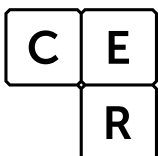
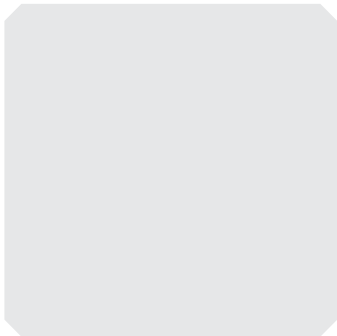
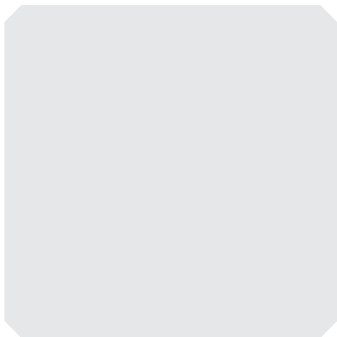




Australian Government
Clean Energy Regulator

CORPORATE PLAN 2024–28



**CLEAN
ENERGY
REGULATOR**

**Accelerating carbon
abatement for Australia**

Contents

Foreword by the Chair	3
Overview	5
The elements of our Corporate Plan	6
Our role	7
Our operating environment	11
Dynamic, global environment	11
Engagement with scheme participants, partners and stakeholders	11
Carbon markets	11
Technological development	12
International developments	12
Collectors and custodians of data	12
Our approach	14
Culture	14
Capability	14
Our performance	15
Objectives, priorities and initiatives	16
Objective: A trusted, relevant and expert institution	16
Objective: Efficient and effective administration	18
Objective: Engaged, active and compliant participants	20
Objective: Secure and enduring regulatory infrastructure	21
Our approach to risk	23
Governance	24
Our compliance priorities	25
Feedback	26



Foreword by the Chair



I am pleased to present the Clean Energy Regulator's (CER) Corporate Plan 2024–28 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). This plan outlines how we are advancing our purpose and objectives, engaging with stakeholders, further developing staff capability and a pro-integrity culture to deliver the Australian Government's priorities.

Our purpose, to accelerate carbon abatement for Australia, remains our key driver as we work to contribute to Australia's 2030 and 2050 emissions targets.

The government has announced several new emissions reduction initiatives since our last Corporate Plan. The CER will support some of these over the coming years by expanding its carbon market, registry and data services to schemes run by other government departments, such as the New Vehicle Efficiency Standard (NVES). We are also working with the Department of Climate Change, Energy, the Environment and Water to establish a nature repair market in Australia, following the passage of the *Nature Repair Act 2023* into law.

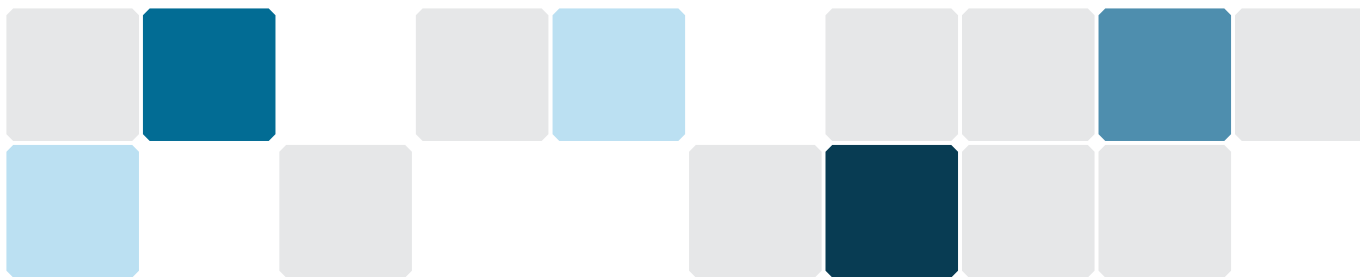
A key priority over the course of this Corporate Plan is successful administration of the reformed Safeguard Mechanism. Safeguard reforms are intended to reduce emissions at Australia's largest industrial facilities to deliver a proportional share of Australia's 2030 climate target. We are investing in stakeholder outreach, new data and reporting systems and procuring

a modern register to host a new type of carbon unit – Safeguard Mechanism Credits. Our plan details that we expect 100% compliance from facilities covered by the Safeguard Mechanism.

For carbon markets to work effectively, credits must have integrity and key data should be publicly available. We are investing in independent audits and additional geospatial tools to enhance the Australian Carbon Credit Units (ACCU) Scheme assurance and are continuing to implement the recommended requirements resulting from the Independent Review of ACCUs. Increasingly we are sharing and publishing more scheme data and information to inform policy, help others understand progress in reducing emissions and evidence environmental claims. Our experience in developing a standard reporting format for private organisations to detail their emissions reduction outcomes has contributed to the design of the new mandatory climate-related disclosure scheme for large companies. We continue to support industries through the planned launch and progressive population of our data services website, which will make it easier to find, access and understand our data.

The announced introduction of a Guarantee of Origin Scheme will see the agency leverage its capabilities, systems, processes and data to track and verify emissions associated with the production of hydrogen, renewable electricity, some metals and fuels made in Australia over the period to 2030. This will help decarbonise the Australian economy by encouraging sellers to reduce carbon intensity and linking the Guarantee of Origin to some government incentive programs. Increasing transparency for consumers will give sellers a comparative advantage in the Australian and international markets.

Our new unit register will host ACCUs, Guarantee of Origin Certificates, Safeguard Mechanism Credits, Biodiversity Certificates and provide registry support functions for the NVES, allowing



the government to use this critical carbon market infrastructure beyond the schemes we administer. Work to establish the Australian Carbon Exchange is ongoing with industry consultations planned to inform the final detail of the exchange model and required approvals. ACCUs will be the first units to be listed on the exchange, making it simpler and cheaper for businesses to discover prices and participate in Australia's carbon market.

Australia continues to deploy renewables at a rapid pace. The number of households preparing to electrify and taking control of their energy costs is accelerating while a substantial change in the policy landscape to support deployment of large-scale renewables was announced in 2023. By progressively implementing legislative reforms in the small-scale renewable supply chain and increasing the use of risk-based decision making, we are strengthening integrity in the scheme. We expect demand for large-scale generation certificates will accelerate and our systems and processes will also need to adapt.

As participation in our schemes and interest in carbon related markets grows, we have adopted a whole-of-system perspective that allows us to be responsive to government policies and stakeholder needs. Our internal Change Program is transforming our online services to deliver a coherent user experience that is easier and faster for those that do business with us while supporting participants to be compliant. Higher levels of transparency on the status of

applications help keep us accountable while the data and system improvements allow us to better manage risks and be more efficient.

We will continue to work closely with participants across all of our schemes to ensure they are clear on our expectations and have the right information to support compliance, transparency and integrity of the schemes we administer. We will continue our important consultation efforts with communities, experts, industry, First Nations people and governments. Maintaining a strong two-way flow of information and an appetite for continuous improvement is vital to our work. Our new website provides a modern interface for the agency that makes it easier to find information on our schemes and for participants to understand their obligations.

