



Australian Government
Clean Energy Regulator

**RENEWABLE
 ENERGY
 TARGET**

**EMISSIONS
 REDUCTION
 FUND**

**NATIONAL
 GREENHOUSE
 AND ENERGY
 REPORTING**

**MARKET
 UNIT
 REGISTRIES**



CORPORATE PLAN 2020–24

ENCOURAGING EMISSIONS REDUCTION IN AUSTRALIA

OUR OBJECTIVES:

- *A TRUSTED, RELEVANT AND EXPERT INSTITUTION*
- *EFFICIENT AND EFFECTIVE ADMINISTRATION*
- *ENGAGED, ACTIVE AND COMPLIANT PARTICIPANTS*
- *SECURE AND ENDURING REGULATORY INFRASTRUCTURE*



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FOREWORD BY THE CHAIR

I am pleased to present the Clean Energy Regulator's Corporate Plan 2020-24, which covers the period from 2020-21 to 2023-24 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan outlines how we are meeting our purpose and achieving our objectives, continuing to build relationships with our stakeholders and developing staff capability in the context of a dynamic operating environment.

Our purpose, to accelerate carbon abatement for Australia remains as our key driver across a growing range of activities.

We are placing a key focus on implementing relevant recommendations from the Examining Additional Sources of Low-cost Abatement: expert panel report (the King Review) that were agreed by the Australian Government. The King Review recognises the important work we have already undertaken, including implementation of the Climate Solutions Fund. A key element of the King Review and the Government response is a more diverse and vibrant carbon market, which builds on schemes administered by the Clean Energy Regulator.

We understand the work we do relies heavily on our stakeholder relationships. We will continue to focus on working closely with partners across industry and various levels of government and with our new and existing participants.

Embracing technology developments is a continuing theme for the agency and aligns with the Government Technology Investment Roadmap, a framework to accelerate low emissions technologies. This work connects closely with the initiatives from the King Review Response.

To ensure we are administering the schemes efficiently and effectively, we will invest in capabilities that enable our agency to be agile and flexible in response to any scheme, policy or business environment changes. We will focus on developing our people, process and system capabilities in order to keep in line with the agency's strategic direction.

The program of work we see for the next four years will be supported by capable, talented and agile staff. I am committed to ensuring we create a positive workplace with a strong focus on our culture and values.

I look forward to leading the agency and our staff through the rewarding and challenging work we will undertake. In doing so, we will continue to strive to be a practical, grounded, quick and commercially savvy regulator for Australia.

Mr David Parker
Chair, Clean Energy Regulator
19 August 2020

OVERVIEW

The Clean Energy Regulator 2020–24 Corporate Plan covers the reporting period 2020–21 to 2023–24 and has been prepared as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. Our performance against this plan will be reported in the Annual Performance Statement published in the Clean Energy Regulator Annual Report 2020–21.

The Corporate Plan is our agency’s primary planning document and informs our internal business planning processes. It expresses:

- our purpose and objectives
- the challenges we face in achieving our purpose in the current operating environment
- the planning priorities for each objective over the life of the plan
- the key activities we plan to undertake to achieve our priorities, objectives and purpose
- how we will build capabilities to deliver our future strategic direction
- the high-level strategic risks we face in achieving our objectives, and
- how we will assess our performance in realising our objectives and purpose.

