate and executive teams manage the authority's financial, human resources, procurement, property, security, risk, legal, governance, reporting and information technology functions.

Our staff have expertise and qualifications in a wide range of fields, including climate science, economics, law, international relations, public affairs, human relations, accounting and communications.





## OUR VALUES

### *Independence*

The authority operates independently under its own legislation, budget allocation and staff, as a non-corporate statutory body located in the Climate Change, Energy, Environment and Water portfolio. We are committed to independence and impartiality when undertaking research and reviews and providing advice based on our own research and judgements.

### *Transparency*

The authority operates in an open and transparent manner. We have a statutory obligation to publish our research, advice and review reports. Where possible we also publish public submissions to our review reports. Our advice and reports are the result of reviewing and synthesising existing materials, engaging with stakeholders and undertaking independent research to generate original reporting, analysis and advice.

### *Broad and positive stakeholder engagement*

The authority takes account of available inputs and perspectives by engaging with a wide range of stakeholders and other contributors with an interest in climate change policy and related matters. We consult the public on every review, as well as in preparing our advice, consistent with the requirements set out in our legislation.

### *Good governance and accountability*

The authority maintains high standards of accountability and governance. As a government agency, the authority is subject to the *Public Governance, Performance and Accountability Act 2013* and *Public Service Act 1999*, and has specific additional governance requirements under the *Climate Change Authority Act 2011*.

### *Excellence in research and analysis*

The credibility of the authority relies on the quality of its research, analysis and reporting. We undertake detailed planning and thorough research and analysis, drawing on the best available knowledge, and we seek input from expert advisers. We also have a skilled workforce with a broad range of experience and established links to relevant national and international expert organisations.

### *Valuing our most valuable asset*

The authority's professional, capable and committed workforce is its most valuable resource. Continued investment in our staff, in an inclusive way that respects and reflects the diversity of our skills, knowledge and backgrounds, is vital for maintaining and enhancing the authority's performance. We provide all staff with the opportunity to develop their skills and knowledge, and we treat their growth and wellbeing as a fundamental priority.

## OUR GUIDING PRINCIPLES

In performing our functions, our legislation requires us to have regard to the principle that any measures to respond to climate change should:

- Be economically efficient
- Be environmentally effective
- Be equitable
- Be in the public interest
- Take account of the impact on households, business, workers and communities
- Support the development of an effective global response to climate change
- Be consistent with Australia's foreign policy and trade objectives
- Take account of the matters set out in Article 2 of the Paris Agreement
- Boost economic, employment and social benefits, including for rural and regional Australia

## OUR STRATEGY

We will deliver influential, independent and expert advice by:

- Undertaking rigorous research, analysis and policy development
- Conducting in-depth analysis of relevant sectors and contemporary research
- Commissioning other analytical work (for example, economic modelling) where required
- Conducting meaningful and transparent consultation with experts and stakeholders, including business, industry, First Nations, environment and other community groups to gather information and debate policy options
- Monitoring developments in climate change policy by reviewing publicly available resources and building networks with expert, local and international organisations
- Presenting insightful and practical reports
- Operating within a strong governance and accountability framework.

## OUR STRATEGIC PRIORITIES

Our strategic priorities are underpinned by our enabling legislation, purpose, guiding principles, and values. The strategic priorities represent five focus areas that will guide us in our activities and shape our performance framework (see page 21).

Our strategic priorities are to:

- Deliver on our legislated tasks and functions
- Conduct meaningful engagement and consultation
- Produce independent, rigorous, high-quality advice, reviews and research
- Be recognised as a trusted voice and influential leader in climate policy advice
- Maintain a capable workforce and thriving, inclusive culture



# Operating Context

## OPERATING ENVIRONMENT

The authority operates in a dynamic global context where climate science, international policy, domestic action, and community experiences intersect. Understanding this environment enables us to deliver effectively on our vision and purpose. The considerations below will be central to our consultation, analysis and outputs during the term of this plan.

### *Scientific foundations and urgency*

Our work is rooted in scientific evidence, including the findings of the Intergovernmental Panel on Climate Change (IPCC). The IPCC's 2023 Synthesis Report<sup>1</sup> underscores the urgent need for rapid and substantial reductions in emissions across all sectors to limit warming and achieve a sustainable future. The report highlights that choices and actions taken this decade will have long-lasting impacts and that delaying action increases risks and costs across economic and ecological systems.