Due to our broader range of responsibilities, there has been rapid growth at the CER. The support of a strong team of committed professionals is essential in ensuring the CER can fulfil the vital tasks the government has asked of us. Our people remain our greatest asset and I will continue to put the highest priority on supporting our team to adapt to changes in our operating environment and providing a strong inclusive culture which celebrates our achievements.

The next four years will be an important period for the CER as Australia strives towards achieving the 2030 target of a 43% reduction in emissions from our 2005 level. I believe the CER is ready for the challenge and I look forward to these key years ahead.

Mr David Parker AM
Chair, Clean Energy Regulator
21 August 2024



Overview

The Clean Energy Regulator 2024–28 Corporate Plan covers the reporting period 2024–25 to 2027–28 and has been prepared as required under paragraph 35(1)(b) of the PGPA Act. Our performance against this plan will be reported in the Annual Performance Statement published in the CER Annual Report 2024–25.

The Corporate Plan serves as the agency's primary planning document and informs our internal business planning processes. It expresses:

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

OUR PURPOSE



**Accelerating
carbon
abatement for
Australia**

OUR OBJECTIVES



**A trusted, relevant
and expert
institution**



**Efficient and
effective
administration**

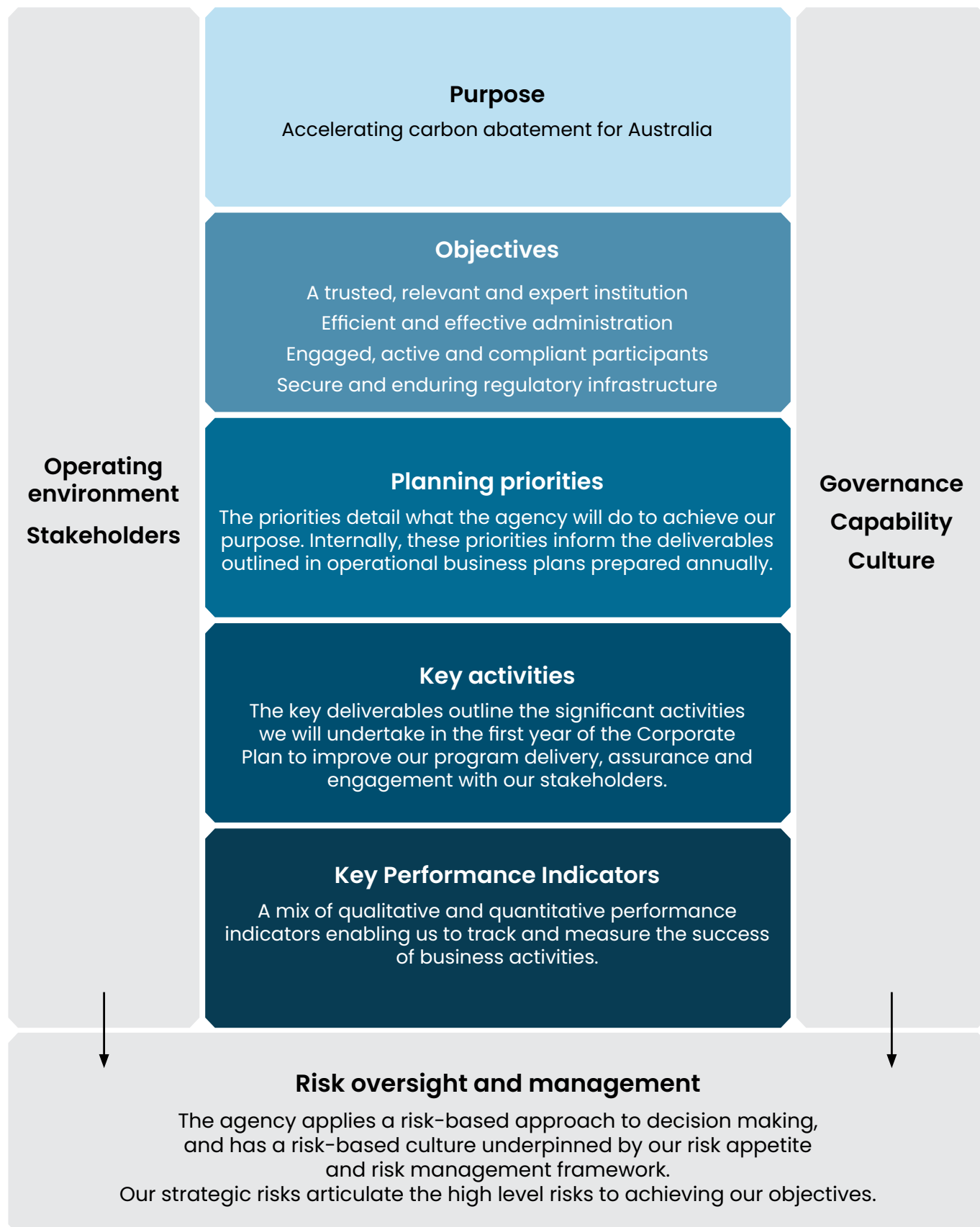


**Engaged, active
and compliant
participants**



**Secure and
enduring regulatory
infrastructure**

The elements of our Corporate Plan



Our role

The CER is a non-corporate Commonwealth entity and statutory agency established under the *Clean Energy Regulator Act 2011* (CER Act).

The Regulator (our Board) is a decision-making body which sets the direction for the agency's work. It consists of a Chair (full-time) and between 2 and 4 other Members (part-time). Members of the Regulator are appointed under the CER Act by the responsible Minister and are required to have substantial experience or knowledge in at least one of a range of fields relevant to the CER across industry, economics, energy and emissions measurement. The CER Act was recently amended, in preparation for the commencement of *Nature Repair Act 2023* activities, to include the fields of agriculture and biological or ecological science.

In addition to regulatory accountabilities, the Chair also serves as the agency head under the *Public Service Act 1999* and is the accountable authority under the PGPA Act.

The CER is responsible for the following Outcomes:

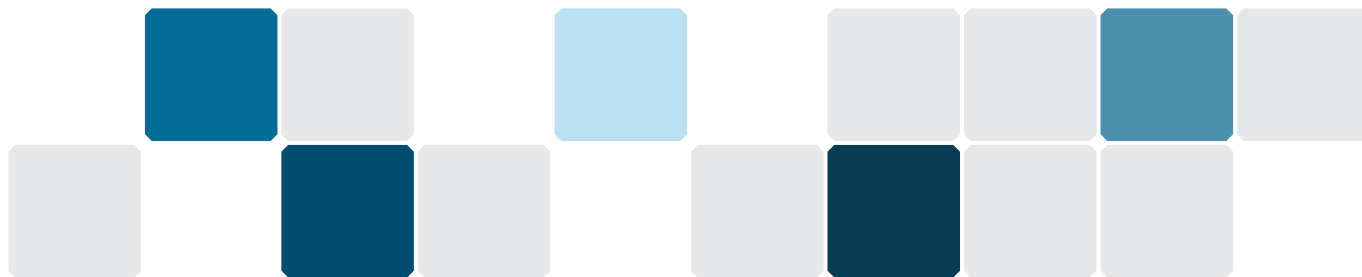
Outcome 1: Contribute to a reduction in Australia's net greenhouse gas emissions, including through the administration of market-based mechanisms that incentivise reduction in emissions and the promotion of additional renewable electricity generation.