OUR PURPOSE

ACCELERATING CARBON
ABATEMENT FOR
AUSTRALIA

OUR OBJECTIVES



A trusted, relevant and expert institution



Efficient and effective administration

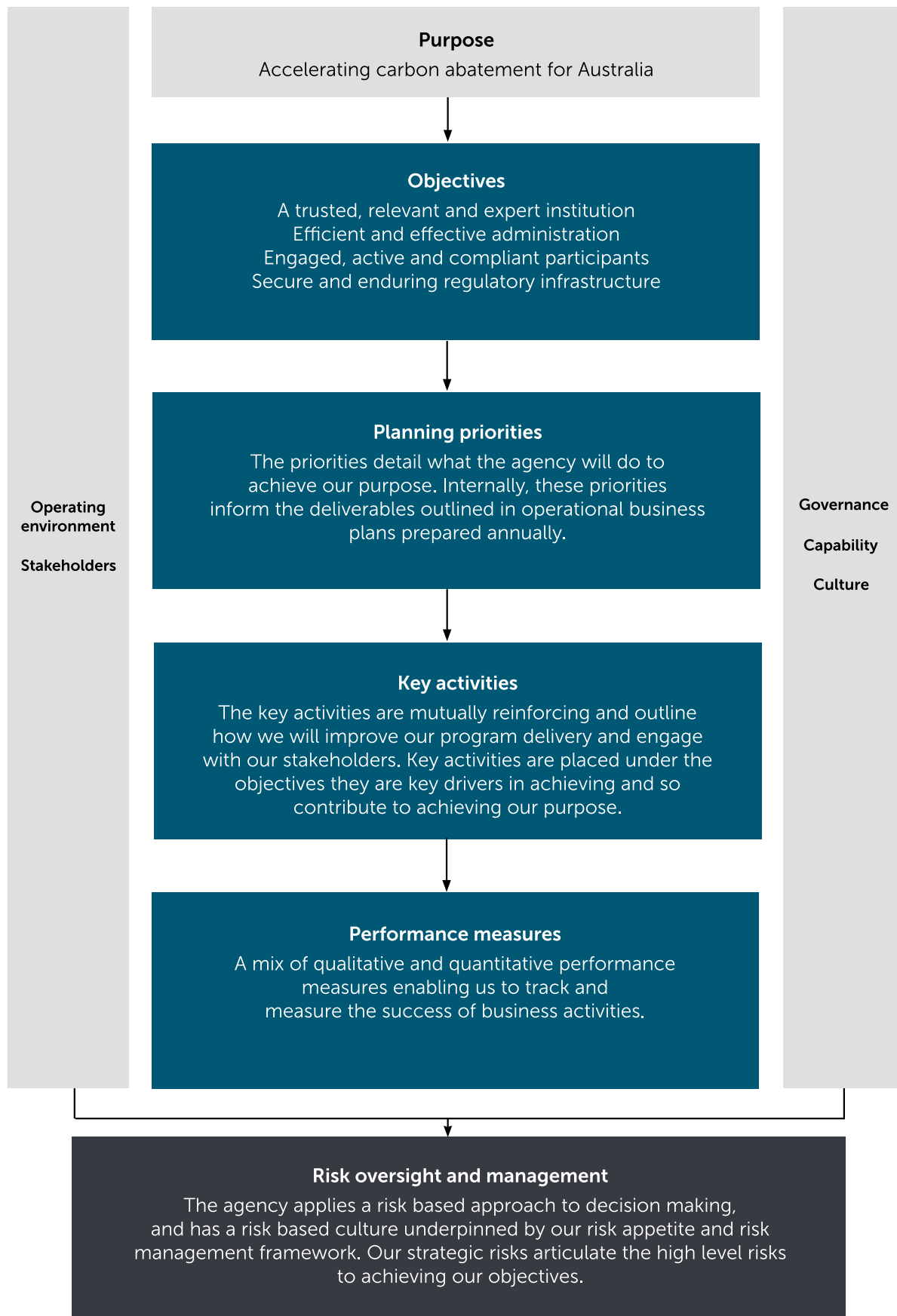


Engaged, active and compliant participants



Secure and enduring regulatory infrastructure

THE ELEMENTS OF OUR CORPORATE PLAN



OUR ROLE

Established on 2 April 2012 by the *Clean Energy Regulator Act 2011*, the Clean Energy Regulator is an independent statutory authority responsible for administering legislation that reduces greenhouse gas emissions and increases the use of renewable energy.

The Clean Energy Regulator comprises the government-appointed Regulator Board, with a Chair and four Members, and the agency, which is a non-corporate Commonwealth entity for the purposes of the *Public Governance, Performance and Accountability Act 2013*.

The Regulator Board sets the strategic direction for the agency and is accountable for the agency's regulatory decisions and agency staff, who carry out day-to-day operations. In addition to the regulatory accountabilities, the Chair also serves as the agency head under the *Public Service Act 1999* and is the accountable authority under the *Public Governance, Performance and Accountability Act 2013*.

As part of the Industry, Science, Energy and Resources portfolio, the Clean Energy Regulator delivers one **outcome** to Government:

Contribute to a reduction in Australia's net greenhouse gas emissions, including through the administration of market-based mechanisms that incentivise reduction in emissions and the promotion of additional renewable electricity generation.

Our **purpose** statement distils the statutory duties under the legislation we administer:

Accelerating carbon abatement for Australia.

We achieve our purpose by administering a range of government schemes to measure, manage, reduce or offset Australia's carbon emissions and encourage investment in renewable energy. From November 2020, the agency also has responsibility for the development and drafting of technical legislation – methodology determinations – to allow crediting in the Emissions Reduction Fund.