Among developed countries, Australia is one of the most vulnerable to the impacts of climate change. The impacts of nearly 1.5 degrees of warming can already be seen in trends of declining rainfall in the south-east and south-west, an increase in extreme fire weather and longer fire seasons, higher sea surface temperatures, rising sea levels and increasing ocean acidification. These tangible effects of climate change underscore the growing need for climate adaptation.

While climate science underscores the urgency of the transition to net zero, achieving net zero calls for a multi-disciplinary approach. For example, science, engineering and economics all inform the authority's advice, and all are necessary to deliver the low emissions solutions required and address the challenges along the way—such as how to reliably operate the longest electricity grid in the world under increasing levels of intermittent renewable generation, and how to ensure a just transition to net zero in which the benefits and burdens are shared equitably.

<sup>1</sup>Intergovernmental Panel on Climate Change (2023), *Climate Change 2023 — Synthesis Report: Summary for Policymakers*, [IPCC\\_AR6\\_SYR\\_SPM.pdf](#)

### *International and domestic policy landscape*

The international climate policy landscape is evolving, presenting both risks and opportunities for Australia. The upcoming Conference of the Parties (COP29) in Baku, Azerbaijan, will be an important forum for advancing global climate goals. Countries are expected to submit their updated Nationally Determined Contributions (NDCs) under the Paris Agreement by early 2025, which will shape the global trajectory towards net zero emissions.

The outcome of the United States presidential election in November 2024 could have significant implications for global climate policy. However, the collective response of other nations will ultimately determine the outcomes for international climate negotiations, trade dynamics, and the global investment landscape in renewable energy and green technologies. The decisions of nations that have recently held elections (including France, India, Indonesia, Mexico, Russia, South Africa) and those with elections coming up soon (including New Zealand, Canada and Australia) will continue to shape the evolving global climate policy landscape.

Within Australia, the federal government has been implementing several significant new policies and initiatives, including reforms to the Safeguard Mechanism, the expanded Capacity Investment Scheme, the New Vehicle Efficiency Standard and the Future Made in Australia agenda. The success of these policies will be central to meeting Australia's emissions reductions targets and securing an orderly transition to net zero. Their impacts will start to flow through to Australia's reported emissions in the years ahead.

The rapid deployment of low emissions technologies is essential to meeting Australia's emissions reduction targets. However, practical barriers such as supply chain disruptions, workforce shortages, and the need for accelerated planning and approvals for major infrastructure projects present ongoing challenges. The authority will monitor developments in these areas and in its advice highlight opportunities for addressing such obstacles.

### *Economic and social considerations*

The global transition to a net-zero economy presents both challenges and opportunities for Australia. As the world moves towards lower emissions, Australia's economic reliance on carbon-intensive exports poses a risk. However, there are substantial opportunities in emerging sectors such as critical minerals, green iron, and green hydrogen, which can position Australia as a leader in the global decarbonisation effort. The new Net Zero Economy Authority will play an important role in ensuring that workers, industries, and communities are supported through this transition.

There is increasing public demand for action on climate change as climate impacts become more visible, from extreme weather events to shifts in biodiversity. This is creating growing pressure on governments and businesses to act decisively and is reflected in the increasing engagement of the business sector in climate initiatives.

In this context, the authority will continue to provide evidence-based advice that not only supports Australia's transition to a net zero economy but also addresses the broader social and economic implications of the transition. This includes a focus on sharing the benefits of the transition equitably across society, particularly for vulnerable communities and regions dependent on fossil fuel industries.





## RESOURCES AND CAPABILITY

The government's commitment to restore the authority resulted in a substantial uplift in its resourcing and capability in 2022-23 and the forward financial years.

The authority's total operating budget for 2024-25 is \$13.9 million (compared with \$2.6 million in 2021-22). As at 30 June 2024, the headcount staffing level was 67 employees (compared with 13 employees as at 30 June 2022).

Over the past financial year, the authority applied its restored resourcing to deliver on its significantly expanded responsibilities, including meeting additional requirements under the *Climate Change Act 2022*, working on a parliamentary request for a special review, conducting associated outreach and engagement activities, and continuing the rebuild of its capability.