Outcome 2: Contribute to the sustainable management of Australia's biodiversity through the administration of market-based mechanisms that incentivise the preservation and improvement of diverse ecosystems.



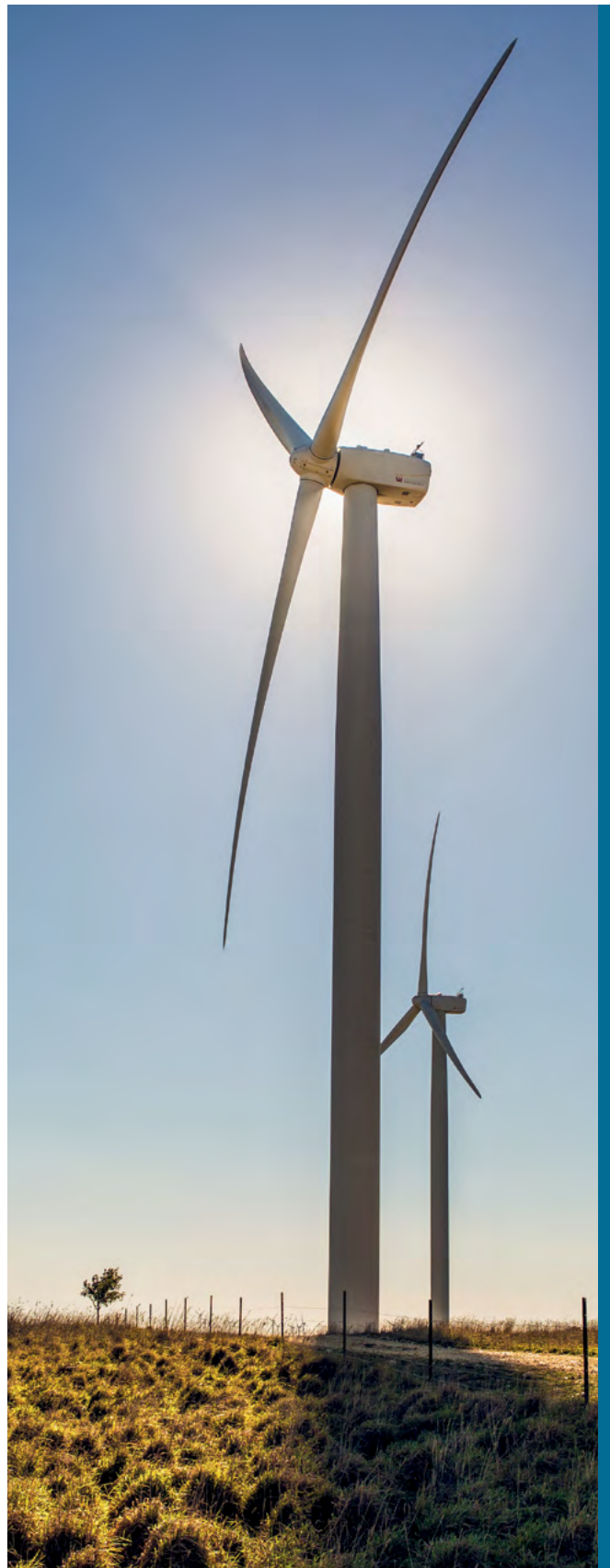
The following schemes administered by the CER work together to help reduce greenhouse gas emissions and increase the use of renewable energy to achieve the agency's purpose of "accelerating carbon abatement for Australia":

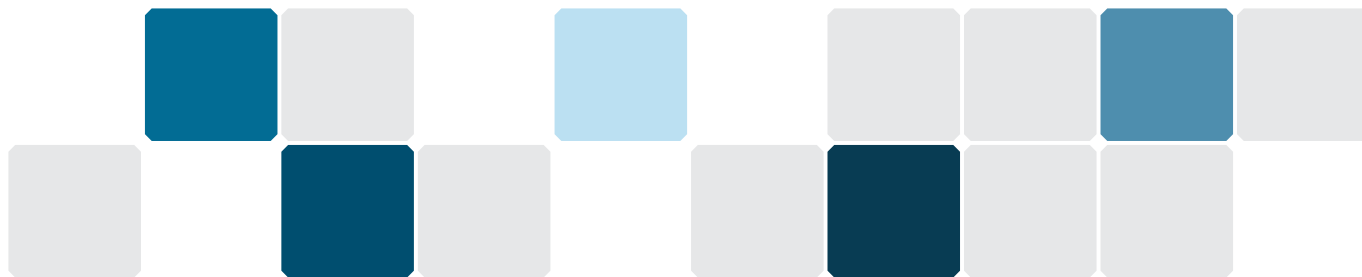
- The [Australian Carbon Credit Unit \(ACCU\) Scheme](#), established under the [Carbon Credits \(Carbon Farming Initiative\) Act 2011](#), provides incentives for a range of organisations and individuals to adopt new practices and technologies to reduce their emissions or store atmospheric carbon. Over the forward plan we are continuing to work with the Department of Climate Change, Energy, the Environment and Water to improve transparency around project and crediting activities and to support the development of new methods, as recommended by the Independent ACCU review.
- The [Safeguard Mechanism](#) together with the reporting obligations under the [National Greenhouse and Energy Reporting Act 2007](#) (NGER Act), ensures that facilities which emit more than 100,000 tonnes of carbon dioxide (CO₂) equivalent annually keep their net emissions below a baseline. Safeguard facilities operate across the mining, manufacturing, transport, oil, gas and waste sectors. The Safeguard Mechanism reforms, which commenced in 2023, apply a decline rate to facilities' baselines so that they are reduced predictably and gradually over time on a trajectory consistent with achieving Australia's emission reduction targets of 43% below 2005 levels by 2030 and net zero by 2050. Implementing these reforms, including preparing to issue a new type of carbon unit – the Safeguard Management Credit, is a priority for the agency over the coming years.
- The [National Greenhouse and Energy Reporting Scheme](#) (NGERS), established by the NGER Act, 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 threshold is 25,000 tonnes or more of carbon dioxide equivalence (CO₂-e) for a facility or 50,000 tonnes or more of CO₂-e for a corporation. This data informs government policy and programs and helps Australia meet its international reporting obligations. From 2024 these companies will start to include their energy and emissions data as part of a new mandatory climate-related disclosure scheme. We are continuing to liaise with the Treasury on how we can support implementation while maintaining simple and streamlined processes for business.

- [The Renewable Energy Target \(RET\)](#), 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 are in the final stage of implementing integrity reforms across the supply chain for small-scale renewable energy systems and expect application volumes for large-scale renewable generators to markedly increase following the government's introduction of the Capacity Investment Scheme.
- The [Australian National Registry of Emissions Units \(ANREU\)](#), established by the [Australian National Registry of Emissions Units Act 2011](#), is a secure electronic registry system that tracks the location and ownership of units issued under the Kyoto Protocol and the ACCU Scheme. In 2024 we will establish a new unit register with modern capabilities that can support the needs of an evolving and more sophisticated carbon market. Safeguard Management Credits will be the





first units to be issued in the new registry.