We are responsible for administering the following schemes:

- The Emissions Reduction Fund, established under the *Carbon Credits (Carbon Farming Initiative) Act 2011*, provides incentives for a range of organisations and individuals to adopt new practices and technologies to reduce their emissions or sequester carbon.
 - The National Greenhouse and Energy Reporting Scheme, established by the *National Greenhouse and Energy Reporting Act 2007*, is a single national framework for reporting and disseminating company information about greenhouse gas emissions, energy production, energy consumption and other information specified under the legislation. The reporting obligations under the *Act* also establishes the Safeguard Mechanism that limits growth in emissions by large emitters. These arrangements complement the Emissions Reduction Fund by providing a framework for Australia's largest emitters to measure, report and manage their emissions.
 - The Renewable Energy Target, established by the *Renewable Energy (Electricity) Act 2000*, encourages the additional generation of electricity from renewable sources, reduces emissions of greenhouse gases in the electricity sector and ensures that renewable energy sources are ecologically sustainable.
 - We operate the following registries and systems to enable market participants to securely and conveniently report, receive entitlements, acquit liabilities and trade:
 - the Emissions and Energy Reporting System
 - the Australian National Registry of Emissions Units, as created by the *Australian National Registry of Emissions Units Act 2011*, and
 - the Renewable Energy Certificate (REC) Registry.
- We deliver our schemes by:
- issuing entitlements worth around \$3 billion annually, including:
 - issuing Australian carbon credit units under the Emissions Reduction Fund and Climate Solutions Fund to organisations and individuals for approved projects that reduce greenhouse gas emissions
 - issuing large-scale generation certificates and small-scale technology certificates for each megawatt hour of renewable energy generated or displaced (no longer required from the grid)
 - facilitating and approving eligibility for entry to our schemes, including registration of projects and accreditation of power stations
 - collecting, analysing, assessing, providing and publishing emissions and energy data to inform the Renewable Energy Target, government policy and the Australian public, and to support Australia's emissions and energy data needs and meet international reporting obligations
 - providing education and information to current and potential scheme participants
 - monitoring, facilitating and enforcing compliance by scheme participants
 - conducting Emissions Reduction Fund and Climate Solutions Fund auctions to purchase low-cost carbon abatement for the delivery of Australian carbon credit units, and managing carbon abatement contracts
 - accrediting greenhouse and energy auditors to undertake audit activities, and
 - working with other Commonwealth, state and territory law enforcement and regulatory bodies.

OUR OPERATING ENVIRONMENT

DYNAMIC, GLOBAL ENVIRONMENT

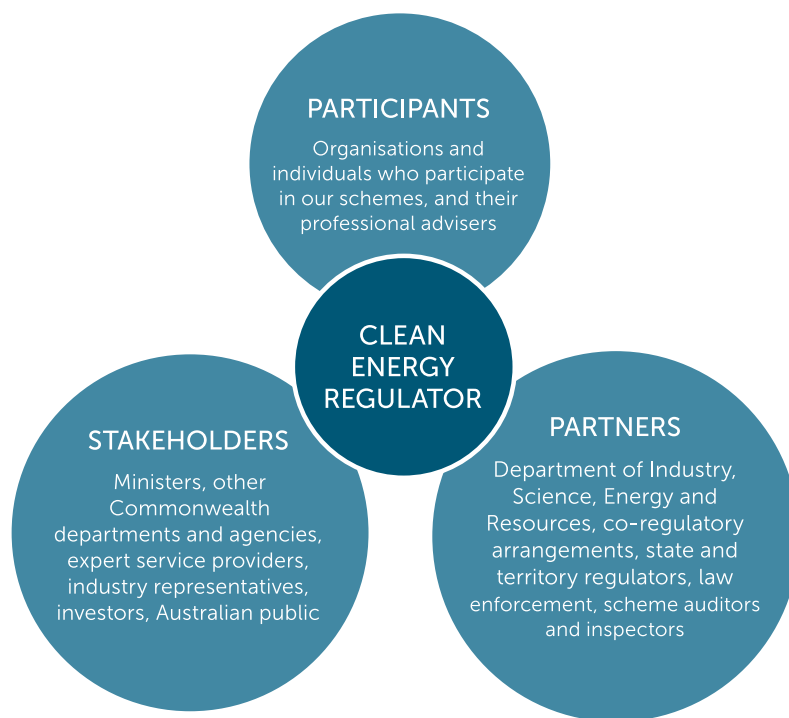
Our dynamic operating environment spans various sectors and levels of government and extends to a wide range of stakeholders. We achieve our purpose and objectives by engaging and cooperating with stakeholders, including market participants, as well as scanning and proactively addressing challenges and opportunities that arise.

It is critical to look beyond our schemes to events and developments in other sectors, both domestically and internationally, to identify trends and signals that may have implications for our schemes. We are dedicated to actively developing all our staff and encouraging them to understand developments in emissions reduction and energy policy.

COOPERATION WITH SCHEME PARTICIPANTS, PARTNERS AND STAKEHOLDERS

To achieve our purpose, we work closely with our scheme participants to support their actions to reduce greenhouse gas emissions, increase ecologically sustainable generation of renewable energy and comply with our schemes.

We also maintain strong relationships with our partners and stakeholders, to work collaboratively towards our purpose.



We are committed to working with our partners, including the Department of Industry, Science, Energy and Resources and other stakeholders to support transformation in the Australian energy sector and carbon markets. Our schemes contribute towards providing adequate, reliable and affordable energy while also helping to make the transition to a lower emissions economy.