As part of our capability building, the authority has expanded its in-house expertise to maintain a greater breadth of sectoral and technical knowledge including in relation to:

*the power, transport, industry, land and agriculture sectors*

*climate science, adaptation, resilience and carbon removal*

*data analysis and climate change modelling*

*carbon and energy markets, and systems innovation to support development of transition pathways to net zero emissions for hard to abate sectors*

*international climate change developments.*

We are also enhancing our outreach and engagement capabilities, to deepen our ongoing dialogue with Australian communities, particularly First Nations people and rural and regional communities, and our international engagement.

Our corporate function has also grown to support the efficient and effective operation of the restored agency. We will continue to use our partnerships within government to access some functions for which it makes sense to do so given our size as an agency, including IT and some financial transaction services.

## WORKFORCE

The authority relies on its staff to undertake the research and analysis that supports its advice, reviews and reports, and to manage the corporate functions of the agency. Staff expertise and professionalism are critical to the production of high-quality advice and reports, building and maintaining good stakeholder relationships, and ensuring the smooth operation of the agency.

Staff are encouraged to undertake learning and development to build up competencies relevant to their roles. The authority's study policy makes available to staff finance assistance and leave for relevant external learning and development.

We also provide extensive on-the-job training and support, and staff have access to undertake courses through an online learning and development platform. Each staff member is required to identify and access appropriate training through their Performance and Development Plan.

In 2023-24, a new Enterprise Agreement was entered into with authority staff. The new agreement provided an opportunity to update employment terms and conditions for staff, who previously were covered by an agreement developed in 2011. The new terms and conditions, including revised remuneration scales, will significantly assist the authority to attract and retain high quality staff.

From 2024-25, the authority will monitor its contracting activities to minimise outsourcing of core work to non-APS contractors and consultants, in line with the APS Strategic Commissioning Framework introduced 1 July 2024. Analysis of executed contracts and variations for the 2023-24 financial year indicated that no core work was outsourced by the authority during that period. The authority's targets for 2024-25 will focus on maintaining this position and ensuring that core work continues to be delivered by APS staff.

## COOPERATION – PARTNERSHIPS

### *Shared services arrangements*

As a small agency, the authority maintains agreements with other agencies for some corporate services. These arrangements are performed on a fee-for-service basis. They are appropriate for the size of the authority and are in line with the government's shared services agenda.

The Department of Industry, Science and Resources (DISR) has been the authority's primary shared services provider up to July 2022, covering finance, payroll, human resources and legal services, and information technology systems and support. There were substantial amendments to these arrangements resulting from the July 2022 machinery of government changes, which saw the Department of Climate Change, Energy, the Environment and Water (DCCEEW) succeed DISR as the authority's portfolio department. During 2023-24, the authority maintained and updated its agreements with DISR and DCCEEW as follows:

*ICT, protective security, learning & development system, and several other employee-related services are now being provided by DCCEEW.*

*DISR is continuing to supply financial and payroll system management and support services, with the authority establishing its own arrangements for online financial accounts processing and contract management capability.*

*All other corporate services have been, or are being, transitioned back to the authority to be performed in-house.*

We also work closely with other government agencies, including the Clean Energy Regulator with which we have a shared graduate program.

### *Strategic Relationship Agreement – Climate Science Advice*

In 2021, the authority and the Bureau of Meteorology entered a Strategic Relationship Agreement to strengthen engagement and enhance coordination between the two agencies. The Bureau of Meteorology partners with Geoscience Australia, CSIRO and Australian Bureau of Statistics to bring together world-leading science, information and expertise on climate and climate-related natural hazards. The agreement facilitates regular knowledge exchanges between the two agencies and helps strengthen the authority's advice to government on climate change and its impacts.

### *Indigenous partners*

Our first Reconciliation Action Plan (RAP) was developed in 2021-22. In 2023-24 we developed and finalised our second RAP, which builds substantially on the first plan with a range of new actions to strengthen our contribution towards reconciliation in Australia.

The authority recognises that reconciliation has a crucial role to play in the net zero transition. By valuing and promoting diverse ways of being, knowing and doing with respect to the lands, waters and air, we hope to help forge a more inclusive national identity: one that recognises the value of respecting each other and Country.

The authority's RAP can be found on our website: [www.climatechangeauthority.gov.au/reconciliation-action-plan](http://www.climatechangeauthority.gov.au/reconciliation-action-plan).