- The [Corporate Emissions Reduction Transparency](#) (CERT) report, a voluntary initiative for participating NGERS corporations to demonstrate the net annual emissions and energy position. In light of the new mandatory climate-related disclosure regime, we are reviewing this initiative to optimise how it can best contribute to clear reporting of progress in reducing emissions by companies.

Over the lifetime of this Corporate Plan, the CER is also responsible for implementing the following new initiatives, which actively leverage existing schemes of the agency to build vibrant voluntary markets to address climate change and improve biodiversity outcomes for Australia.

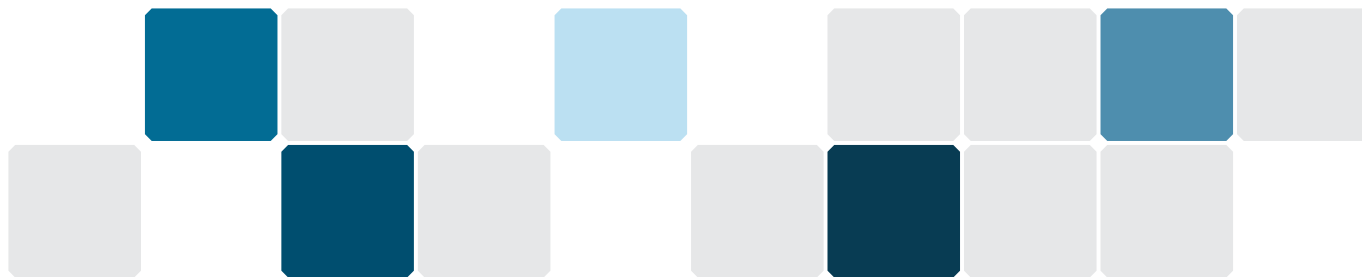
- The [Nature Repair Market](#), now known as the Nature Positive Plan, established under the [Nature Repair Act 2023](#), provides a framework to encourage investment in biodiversity and drive environmental improvements. It enables the CER to issue Australian landholders with tradable biodiversity certificates for projects that protect, manage and restore nature. We are developing the infrastructure necessary to support participation in this new scheme and anticipate that engagement will build over the term of this Corporate Plan.
- The [Guarantee of Origin](#) Scheme provides a certification framework to enable Australian businesses to sell verified low emissions products domestically and to the world. Hydrogen, ammonia, green metals and low emission aviation fuels will be the first suite of products progressively covered under the scheme, which forms part of the Future Made in Australia measure announced in the 2024-25 budget. It will also provide for an enduring certification of renewable electricity. We will build on the experience gained by running the pilot to build modular and transparent systems that can show

where and how a product was made and its carbon emissions profile.

- An [Australian Carbon Exchange](#) to accelerate the emergence of an online exchange trade market for emissions units. This may include the provision of trading, clearing and settlement services and a unit and certificate register to offer buyers and sellers greater choice, efficiency and transparency. This year we will undertake market soundings to inform final design and work with our regulatory partners to obtain any necessary approvals. Build and education activities will then commence.

The CER's strategies for delivering these outcomes and achieving its purpose are to:

- Invest in more streamlined and easier to use systems for participants.
- Support understanding and encourage active participation in our schemes.
- Invest in preparing education and guidance materials to help participants comply with scheme requirements.
- Set clear and consistent expectations.
- Use data analysis and compliance monitoring tools to make lawful, consistent and robust decisions.
- Communicate our regulatory responses and the actions we take to address non-compliance, including the use of targeted enforcements.
- Use risk-based and continuous improvement approaches to deploy agency resources to best effect.
- Maintain and enhance the skills and expertise of the CER's people and encourage innovation to benefit the CER and scheme participants.
- Build and sustain the CER's reputation and impact through sound stakeholder relationships and partnerships with other



relevant institutions and regulatory bodies.

- Use the data the CER holds to provide transparent public information and insights to support the effective operation of carbon and nature markets.
- Ensure the CER's infrastructure is reliable, resilient and flexible enough to be reused in response to policy or operational change. Protect the integrity and utility of the core elements of the CER's schemes, including greenhouse and energy data, contracts, units and certificates.

Our internal Change Program provides the governance to prioritise investment in new online and data management systems, manage delivery and ensure that we are building pathways and resilient business infrastructure that can support innovation by industry and the carbon abatement ecosystem. We work closely with the Digital Transformation Agency to ensure they have visibility of our progress and the benefits we are achieving.

The new Unit and Certificate Register is being designed in a way that makes it adaptable and able to accommodate any future units or certificate types. In addition to being able to hold units and certificates that the agency is responsible for administering, the agency

is looking to leverage its market, registry and data services support to other government agencies. The agency is currently working with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA), the department responsible for administering the government's newly established New Vehicle Efficiency Standard (NVES) for light vehicles. By 1 January 2026, the NVES will need a reliable and secure credit trading platform. The agency is looking to assist DITRDCA by leveraging our existing provider, currently facilitating the CER's new Unit and Certificate Register, to build and maintain an additional, dedicated register for the NVES.

Other potential new areas of work include a proposed renewable energy developer rating scheme. The scheme would aim to provide transparent, periodic ratings of developer engagement, performance and capability. It would be designed in such a way to motivate ongoing continuous improvement by the developers.

With our renewed IT and business infrastructure, we will be able to explore further opportunities for streamlining our processes, easing the regulatory burden on our participants and engaging with contemporary digital systems to achieve improved regulatory outcomes.



Our operating environment

Dynamic, global environment

The CER operates in a dynamic environment that spans all sectors of the economy, levels of government and a wide range of stakeholders.

To achieve our purpose we scan the horizon, domestically and internationally, to identify trends and signals that may have implications for our schemes. Areas of focus include developments in Australia's energy and carbon markets such as: the emergence of nature repair markets alongside carbon markets; corporate and government initiatives to reduce and offset emissions; the development of new low emissions products and supply chains such as hydrogen, ammonia and metals; adoption of new technologies and emerging international and domestic transparency initiatives such as mandatory climate-related disclosures and standards.

Engagement with scheme participants, partners and stakeholders

We are committed to working with industry, government departments and other stakeholders as Australia transitions to a net zero economy.

We work with our scheme participants to help them understand our schemes, participate, and comply with their obligations. We are investing in our systems and process to make it easier and quicker to participate, to leverage data to improve risk management and find efficiencies. We understand that there is growing interest in the performance of our schemes and claims

made by participants and are increasingly making more data and information publicly available.

Recent feedback shows our stakeholders think the CER continues to do a good job (75%) and are overall satisfied with how we perform our functions as a regulator (74%). These results remain consistent with 2022–23 results, as well as the historical average. The CER will continue to monitor views from stakeholders across all of our schemes as well as other interested parties. We'll use this feedback as part of our ongoing work to continuously improve our consultation, engagement and support across both our existing schemes and new areas of work.

Carbon markets

Efficient and effective carbon markets play an integral part in the success of our schemes. Carbon markets for ACCUs and renewable energy certificates enable emission reduction to be valued and drive investment into clean energy technology and emissions reduction actions. We continue to provide education and information to carbon markets to enable informed and active market participants.

We monitor domestic carbon market developments and regularly publish information through our [Quarterly Carbon Market Reports \(QCMR\)](#).