A key focus for us will be supporting the implementation of the recommendations in the *Examining additional sources of low-cost abatement: expert panel report* (the King Review). The King Review recognises the important work we have already undertaken, including to implement the Climate Solutions Fund. An important element of the King Review seeks to leverage our schemes and systems to further enable and incentivise voluntary emissions reduction activities. For us, the vision of the report is a more diverse and more active carbon market, which builds on and enhances our schemes. This creates opportunities for us to continue to deliver innovations and to work more closely with business and industry on voluntary abatement activities.

We will also focus on working with partners to consult with affected businesses and other stakeholders on the detailed design and implementation arrangements for establishing a new low emissions technology deployment incentive scheme to reduce emissions from safeguard-covered facilities.

In addition, we will consult further with stakeholders to enable smaller projects to participate in and access the benefits of our schemes, and we will work with state and territory agencies to build awareness and potential integration with the Commonwealth's carbon crediting architecture.

We will continue to cooperate with industry and stakeholders to understand and explore what is required to encourage a vibrant carbon market, including how that market is supported by the schemes we administer, and the growing business appetite to meet corporate sustainability goals by voluntarily surrendering units to offset emissions.

TECHNOLOGICAL DEVELOPMENT

Understanding new and emerging technologies and adapting our implementation of the schemes to this changing landscape continues to be a priority. We will support the Government Technology Investment Roadmap and a framework to accelerate low emissions technologies as required. This may align with the initiatives we undertake to implement the elements of the King Review response that falls to the Clean Energy Regulator.

As Australia recovers from the impact of COVID-19, the Government is bringing a strategic and system-wide view to future investments in low emissions technologies. Our agency focus over the coming four years will continue to invest in a digital future, creating a portal for the exchange of ACCUs while providing real-time information on emissions units and enhancing our IT systems to reduce the burden on Emissions Reduction Fund project participants, seeking to reduce processing timeframes to enter the scheme and receive credits by about half. In this way, we will continue to increase our own efficiency and effectiveness, while also making it easier for scheme participants and the wider community to access information that supports an informed market.

By improving our business systems in accordance with our Digital Roadmap, we support our purpose of accelerating carbon abatement for Australia. (See on page 9). Additionally, many initiatives flagged in the Technology Investment Roadmap discussion paper have the potential to intersect with all our schemes and the markets they operate in.

INTERNATIONAL DEVELOPMENTS AND MARKETS

Addressing climate change requires a global effort. Being alert to developments in international regulation and markets may also provide opportunities to develop closer ties with international organisations and industry groups, and to use our knowledge and expertise to help others pursue emissions reduction in a trusted and rigorous way.

In addition, price movements in international markets have an impact on the voluntary Australian carbon credit unit market in Australia. This is because businesses pursuing voluntary action through the Government's Climate Active initiative can meet carbon neutrality objectives by purchasing international units rather than Australian carbon credit units.

We collect a large volume of data on supply and demand across the carbon markets our schemes operate in. Information on key factors that influence market performance, trends and opportunities can inform market decisions. We will continue to provide this data to ensure the market is fully informed to perform well.

COLLECTORS AND CUSTODIANS OF DATA

As the custodian of Australia's key emissions, energy and abatement data, we provide regular insights, advice and data to Commonwealth, state and territory government agencies to inform policy and energy market reforms and help track progress towards Australia's emissions targets. As a result, quality data is essential for the integrity of our schemes, for supporting a vibrant carbon market and for maintaining the reputation of our agency as a trusted, relevant and expert institution. We are guided by whole-of-government initiatives, such as the Australian Government Public Data Policy, and the secrecy provisions within our legislation with regards to how we govern, share and manage our data.

We continually pursue opportunities to improve how we use our data. For example, using automation to achieve operational efficiencies and identify non-compliance early, and harnessing data analytics to improve our understanding of relevant environmental factors so we can more readily adapt to changing circumstances and make evidence-based decisions. We have developed an internal data strategy for a phased program of work across our agency to refine data management and governance, introduce new ways to leverage the potential of our data and uplift our data literacy and capability.

OUR APPROACH

To ensure we are administering our schemes efficiently and effectively, we invest in capabilities that enable our agency to be agile and flexible in response to any scheme or policy changes, and that allow us to develop our people, process and system capabilities in line with our strategic direction. Our administration needs to be transparent and fair to underpin market confidence and participation.

We aim to be a practical, grounded, quick and commercially orientated regulator. We work hard to understand and support the market and our participants and hold a wealth of data and information that is useful for enabling carbon markets to function well, and valuable for informing policy development. Investing in our people to remain in touch with the changing environment and identifying the right mix of priorities in order to meet our objectives supports our participants. We will always aim to engage industry where appropriate in order to be as transparent as possible when developing new processes. Our data must be accessible, useful and accepted as the source of truth. Our statutory decisions must be robust and made according to law. We are open to considering alternative approaches where there are sound, lawful reasons to do so.