### *International partners*

In 2023-24, we met with other independent climate change agencies from around the world, coming together as an International Climate Councils Network, to share experiences, discuss common challenges and explore how to support one another in our work. We will continue to participate in the network as part of our international engagement.



# Corporate Governance

The Climate Change Authority is an advisory body created under legislation as a non-corporate, Commonwealth entity and reporting to the Minister for Climate Change and Energy. Its members are appointed by the Minister, and comprise the Chair, the Commonwealth Chief Scientist and up to seven other members.

The members are supported by a Chief Executive Officer (CEO), who is also a statutory appointee. As the accountable authority of the agency under finance law, the CEO is responsible for the day-to-day running of the authority. The members and CEO are supported by the staff of the authority, who are engaged under the *Public Service Act 1999*.

As a government agency, the authority's officials are subject to the *Public Governance, Performance and Accountability Act 2013* and *Public Service Act 1999*. The authority is also subject to specific governance requirements under the *Climate Change Authority Act 2011*.

## CORPORATE GOVERNANCE FRAMEWORK

The authority undertakes its work within a strong governance framework, including meeting relevant requirements under the *Public Governance, Performance and Accountability Act 2013*. To ensure we comply with governance requirements and act with integrity, we will continue to:

- Maintain sound systems for control and oversight of projects, procurements, finances and human resources
- Apply a comprehensive risk management framework to our activities and conduct internal assurance guided by our independent Audit Committee
- Maintain strong probity and integrity procedures, including stringent conflicts of interest frameworks
- Carry out awareness-raising activities for officials (including new authority members and staff)

- Maintain governance as a standing agenda item at regular senior management meetings
- Ensure that governance mechanisms are subject to regular review and continuous improvement.

### Risk management

The authority has a Risk Management Framework to drive a positive risk management culture. We are accountable for our actions and decisions while adopting a 'no-blame' approach, where we all work together to manage risks and continuously improve in pursuit of the authority's objectives.

The Risk Management Framework sets out the authority's key risk areas and consequences and has been expanded to include:

*data, integrity, assets and technology for our new IT infrastructure assets*

*risk consequences related to corruption, to reflect Fraud Rule changes*

*key risk areas and consequences for Environmental Sustainability and climate risks.*

The authority complies with the requirements of the *Commonwealth Risk Management Policy 2023* and the *Public Governance, Performance and Accountability Act 2013*. The Risk Management

Framework is updated regularly and reviewed by the authority's independent Audit Committee. All staff are required to complete annual integrity and risk training.

Figure 1 on page 16 - 19 sets out the authority's high-level strategic risks for the reporting period, along with risk ratings and mitigation strategies. Our strategic risks are those that, if realised, would materially affect our ability to achieve our purposes. Our strategic objectives are the starting point of the strategic risk identification process and risks and opportunities are balanced in accordance with the authority's Risk Management Framework.

Risk treatments and treatment owners are outlined in the authority's Strategic Risk Register and Plan, which is reviewed at least quarterly by the authority's executive committee.

### Climate risk management and Net Zero Government Initiative

In all facets of our own operations we consider climate risks. Our staff are all responsible for identifying, assessing and managing climate risks in the context of their work. We also actively contribute to the Net Zero Government Initiative through our own agency planning as well as advocacy within government.







**Figure 1: Strategic Risks**

**Risk Rating<sup>1</sup>:** ■ Low ■ Medium ■ High

	 <b>Maintain confidence and trust</b>	 <b>Advice</b>
Risk Description	The authority is unable to maintain the confidence and trust of the government, industry and the public	The authority fails to deliver high quality, independent, evidence-based advice
Mitigation Strategies	<ul style="list-style-type: none"> <li>Authority operates in a transparent and accountable way and stakeholder opinions are valued and considered</li> <li>Outputs are reviewed for quality assurance – both internally and externally - and accuracy and conclusions are supported by evidence-based advice</li> <li>Maintain a constructive working relationship with the Minister, Minister’s Office and the Portfolio Department</li> <li>Maintain good lines of communication with relevant government policy and regulatory agencies, including during design and implementation of work plans</li> <li>Conflicts of interest are declared by employees and authority members and are managed in keeping with legislative requirements, relevant guidance and expectations of the APS</li> <li>Stakeholder networks are reviewed and maintained and their operating environments are well understood</li> </ul>	<ul style="list-style-type: none"> <li>Adequate scoping of tasks, problem definition, and review methodologies is undertaken</li> <li>Outputs are reviewed for quality assurance and accuracy</li> <li>Knowledge resources are available to staff (eg, policies, standard operating procedures, factsheets and guidance)</li> <li>Learning and development for staff to build and develop knowledge</li> <li>External expertise accessed/procured as required and as resourcing allows</li> <li>Scheduling tools and progress reporting are implemented</li> <li>Open and ongoing communication and collaboration with staff and the authority members</li> <li>Ongoing workload planning and resource allocation reviews</li> <li>Ideas and recommendations are tested both internally and, where appropriate, externally</li> <li>Ongoing liaison with the Portfolio Department on the workload and allocated resources</li> </ul>