We are developing a modern Unit and Certificate Register that will be user-friendly with the potential to connect with other trusted digital carbon trading platforms and exchanges while still retaining the necessary security features. The agency is also developing a carbon exchange to improve market depth and liquidity while also

Clean Energy Regulator

Participants

Organisations and individuals who participate in our schemes, and their professional advisors

Stakeholders

Ministers, other Commonwealth departments and agencies, expert service providers, industry representatives, investors, Australian public

Partners

Department of Climate Change, Energy, the Environment, and Water, co-regulatory arrangements, state and territory regulators, law enforcement, scheme auditors and inspectors



improving price discovery, volume transparency, and reducing the overall cost of transactions.

We also continue to support voluntary use of carbon units, improving the tracking and use of these certificates and supporting corporations moving to new mandatory disclosure requirements. Demand for units from Safeguard entities to meet new compliance obligations will see the carbon market increasingly driven by private sector demand. The CER will continue to update the market with relevant information in an open, transparent and timely manner.

Technological development

The CER continues to focus on co-designing fit for purpose technology solutions with industry to drive carbon abatement. The agency is running a change program to modernise our platforms, services and tools. We are creating an integrated ecosystem that will enable us to ingest and manage higher volumes of diverse data, progressively assure compliance on a risk basis and be ready to support other government agencies as they implement initiatives that contribute to Australia's net zero emissions goal. Through contemporary agile delivery practices, user testing and industry engagement, we are committed to delivering innovative solutions to support evolving carbon markets.

The agency has made extensive use of cloud hosting arrangements with the vast majority of systems already operating in the cloud. Our cloud management capabilities and practices underpin our secure, accessible, and adaptable foundation for digital services.

International developments

We are committed to working with international organisations to enable the sharing of data and knowledge, support the trading of international carbon units and facilitate the development of new international low emissions product supply chains backed by high integrity certification.

As part of our international commitments, the agency continues to provide regular briefings to international government representatives on the schemes we run and Australia's carbon market,

to support climate reporting and carbon markets internationally.

We monitor international carbon market developments to better understand the implications for Australia's domestic carbon markets and to support Australia in meeting its international obligations under the Kyoto and Paris agreements.

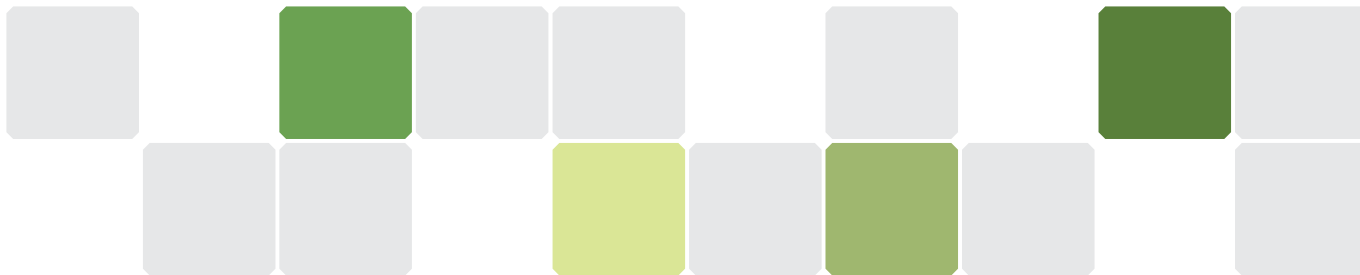
In conjunction with the Department of Climate Change, Energy, the Environment and Water, our staff participate in the annual United Nations Framework Convention on Climate Change (UNFCCC) greenhouse gas inventory review process, providing expertise to help ensure that national inventory information submitted by parties under the UNFCCC is consistent, transparent and complete.

Collectors and custodians of data

The CER is the custodian of Australia's key emissions, energy and abatement data. We provide regular insights and data that inform government policy, programs and activities and help meet Australia's international reporting obligations. Recent government reforms will enable us to publish more detailed data about our schemes.

Quality data is essential for the integrity of our schemes and in supporting a vibrant carbon market while underpinning the reputation of the agency as a trusted, relevant and expert institution. We are upgrading our systems to automatically validate key scheme data. These steps will improve scheme integrity and make it easier for scheme participants to gain benefits more quickly.

We have released a beta version of our data services website where stakeholders and the public can find, access, use and understand our data. We will progressively populate this site over the term of the Corporate Plan and seek feedback from users. The new platform will provide searchable, flexible, and dynamic



access to the data collected and stored by the CER and allow for faster automated information exchanges with data consumers. This work aligns with the Australian Government's national data strategy and is guided by the provisions within our legislation that govern how we use, share and manage our data safely and securely.

Appetite for data is increasing and we understand that our data can help unlock new business opportunities, understand progress in reducing emissions and evidence environmental claims. We acknowledge that high levels of transparency and accountability are crucial if Australia is to be competitive in a decarbonising world. We welcome recent government commits to increase transparency following the [Independent Review](#) of the ACCU Scheme. We have published carbon areas for our registered ACCU Scheme projects and expect to release further details as new rules are made.

Data is critical to everything we do. We are pursuing opportunities for improving the way we use our data, including re-use to reduce regulatory burden, improved integration to enable sophisticated analytics and insights, and cataloguing to aid accurate interpretations. Internally, we will continue to foster a data-led culture to encourage all employees to extend their data capabilities. By focussing on data as part of our workforce planning, we hope to attract, grow and retain a skilled workforce that can confidently use data in decision making, to drive operational efficiencies and to detect and predict trends and potential non-compliance. Work is also underway as part of the data strategy to invest in data infrastructure and tools and uplift data governance and practices to ultimately deliver more timely, reliable and repeatable data services to our people, participants and the public.



Our approach



We invest in capabilities that enable our agency to be agile and adapt to scheme or policy changes. This allows us to develop our people, processes, and system capabilities in line with our strategic direction. Our administration needs to be robust and fair to underpin market confidence and participation.

We aim to be a practical, grounded, quick and commercially savvy regulator. We hold a wealth of data and information which is useful for enabling vibrant carbon markets to function well and valuable for informing policy development. Our data must be accessible, useful and accepted as a source of truth.

Maintaining a capable, agile and high performing workforce is critical to our success. Also important is the open and collaborative relationships we have with the department, state and territory government bodies, industry and other stakeholders.

Culture

Our culture and values shape the way we interact and engage with each other within the CER. They guide how we create a positive and supportive working environment, how we work with our participants and stakeholders to build and maintain trusted relationships, and our approach in responding to challenges and opportunities in our environment. Every team member contributes to the values, principles and behaviours that are elements of our culture.