Maintaining a capable, agile and high performing workforce is critical to our success. We have installed a base of human capital as fundamental to our system and agility. The open and collaborative relationships we have with other bodies in the Industry, Science, Energy and Resources portfolio, state and territory government bodies, and industry and stakeholder bodies are also important.

CULTURE

Our culture and values shape the way we interact and engage with each other within the agency to create a positive and supportive working environment, guided by risk management principles and practices (see more details in Our approach to risk on page 16). They also guide how we work with our participants and stakeholders to build and maintain trusted relationships and our approach when responding to challenges and opportunities in our environment. Every member of our agency contributes to the values, principles and behaviours that are elements of our culture. We have distilled these into our four cultural anchors. These represent the ideals that we strive for and guide the way we work together. Our four cultural anchors are:

- **Delivering outcomes:** Our people care about delivering agency objectives because our purpose matters.
- **Trust and accountability:** Our people trust each other because we are accountable for our actions.

- **Role clarity:** Our people know who does what because role clarity is vital for productive collaboration.
- **Active development:** Our people actively develop themselves and others because lifting capability makes a difference.

CAPABILITY

We are dedicated to building capability to capitalise on opportunities to improve and future proof our agency. We will continue investing in our people and developing our workforce to ensure we have the right mix of capabilities and aptitudes to meet current and future requirements.

Our People Capability Framework is a key component of the strategic initiatives driving our agency forward and setting the scene for adopting new ways of working. This provides a common and accessible framework to lift agency capability, allows us to target development solutions for maximum benefit, and informs job and organisational design.

As the framework matures, we will use data about our people's capability to inform workforce management and planning decisions. The framework is integral to our cultural anchor of active development.

In addition to developing people capability, we will also ensure the networks, systems and services that underpin our schemes and registries support current business and user needs and can adapt to change. Our Digital Roadmap, endorsed in 2019 and reviewed annually, provides a rolling three-year view of our priorities. This is our pathway for agency schemes and registries to better meet the needs of our participants and our agency, while also aligning with whole-of-government strategies, such as digital transformation, cloud first and cyber resilience. Our approach is to leverage the maximum business value in our current systems and start building a longer-term platform based on user-centred design, consolidation, self-service, and streamlined services that improve client experience and productivity, deliver efficiencies as systems become simpler to connect to, and provide a consistent, centralised client experience.

OUR PERFORMANCE

We are committed to being transparent and accountable for the regulatory functions we undertake on behalf of the Government. We measure our agency's performance holistically through our Key Performance Indicator (KPI) Framework. This framework provides a structure for us to systematically monitor, assess and report on our performance against achieving our purpose, objectives and priorities—providing clear line of sight between our planning and reporting frameworks.

We developed our KPI Framework to represent our core functions as a regulator, rather than individual scheme activities. The framework includes quantitative and qualitative performance measures, which collectively assess agency performance. We have set targets for those performance measures that use quantitative data.

Our KPI Framework is reviewed and updated with each planning cycle to ensure our performance measures best capture agency performance based on refinements to our reporting maturity and changes in our operating environment.

We report results against the performance measures in the Clean Energy Regulator Annual Performance Statement, which is included in our Annual Report. We include additional context and specific examples in our Annual Performance Statement to provide a detailed understanding of the outcomes achieved.

In addition to measuring our performance in achieving our purpose, we undertake an annual self-assessment under the Regulator Performance Framework. The Regulator Performance Framework requires Commonwealth regulators to assess their performance when interacting with business, the community and individuals, and evaluate how well they have reduced regulatory burden and increased transparency in their operations. From 2020–21, our agency's self-assessment report against the framework's six performance criteria will be included in our Annual Report.

We strive to be quick, practical, grounded and commercially savvy in the way we go about our business.



Birds eye view of the Solar plant at Broken Hill, New South Wales. Credit: AGL.

OUR OBJECTIVES, PRIORITIES AND KEY ACTIVITIES

The following objectives, priorities and key activities provide a comprehensive summary of the work we will do to support vibrant carbon markets and accelerate carbon abatement for Australia. The key activities are mutually reinforcing and outline how we will improve our program delivery and engage with our stakeholders. Key activities are placed under the objective they are key drivers in achieving, and so contribute to achieving our purpose.



OBJECTIVE: A TRUSTED, RELEVANT AND EXPERT INSTITUTION

The Clean Energy Regulator publishes relevant, accurate and timely data and other information to promote and enhance a well-functioning, vibrant and liquid carbon market and to inform future policy development. In doing so, our agency relies on and supports productive and collaborative relationships across governments, states and territories, and industry and stakeholder bodies.

Priorities and key activities

Planning Priority 1: Pursue relevant initiatives in the Government's response to the King Report and support other Government priorities, including the Hydrogen Strategy and Technology Roadmap as required, building on the administration of our legislated schemes.