	 <b>People capability</b>	 <b>Information</b>
Risk Description	The authority is unable to attract, develop and retain the people capability it needs	The authority fails to ensure the data integrity, security, reliability and availability of its information and information systems
Mitigation Strategies	<ul style="list-style-type: none"> <li>Staff retention practices are reviewed and refined where retention issues become apparent</li> <li>Implement activity and project scheduling and planning to optimise the use of resources</li> <li>Professional career development and training opportunities are available to all staff, including mandatory training on APS values, Code of Conduct and fraud and corruption</li> <li>Recruitment material and engagement strategies attract appropriately skilled people</li> <li>Inclusive approach to working and decision-making</li> <li>Substantive response to APS Census results and planning day outcomes</li> <li>The authority has WHS representative, first aid officer and fire warden</li> <li>The authority has implemented initiatives and training to contribute to the health, safety and wellbeing of the authority’s workforce</li> <li>Staff have appropriate downtime that promotes wellbeing</li> <li>Staff can access and take appropriate leave to promote wellbeing</li> <li>Project Steering Committee takes an active role in the project scoping to reflect current staff resources</li> <li>Support staff to work together to build a diverse, inclusive and high performing culture</li> </ul>	<ul style="list-style-type: none"> <li>System controls and monitoring are in place to identify breaches and misuse of data and information</li> <li>Business continuity plans and compliance checks are in place</li> <li>Restricted access to applications and files for officials</li> <li>Formal process for release of information and data</li> <li>Engage expert support to streamline and integrate information systems</li> <li>Police checks and security clearances are required for all employees and contractors working for the authority</li> <li>Education for staff on appropriate electronic security classifications and obligations in relation to security, data integrity and fraud and corruption</li> </ul>


<sup>1</sup> The risk rating is a composite of the likelihood of the risk occurring and its consequences, assessed using generally accepted standards.



**Figure 1: Strategic Risks (cont.)**

**Risk Rating<sup>1</sup>:** ■ Low ■ Medium ■ High

	 <b>Legal obligations</b>	 <b>Financial sustainability</b>
Risk Description	The authority's system of governance fails to ensure strong levels of compliance with statutory obligations	The authority is unable to appropriately manage its financial processes, assets or budgets
Mitigation Strategies	<ul style="list-style-type: none"> <li>• Appropriately experienced staff are engaged to perform roles across the authority</li> <li>• Appropriate guidance, documentation and training is available including for activity-specific risks (e.g. procurement, HR)</li> <li>• Systems to capture instances of non-compliance with legislation are in place</li> <li>• Instances of non-compliance are reviewed with appropriate remediation and mitigation strategies implemented</li> <li>• Risk assessment workshops to support risk identification and management at business line and project level; and build shared culture of risk management</li> <li>• Authority's environmental compliance to be reported on in accordance with the APS Net Zero Emissions by 2030 Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Key priorities are planned and align to funding allocation</li> <li>• Budget expenditure is monitored closely and any under/over spends are communicated and addressed</li> <li>• Actions to increase the authority's funding are pursued when necessary with the Portfolio Department</li> <li>• Chief Executive Officer and the Chief Finance Officer monitor budget expenditure closely</li> <li>• Regular internal and external (ANAO) audit processes established</li> </ul>

	 <b>Organisational change</b>
Risk Description	The authority fails to manage organisational change successfully
Mitigation Strategies	<ul style="list-style-type: none"> <li>• Key priorities are planned and align to funding allocation</li> <li>• The senior executive team regularly reviews the organisational, meeting and committee structures to ensure they are appropriate, engaging and achieve their purposes to support an agile workplace and organisation</li> <li>• Engagement of external consultants to assist with determining roles and responsibilities and change management activities</li> <li>• Engagement and communication with staff across all branch and teams is ongoing</li> <li>• Appropriate use of change management tools and staff change champions</li> </ul>

<sup>1</sup> The risk rating is a composite of the likelihood of the risk occurring and its consequences, assessed using generally accepted standards.