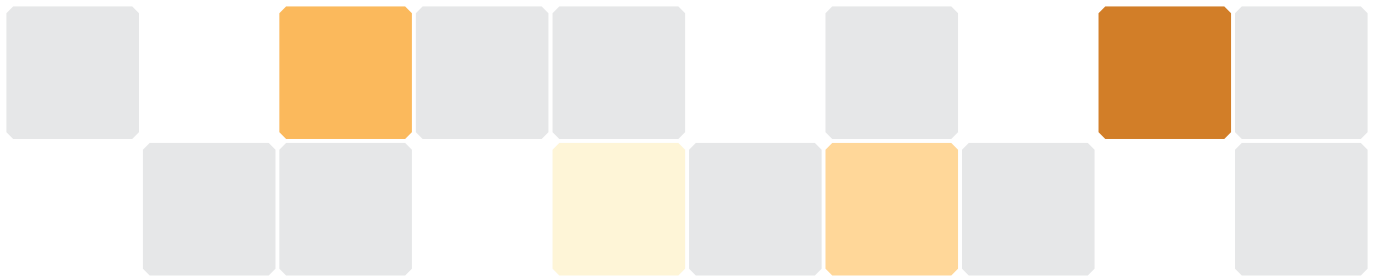
We have distilled these into four cultural anchors that represent the ideals we strive for and form the way we work together. The four cultural anchors, internal to the agency are:

- 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 upon opportunities to improve and future-proof the agency. Investments in our people ensure we have the right mix of capabilities and aptitudes to meet current and future requirements. Our workforce planning recognises the opportunities technology improvements can provide to upskill our workforce and use our people for the more complex tasks.

Our People Capability Framework provides a common and accessible language about



agency capability that allows us to target learning and development training for maximum benefit and informs job and organisational design. The CER will use data about our people’s capability to inform workforce management and planning decisions as the framework matures.

In 2023–24, the CER achieved the conversion of all outsourced labour in the Compliance and Regulation Job Family. Significant progress was also made across the agency with outsourced labour reducing from 29% of total headcount in July 2023 to 18% of headcount in June 2024.

In 2024–25, the CER will continue to look for opportunities to reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024–25 focus on reduced outsourcing of ICT and Digital Solutions and Data and Research work, with an expected reduction of \$1.1million in 2024–25 in outsourcing expenditure.

Our performance

The CER is committed to being transparent and accountable for the regulatory functions that we undertake on behalf of the government and adhering to the Regulator Performance Guidelines (RMG128):

1. Continuous improvement and building trust: regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia’s regulatory settings.
2. Risk based and data driven: regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.
3. Collaboration and engagement: regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

The agency’s performance in achieving our purpose and meeting these guidelines is measured through the agency’s Key Performance Indicator (KPI) Framework. The framework provides a structure for monitoring, assessing and reporting on our performance.

The KPI Framework has been developed to represent external outcomes and includes quantitative and qualitative performance indicators which measure and report on the CER’s performance against its purpose, objectives and planning priorities. This provides a clear line of sight between the agency’s planning and reporting frameworks. Targets have been set for those performance indicators that use quantitative data as a measure of performance.

The KPI Framework is reviewed and updated with each planning cycle to ensure that our performance indicators best capture agency performance based on refinements to our reporting maturity and changes in the agency’s operational environment. In line with the performance reporting requirements under the *Public Governance, Performance and Accountability Rule 2014*, our performance information also outlines the mix of different types of performance indicators to provide a more complete view of our performance, as shown in the graph below.

Results against the performance indicators are reported in the CER Annual Performance Statement, which is included in the CER Annual Report.

Types of performance measures for 2024–28

Qualitative (5)	Output (2)
	Efficiency (4)
Quantitative (10)	Effectiveness (9)

Objectives, priorities and initiatives

The following objectives, priorities and key activities provide a comprehensive summary of the work we do to support vibrant carbon markets, accelerate carbon abatement and support nature repair for Australia. The planning priorities and key deliverables are mutually reinforcing and could be applied across multiple objectives. They outline how we will improve our program delivery and engage with our stakeholders. Key deliverables and their associated KPIs are placed under the objective they are key drivers in achieving, noting some KPIs may be relevant to more than one objective.

Objective: A trusted, relevant and expert institution



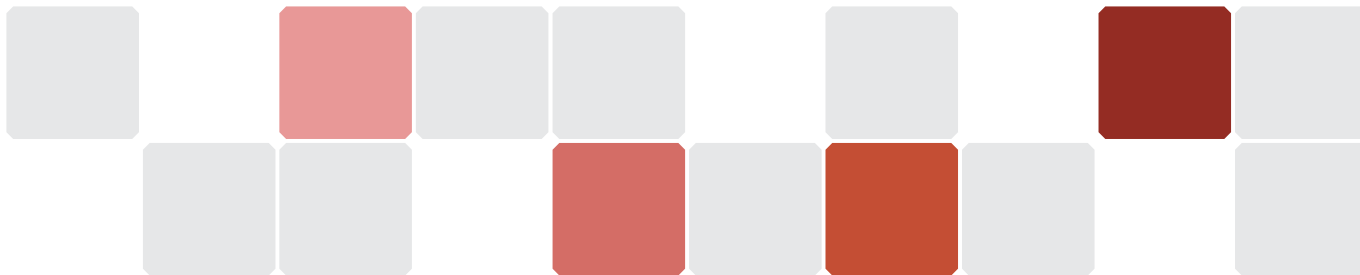
The Clean Energy Regulator publishes relevant, accurate and timely data and other information to promote and enhance a well-functioning, vibrant and liquid carbon market and to inform future policy development. In doing so, our agency relies on and supports productive and collaborative relationships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

Planning priority 1: Maintaining high integrity in our administered schemes and associated markets. Identifying and effectively mitigating emerging risks associated with administering our schemes and facilitating the markets we regulate.

Key Deliverables:

- Successful implementation of reforms to the Safeguard Mechanism.
- Market sounding on a carbon exchange model.



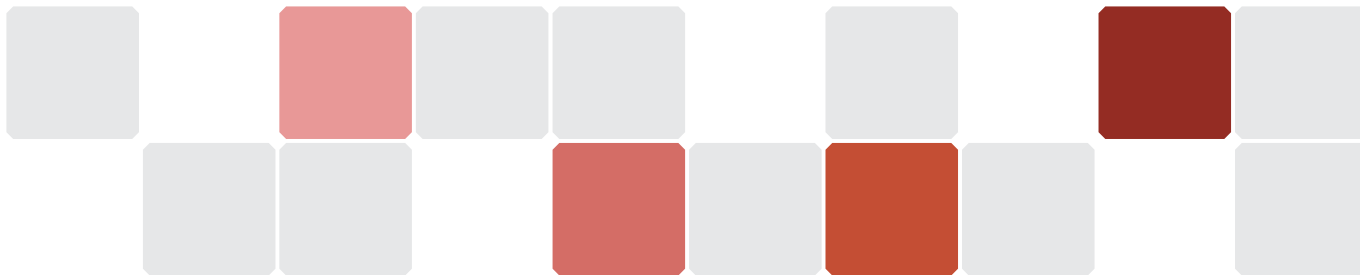


Key Performance Indicators

Key Performance Indicators (KPIs)	Target (2024 – 25)
No significant breaches of government, administrative, legal and policy requirements. ^{*(2)}	0 breaches
Methodology: Assessed through instances/cases of non-compliance recorded as part of annual compliance statements and any findings from internal and external audits on agency operations and compliance.	
Improvements to the way we use and share data. ^{*(1)(2)}	Qualitative analysis
Methodology: CER must build on data quality and accessibility to promote and enhance a well-functioning, vibrant and liquid carbon market. Our performance against this KPI would be demonstrated through a case study where appropriate.	
Level of satisfaction with the quality and timeliness of market information. ^{* (1)(3)}	Qualitative analysis
Methodology: Results from the agency’s annual participant survey indicating satisfaction with the range of market information delivered by the agency. The result is derived from a set of questions in the survey related to CER’s market information.	