Planning Priority 2: Building our data quality and accessibility while adapting to changing policy, technologies, business models and market behaviours.

Key activities: Change

- Support businesses to engage in voluntary carbon markets to deliver credible and affordable lower emission products and services to meet business supply chain needs and/or Environmental Social and Governance objectives.
- Improve the availability, transparency and accuracy of our market data including maintenance and expansion of automated data exchange arrangements with market bodies such as the Australian Energy Market Operator (AEMO).
- Explore options to move from key data updated monthly on our website to real-time availability for scheme and other market participants.

Key activities: Maintain

- Assist the Department of Industry, Science, Energy and Resources to implement the Government's policy agenda, as well as successfully running our current schemes and gearing up for new initiatives.
- Provide accurate, data-driven advice and estimates, including in relation to the growth in renewables, and building the supply side of the Australian carbon credit units market.
- Support Distributed Energy Resources initiatives to assist AEMO manage the increasing level of rooftop solar.
- Maintain and develop the right mix of economic, legal, commercial, problem-solving and technical skills to meet participant and stakeholder needs.
- Build and maintain strong relationships with stakeholders, industry and state and territory governments to understand their priorities and potential interactions with carbon markets and our schemes.
- Publish information on our website that sets out our expectations of behaviour and how to comply with the law to enable people to make informed decisions about participating in our voluntary schemes.
- Promote the participation of suitably qualified, competent, capable and compliant participants for our voluntary schemes (Climate Solutions Fund, Emissions Reduction Fund and aspects of the Renewable Energy Target).

Key Performance Indicators

Performance measures	TARGET
Level of participant satisfaction with the quality and timeliness of market information.	80 per cent
No significant breaches of government, administrative, legal and policy requirements.	0 breaches
Partnering to implement recommendations from the King Review, as appropriate.	Qualitative
Continuous improvement approaches to compliance and outcomes.	Qualitative



Savanna Burning, Balurga, Queensland. Credit: Country Carbon.



OBJECTIVE: EFFICIENT AND EFFECTIVE ADMINISTRATION

Our agency administers our schemes in an efficient and effective way to encourage participation and compliance, reduce costs and meet the objectives of the legislation to accelerate carbon abatement.

Priority and key activities

Planning Priority 3: Ensuring that our business processes and systems are reducing participant burden and delivering operational efficiency and effectiveness.

Key activities: Change

- Enhance scheme entry points to improve the user experience and reduce transaction costs for scheme participants.
- Seek legislative change where necessary to enable administration of our schemes to adapt to new business models and technology changes, and to remain effective in a dynamic policy environment.
- Significantly enhance geospatial tools and capability for faster and more accurate assessment of claims for Australian carbon credit units and renewable energy certificates.

Key activities: Maintain

- Review decision-making and assessment processes and procedures to test alignment with legislation and ongoing relevance for the agency's operating environment.
- Encourage and facilitate agency staff to be active in scanning the environment and identifying and mitigating risk as part of our day-to-day work.
- Establish systems and processes to support effective knowledge management so staff can maintain capacity and avoid reinventing the wheel.
- Use data and evidence to identify anomalies in how our schemes are operating, and frame emerging risks and develop solutions.

Key Performance Indicators

Performance measures	TARGET
Proportion of applications processed within statutory or agreed timeframes.	99.5 per cent
Level of participant satisfaction with agency processes and systems.	80 per cent
Strategies and investment in our people enables us to be efficient and effective.	Active Development Plan: 80 per cent (Multi-year target)
Number of Australian carbon credit units issued.	Estimate: 15.5 million
Proportion of contracted carbon abatement delivered.	90 per cent
Number of renewable energy certificates (LGCs and STCs) validated.	Estimate: LGCs: 31 million STCs: 32 million*
Positive assessment of the agency performance under the Regulator Performance Framework.	Positive

* Solar PV is a consumer product and installations can materially change over a year.



OBJECTIVE: ENGAGED, ACTIVE AND COMPLIANT PARTICIPANTS

We achieve the best outcomes when the entities we regulate can successfully engage with us to participate in the schemes we administer, meet their obligations, and willingly contribute to our information gathering.

Priority and key activities

Planning Priority 4: Strengthening our capability to detect, communicate and respond to the activities of our regulated entities including non-compliance.

Key activities: Change

- Focus on proactive, modern and transparent compliance management and enforcement to support reliable, deep and robust carbon markets, including expanding the use of analytics and data matching to detect non-compliance.
- Provide guidance and enhanced tools that assist our participants to self-select into our voluntary schemes only if they have adequate capacity and capability to meet the requirements.

Key activities: Maintain

- Invest in understanding our participants and communicating with them in ways that meet their needs.
- Manage non-compliance and influence participant behaviour by communicating about the regulatory responses and actions we take to address non-compliance, including the use of targeted enforcements as a deterrent.
- Monitor and encourage compliance by those entities that must meet mandatory requirements (National Greenhouse and Energy Reporting Scheme, the Safeguard Mechanism and aspects of the Renewable Energy Target).