# Our Activities and Performance



## ACTIVITIES 2024-25

Our activities over the 2024-25 reporting period, illustrated in Figure 2 below, will focus on advice on progress towards targets and related policies to support the government's annual statement to the Parliament on climate change, statutory reviews, and self-initiated research on climate change matters. The authority will also undertake any special reviews requested by the Minister or the Parliament.

Figure 2: Activities, 2024-25



## PERFORMANCE FRAMEWORK

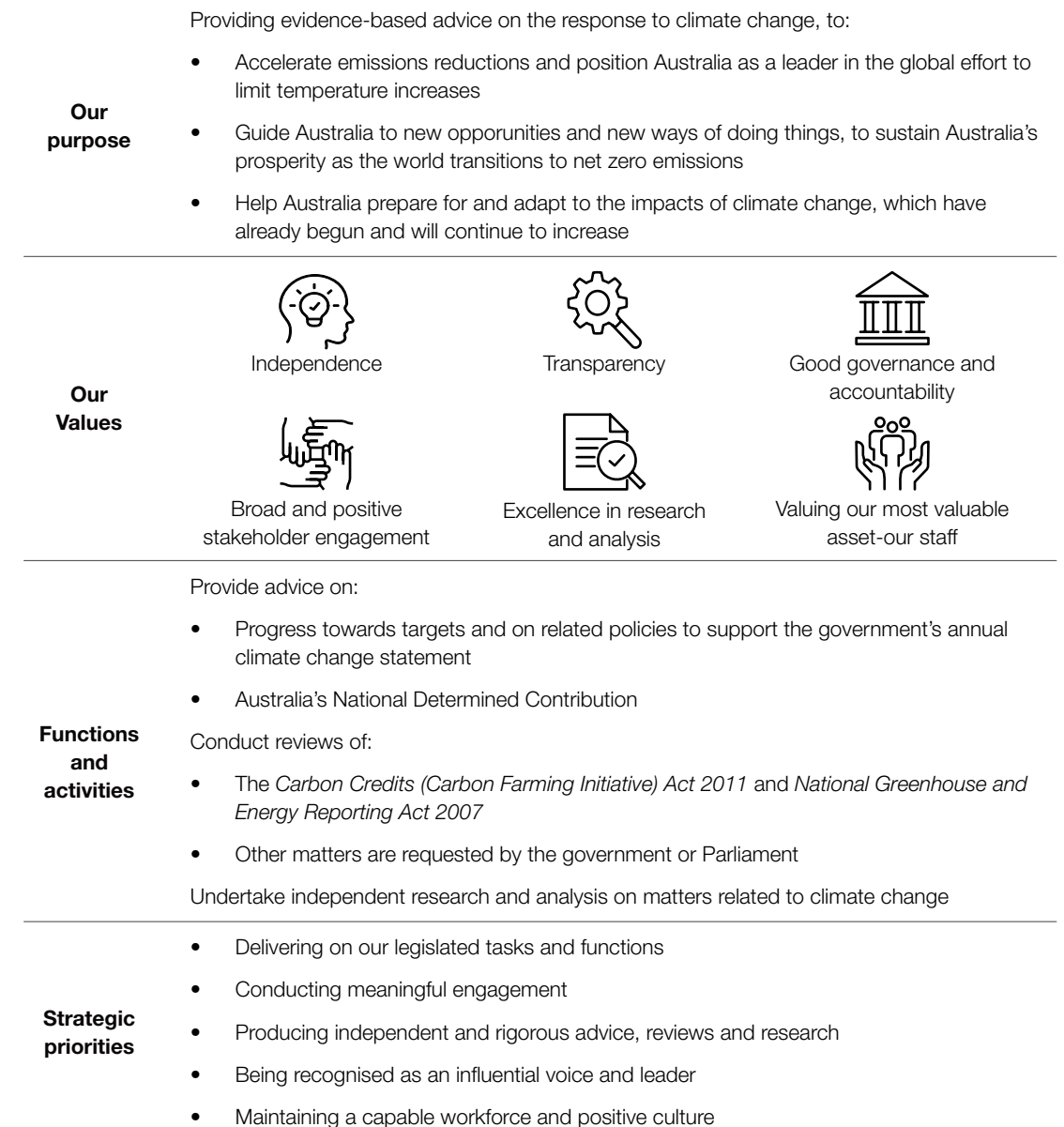
This plan covers the four financial years from July 2024 to June 2028. Our performance framework will be used to measure our effectiveness in delivering on our activities during the term of this plan. The elements that underpin the design of our performance framework are set out in Figure 3 below.