^{*}Effectiveness KPI [^]Efficiency KPI [~]Output KPI
 Regulator Performance Principles (1) RPP1 (2) RPP2 (3) RPP3





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.

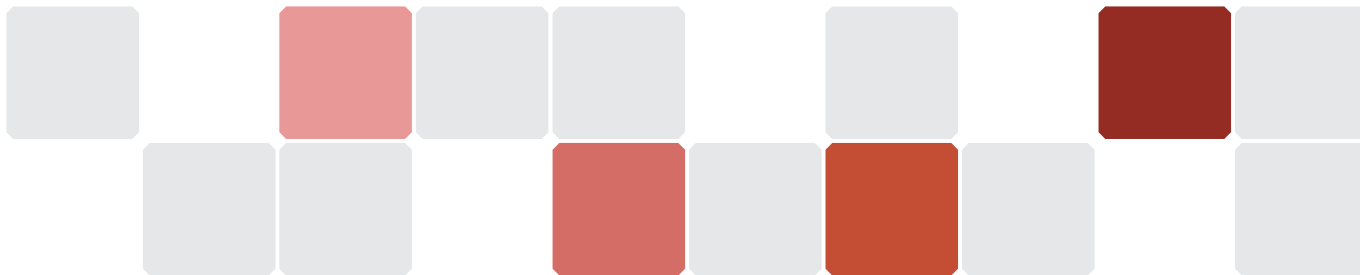
Planning priority 2: Implementing best practice to deliver the programs we administer, using regulatory principles and data-driven, proportionate risk-based compliance approaches.

Key Deliverables:

- Release a new Unit and Certificate Register.
- Stand up the Guarantee of Origin Scheme (if legislated).
- Release a new Emissions and Energy Reporting System for NGER reporters.
- Stand up the Nature Repair Market.
- Launch and progressively populate a new data platform that enables dynamic access to CER datasets.

Key Performance Indicators

Key Performance Indicators (KPIs)	Target (2024 – 25)
Proportion of applications processed within statutory or agreed timeframes (excluding Nature Repair). ^{^ (3)}	99.5 per cent
Methodology: Across schemes – the number of applications processed within statutory or agreed timeframes against the total number of applications processed. Where statutory timeframes do not exist, we apply internal processing timeframes. Where there are application queries – the clock stops on the statutory or agreed processing timeframes.	
Proportion of Nature Repair applications processed within agreed timeframes. ^{^ (3)}	≥ 90 per cent ⁽¹⁾
Methodology: The number of applications processed (applications include approved, refused, incomplete and withdrawn) within statutory timeframes against the total number of applications processed recorded in the Reporting Tool.	
Proportion of investigations completed within timeframes. ^{^ (3)}	80 per cent
Methodology: The number of investigations completed within the required timeframes against the total number of investigations completed. We aim to complete complex investigations within 365 days and routine investigations within 180 days.	



Key Performance Indicators (KPIs)	Target (2024 – 25)
Level of carbon abatement delivered by CER administered voluntary schemes (ACCU Scheme and RET). ~ (2)	Estimated 71.2 million tonnes of CO2-e ²
Methodology: Estimated abatement from CER schemes for 2024/25 based on number of ACCUs issued, LGCs validated for the period (converted to t CO2-e) at NEM+SWIS emissions intensity and generation from SRES (converted to t CO2-e) at NEM+SWIS emissions intensity.	
Net covered emissions from the operation of each designated large facility does not exceed its Safeguard Mechanism baseline for the latest reporting year (2023-24). ~ (2)	100 per cent ⁽³⁾
Methodology: Number of Safeguard facilities with a net emissions number for the 2023-24 financial year, at or below their determined baseline figure as at 1 April 2025.	

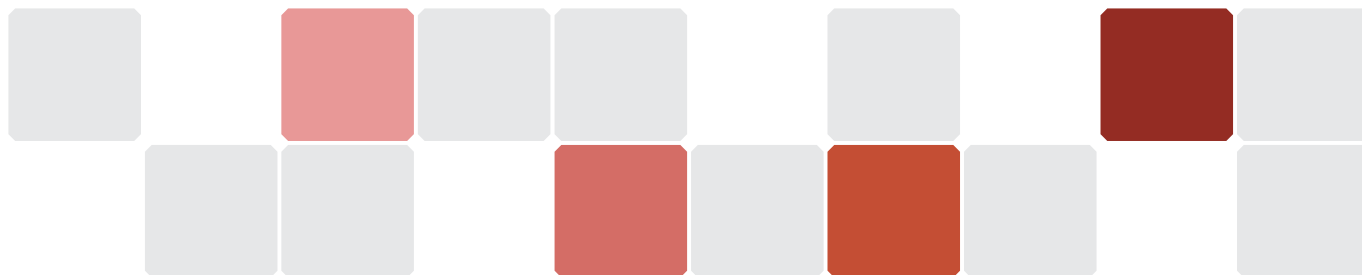
(1) As a new scheme, there is significant uncertainty over volume of applications which may affect this measure.

(2) The target is an estimate that could be affected by a range of economic and environmental factors outside the administrative remit of the agency.

(3) This target relates to reporting for the 2023/24 financial year, which completes in April 2025. While the CER cannot guarantee 100% compliance, this target sets our clear expectation. Failure to comply may result in financial penalties significantly higher than the cost of compliance.

*Effectiveness KPI ^Efficiency KPI ~Output KPI
 Regulator Performance Principles (1) RPP1 (2) RPP2 (3) RPP3





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.

Planning priority 3: Working with scheme participants, service providers, communities, institutions and organisations to raise awareness and understanding of scheme requirements and leverage experience, insights, and opportunities to enable productive engagement and innovation.

As we build new functions in the agency and meet new legislative requirements, we will share insights, and tailor engagement to optimise government administration and outcomes, and reduce regulatory burden for our new and existing participants.

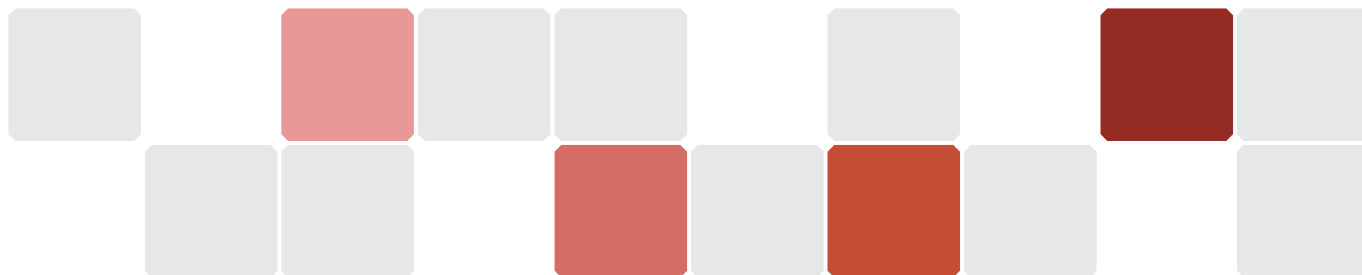
Key Deliverables:

- Manage non-compliance, and influence participant behaviour by communicating the regulatory responses and actions we take to address non-compliance, including the use of targeted enforcements to act as a deterrent.
- Delivery of audit program for Human-Induced Regeneration project gateway checks.