Key Performance Indicators

Performance measures	TARGET
Compliance levels by regulated and liable entities.	95 per cent
Proportion of investigations completed within timeframes.	80 per cent
Level of participant satisfaction with engagement and guidance provided.	80 per cent
Proportion of participant contacts resolved at first interaction.	70 per cent
Practical and timely guidance and outreach activities with our participants.	Qualitative



OBJECTIVE: SECURE AND ENDURING REGULATORY INFRASTRUCTURE

Our agency's processes, systems and infrastructure must be reliable and resilient, and able to respond flexibly to policy and/or operational changes. They must also be supported by capable, expert and adaptable people to ensure our agency can respond quickly to new policy demands, technological changes and participant expectations.

Priority and key activities

Planning Priority 5: Driving innovation and agility in our people, systems and processes.

Key activities: Change

- Position our agency in a dynamic public service, and successfully engage with changing policy and workforce expectations for future work.
- Delivery of new methods and method reviews identified as priorities by the Minister by the end of 2021 calendar year.
- Engagement of industry in co-design of methods.
- Enhanced transparency and accountability for method development process.
- Modernise our agency's systems and technology to be adaptable to the changing policy landscape, support more efficient participant transactions, and be more resilient to emerging cyber-threats.

Key activities: Maintain

- Maintain staff capacity along with an ability to draw in external specialist resources and provide efficient and effective client service to deal with non-compliance.
- Safeguard our data, information and systems so our agency continues to be reliable, trusted and efficient in supporting key business objectives and compliance of scheme participants.
- Consolidate and standardise our infrastructure and streamline our scheme services.

Key Performance Indicators

Performance measures	TARGET
Flexibility and adaptability in our staff to meet current and future requirements.	Qualitative
Development of new methods for the Emissions Reduction Fund.	Methods are to be developed within 12 months
Level of participant satisfaction with method development process.	80 per cent
Method tracker document on website and updated quarterly.	100 per cent
Availability of online systems.	99.5 per cent
Cyber awareness and training is delivered to staff (IT Security induction; Phriendly phishing training).	100 per cent
System and administration practices are compliant with the Government's Essential 8 strategies.	Maturity score: 23/24
Azure Cloud services are protected and secure.	Maturity score: 24/24
Enhancements to agency systems and technology.	Qualitative

OUR APPROACH TO RISK

Risk management is the systematic and scalable approach used by officials to make risk-informed decisions and take appropriate actions in relation to events, issues or incidents that may affect achievement of our agency's objectives.

We take a risk-based approach to decision-making, underpinned by our risk appetite and risk management framework. The framework outlines our agency's system of risk management and oversight and is aligned to the *Commonwealth Risk Management Policy* and the *ISO 31000: 2018 Risk Management Guidelines*. Our risk appetite articulates the level of risk we are willing to pursue to achieve agency objectives and meet statutory obligations.

Effective risk-based decisions support:

- streamlining regulatory processes across and within the schemes we administer
- targeting resources towards areas of highest risk, and
- delivering the specific objectives of relevant legislation effectively and efficiently.

We will continue to improve our risk management maturity through reviews of the risk management policy and framework and ongoing improvements to risk management capability.

Our strategic risks articulate the high-level risks to achieving our objectives, and are identified as:

- The Clean Energy Regulator does not effectively manage its programs.
- The Clean Energy Regulator's advice, insights and data are not of high quality.
- The Clean Energy Regulator does not adapt.

OUR GOVERNANCE

Our agency's Governance Framework describes the legislative and policy obligations that we are accountable for and how we work, within our agency and with others, to ensure we meet these accountabilities. This framework is an essential part of our compliance as a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

Our Governance Framework provides a better-practice model for our agency to achieve optimal transparency and accountability, strong leadership and an effective, collaborative culture. It is supported across our agency through mechanisms such as delegations, policies and standard operating procedures.

We are subject to external scrutiny through external audits by the Australian National Audit Office, appeals made to the Administrative Appeals Tribunal, regular reporting to Parliament and the Minister for Energy and Emissions Reduction, and other external reviews.

Internal management assurance in relation to governance and internal control settings are supplemented by the independent assurance provided by our agency's Audit Committee. Our robust governance arrangements emphasise the chain of accountability for our actions and ensure our decisions and actions are accountable when subjected to external scrutiny.



Forestry, pine logs. Credit: Arthur Mostead, Clean Energy Regulator.

OUR COMPLIANCE PRIORITIES

Our annual compliance and enforcement priorities identify specific areas of focus for compliance and enforcement. Our 2020–21 compliance priorities, complement our data-driven and risk-based approach to managing compliance in each scheme. We will use our full suite of compliance and enforcement powers to protect the integrity, and improve outcomes of, the schemes we administer.