As set out in the government's Portfolio Budget Statements, the authority is responsible for the following outcome:

*Provide expert advice to the Australian Government on climate change initiatives, including through conducting regular and specifically commissioned reviews and through undertaking climate change research.*

Accordingly, our objective is to provide rigorous, independent and expert advice to the Minister for Climate Change and Energy and to assist

Figure 3: Performance Framework







## KEY PERFORMANCE INDICATORS

The authority will measure how it performs against its five strategic priorities using eight key performance indicators (KPIs), as illustrated in Figure 4 below. The authority will use two kinds of KPIs, ‘delivery’ and ‘impact’.

- Delivery KPIs measure the way in which the authority conducts and delivers its legislated functions and responsibilities
- Impact KPIs measure the impact of the authorities work beyond its legislated functions and responsibilities

Figure 4: Strategic Priorities and Key Performance Indicators

Strategic Priority	ID	Key Performance Indicator	Type
Delivering on our legislated tasks and functions	1	The authority's advice, reviews and research are delivered and published on time and in accordance with other statutory requirements	Delivery
	2	The authority's advice, reviews and research lead to policy implementation that supports the achievement of Australia's emissions reduction targets	Impact
Conducting meaningful engagement	3	The authority's engagement processes are inclusive, transparent, accountable and accessible	Delivery
	4	The authority's advice, reviews and research take account of the views, experiences and expertise of stakeholders	Delivery
Producing independent and rigorous advice, reviews and research	5	The authority's advice, reviews and research are independent, timely, rigorous, high quality, follow best-practice and are based on the latest findings in climate science research and policy developments	Delivery
Recognised as a trusted voice and influential leader in climate policy advice	6	The authority is recognised and trusted by stakeholders and the wider Australian public as an expert body and leading voice on climate change policy influencing public debate and conversations	Impact
	7	The authority's advice, reviews and research are communicated clearly, effectively and accessibly in a way that builds public understanding	Delivery
Maintaining a capable workforce and a thriving and inclusive culture	8	The authority maintains a good culture aligned with the APS values, attracting and investing in a high calibre, diverse workforce	Impact

## PERFORMANCE REPORTING

The authority has substantially revised its performance reporting process, and its revised approach will be implemented progressively beginning in the 2024-25 reporting year. Revised KPIs will be implemented in two phases to ensure that reporting remains underpinned by robust metrics, processes and systems over the longer term.

The revised KPIs and phased implementation approach are set out in Figure 5.

Figure 5: Implementation Approach for Key Performance Indicator Reporting

Key Performance Indicator	Phase 1: 2024 - 25 Reporting Period	Phase 2: 2025 - 26 Reporting Period
1 The authority's advice, reviews and research are delivered and published on time and in accordance with other statutory requirements		
2 The authority's advice, reviews and research lead to policy implementation that supports the achievement of Australia's emissions reduction targets		
3 The authority's engagement processes are inclusive, transparent, accountable and accessible		
4 The authority's advice, reviews and research take account of the views, experiences and expertise of stakeholders		
5 The authority's advice, reviews and research are independent, timely, rigorous, high quality, follow best-practice and are based on the latest findings in climate science research and policy developments		
6 The authority is recognised and trusted by stakeholders and the wider Australian public as an expert body and leading voice on climate change policy influencing public debate and conversations		
7 The authority's advice, reviews and research are communicated clearly, effectively and accessibly in a way that builds public understanding		
8 The authority maintains a good culture aligned with the APS values, attracting and investing in a high calibre, diverse workforce		