Emissions Reduction Fund

- Project proponents who submit inaccurate or late reports to support claims for Australian carbon credit units.
- Project proponents who do not adhere to the guidelines for the Human-Induced Regeneration of a Permanent Even-Aged Native Forest and Native Forest from Managed Regrowth methods.

Renewable Energy Target

- Ineligible claims for small-scale technology certificates with a focus on those in the supply chain who provide false information.
- Emissions-intensive and trade-exposed entities who provide inaccurate or incomplete exemption applications.

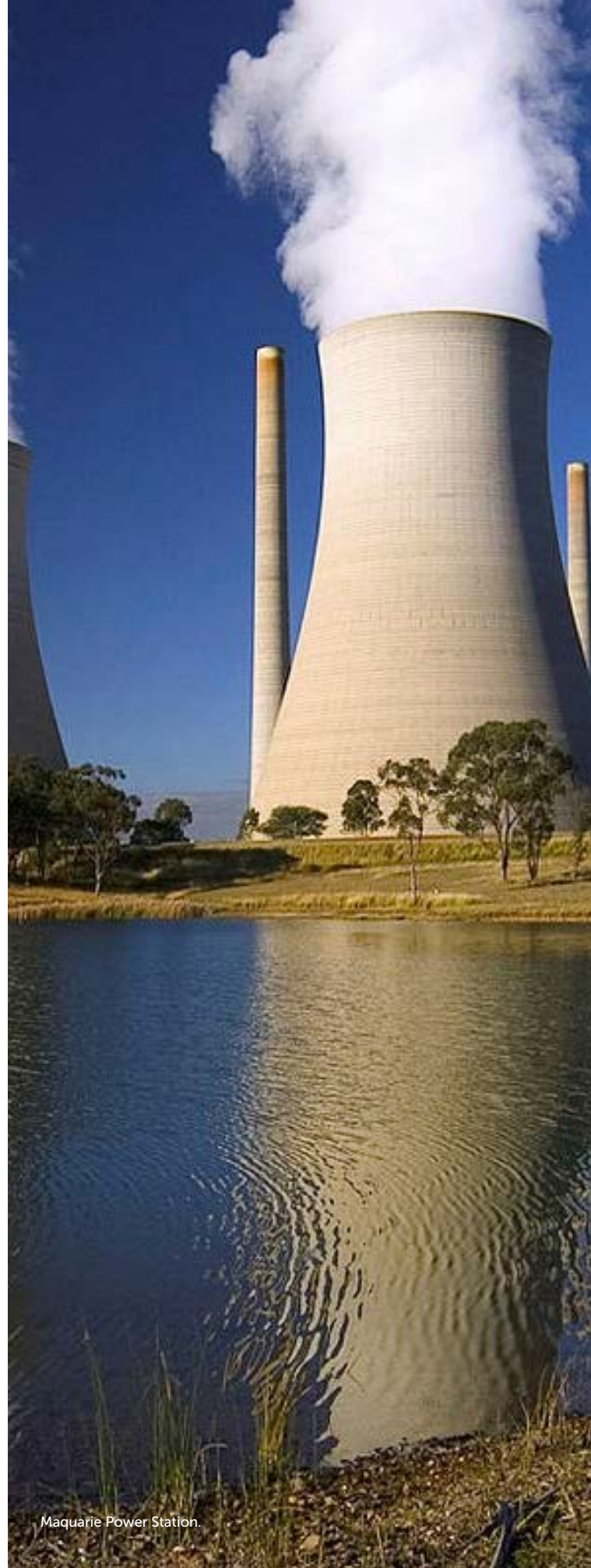
National Greenhouse and Energy Reporting and Safeguard

- Participants who have a history of submitting inaccurate, incomplete and/or late data, particularly where data underpins safeguard obligations.

FEEDBACK

To help us ensure our corporate plans are as helpful and informative as possible, we welcome your feedback on this plan. Please provide comments and questions to:

Manager—Planning, Performance and Parliamentary
Clean Energy Regulator
GPO Box 621
Canberra ACT 2601
enquiries@cleanenergyregulator.gov.au



Maquarie Power Station.

FRONT COVER PHOTOS (L-R):

Caption: Moree Solar Farm, New South Wales.

Credit: Clean Energy Regulator.

Caption: Snowtown Wind Farm, South Australia.

Credit: Chris Oaten, Clean Energy Regulator.

Caption: Kidston Solar Project, Queensland.

Credit: Clean Energy Regulator.

BACK COVER PHOTOS (L-R):

Caption: Vegetation in bushland New South Wales.

Credit: Chris Oaten, Clean Energy Regulator.

Caption: Royalla Solar Farm, Australian Capital Territory.

Credit: Clean Energy Regulator.

Caption: Maquarie Wind Farm.

Credit: Clean Energy Regulator.