**Figure 6: Activities and Key Performance Indicators, 2024-25**

<p>Provide advice to inform:</p> <ul style="list-style-type: none"> <li>The Minister's annual climate change statement</li> <li>Greenhouse gas emissions reduction targets for inclusion in Australia's Nationally Determined Contribution</li> </ul>	<p><b>2024-25 Activities</b> Conduct reviews of:</p> <ul style="list-style-type: none"> <li>Other matters as requested by the minister or the Parliament (Special Reviews)</li> </ul>	<p>Undertake other self-initiated research on climate change matters</p>
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**2024-25 Key Performance Indicators, Targets and Assessments**

Key Performance Indicators	Target	Assessment
<b>1</b> The authority's advice, reviews and research are delivered and published on time and in accordance with other statutory requirements	<ul style="list-style-type: none"> <li>Advice, reviews and research are submitted by the due date.</li> </ul>	<ul style="list-style-type: none"> <li>Share of projects submitted by the due date</li> </ul>
<b>2</b> The authority's advice, reviews and research lead to policy implementation that supports the achievement of Australia's emissions reduction targets	<ul style="list-style-type: none"> <li>Government considers the authority's findings and advice.</li> </ul>	<ul style="list-style-type: none"> <li>Share of recommendations that have been implemented</li> </ul>
<b>3</b> The authority's engagement processes are inclusive, transparent, accountable and accessible	<ul style="list-style-type: none"> <li>Stakeholders perceive the authority's engagement processes to be inclusive, transparent, accountable and accessible.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder survey</li> </ul>
<b>4</b> The authority's advice, reviews and research take account of the views, experiences and expertise of stakeholders	<ul style="list-style-type: none"> <li>The authority uses stakeholder submissions and other contributions in formulating its advice, reviews and research</li> </ul>	<ul style="list-style-type: none"> <li>Number of submissions received and referenced</li> </ul>
<b>5</b> The authority's advice, reviews and research are independent, timely, rigorous, high quality, follow best-practice and are based on the latest findings in climate science research and policy developments	<ul style="list-style-type: none"> <li>All advice, reviews and research reports are subjected to a robust fact checking process.</li> </ul>	<ul style="list-style-type: none"> <li>Number of errors identified after publishing</li> <li>Number of references used</li> </ul>



**Figure 7: Activities and Key Performance Indicators, 2025-28**

<p>Provide advice to inform:</p> <ul style="list-style-type: none"> <li>The Minister's annual climate change statement</li> </ul>	<p><b>2025-28 Activities</b> Conduct reviews of:</p> <ul style="list-style-type: none"> <li>The <i>Carbon Credits (Carbon Farming Initiative) Act 2011</i></li> <li>The <i>National Greenhouse and Energy Reporting Act 2007</i></li> <li>Other matters as requested by the minister or the Parliament (Special Reviews)</li> </ul>	<p>Undertake other self-initiated research on climate change matters</p>
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**2024-25 Key Performance Indicators, Targets and Assessments**  
as listed in Figure 6 in addition to the below

**2025-28 Key Performance Indicators, Targets and Assessments**

Key Performance Indicators	Target	Assessment
<b>6</b> The authority is recognised and trusted by stakeholders and the wider Australian public as an expert body and leading voice on climate change policy influencing public debate and conversations	<ul style="list-style-type: none"> <li>Stakeholders perceive the authority as a leading voice on climate change policy.</li> </ul>	<ul style="list-style-type: none"> <li><i>Metric under development for 2025-26 reporting year</i></li> </ul>
<b>7</b> The authority's advice, reviews and research are communicated clearly, effectively and accessibly in a way that builds public understanding	<ul style="list-style-type: none"> <li>All public facing communications meet government standards for accessibility and readability.</li> </ul>	<ul style="list-style-type: none"> <li><i>Metric under development for 2025-26 reporting year</i></li> </ul>
<b>8</b> The authority maintains a good culture aligned with the APS values, attracting and investing in a high calibre, diverse workforce	<ul style="list-style-type: none"> <li>The APS census results demonstrate a positive culture and a high calibre, capable workforce.</li> <li>Authority workforce demographic data shows a diverse workforce.</li> </ul>	<ul style="list-style-type: none"> <li><i>Metric under development for 2025-26 reporting year</i></li> </ul>