Key Performance Indicators

Key Performance Indicators (KPIs)	Target (2024 – 25)
Compliance levels by regulated and liable entities. ^{^ (2)}	≥ 95 per cent
Methodology: Across relevant schemes, the total number of reports submitted within the required reporting timeframe against the total number of reports required to be submitted. Additional analysis is provided in relation to required compliance with safeguard baselines and the RET certificate surrender.	
Level of participant satisfaction with engagement and guidance provided. ^{* (1)(3)}	Score > 80 per cent
Methodology: Results from the annual participant survey indicating satisfaction with engagement and guidance activities delivered by the agency. The result is derived from a specific survey question.	
Practical and timely guidance and outreach activities with our participants. ^{* (1)(3)}	Qualitative analysis
Methodology: Provision of targeted and timely guidance and outreach activities enables our participants to successfully engage with us to participate in the schemes we administer. Our performance against this KPI would be demonstrated through a case study where appropriate.	

*Effectiveness KPI ^Efficiency KPI ~Output KPI – Regulator Performance Principles (1) RPP1 (2) RPP2 (3) RPP3



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.

Planning priority 4: Strengthening the capability in people, processes and infrastructure across scheme regulation, compliance, enforcement and market facilitation.

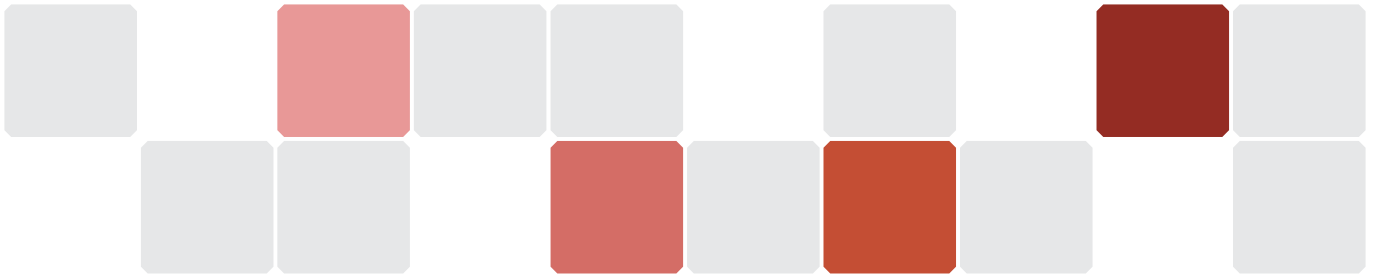
Continuously assessing capabilities to meet current and emerging operational requirements and tailoring workforce and infrastructure planning accordingly.

Key Deliverables:

- Implementation of selected SRES product listing body.
- Support the design and implementation of the developer rating scheme.
- Finalise delivery of the CER's e-carbon platform base functionality.

Key Performance Indicators

Key Performance Indicators (KPIs)	Target (2024 – 25)
Level of participant satisfaction with agency processes and systems. * ⁽¹⁾⁽³⁾	Score >80 per cent
Methodology: Results from the agency's annual participant survey indicating satisfaction with agency processes and systems. The result is derived from a set of questions in the survey related to agency processes and systems.	
Systems are available and secure as required by scheme participants, government standards and legislated need. * ⁽¹⁾⁽²⁾	99.5 per cent availability and zero significant security breaches
Methodology: Availability of online systems at the application level, excluding planned outages and no significant security breaches as assessed against the ACSC standards.	
Flexibility and adaptability in our staff to meet current and future requirements. * ⁽¹⁾	Qualitative analysis
Methodology: We continue to invest in our people and develop our workforce to ensure we have the right mix of capabilities and aptitudes to meet current and future requirements. Our performance against this KPI would be demonstrated through the use of a case study where appropriate.	



Key Performance Indicators (KPIs)	Target (2024 – 25)
Market, registry and data support services were delivered on time and met stakeholder expectations. * (1)(2)	Qualitative analysis
Methodology: Evidence of the progressive implementation of a new carbon unit/certificate register with improved user functionality and interoperability with other digital trading platforms/exchange. New Data Services functionality progressively delivered with increasing levels of data available through the new service making it simpler for our data to be consumed and analysed by users.	

*Effectiveness KPI ^Efficiency KPI ~Output KPI
 Regulator Performance Principles (1) RPP1 (2) RPP2 (3) RPP3



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 known events, issues or incidents that may affect achieving the CER's objectives.

The agency takes a risk-based approach to decision making, underpinned by our risk appetite and tolerance, and risk management framework. The framework outlines our system of risk management and oversight and is aligned to the Commonwealth Risk Management Policy and the ISO 31000: 2018 Risk Management Guidelines. The agency operates in a complex environment and recognises that risk and uncertainty is inherent in all that we do. The agency's risk appetite and tolerance articulates an appropriate and balanced view of its strategic risk environment related to the achievement of the CER's objectives. The Board regularly considers this position as it recognises the need to be willing and able to adapt the risk appetite if required, noting that global events are complex, and conditions can change rapidly.

The agency is continuing to mature its risk management capability and approach, embedding risk principles into organisational culture. A key element of this approach is increasing the risk capability at all levels of the

organisation. To achieve this, it is educating and empowering staff to provide them with the knowledge, judgement and confidence to make more informed risk-based decisions. Our current strategic risks articulate the high-level risks to achieving our objectives and are identified as:

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

Effective management of the agency's risk is underpinned by controls that support:

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

We have embarked on a program to test the effectiveness of key risk controls and expect to embed this process into the operations of the agency. This complements the work of our internal audits which provide an additional level of independent and objective assurance that the controls designed to manage the agency's risk are working as intended.



Governance

Our governance framework ensures we act strategically, and with integrity, to effectively administer the schemes and resources for which we are accountable.

The framework is an essential part of our compliance with the PGPA Act and assists our Chair in their role as the accountable authority under this Act. It is designed to provide a better practice model for the agency to achieve optimal transparency and accountability, strong leadership and decision making, and an effective, collaborative culture.

The governance arrangements described within it include leadership roles and responsibilities, our corporate and governance committee structure,

business planning, assurance processes and risk management, and it is supported in the agency through mechanisms such as delegations, policies and standard operating procedures. Internal management assurance in relation to governance and decision-making controls is supplemented through independent advice provided by the agency's Audit Committee. The internal audit program is guided by our strategic risks, scheme activities and corporate operations.

The CER will continue to review its governance framework and arrangements to maintain currency, reflecting the government's policies and priorities.



A decorative graphic consisting of two rows of colored squares. The top row has four squares: light gray, teal, light gray, and light gray. The bottom row has five squares: light gray, teal, light gray, light gray, and light gray. The teal squares are the primary color, while the others are light gray.

Our compliance priorities

The CER is committed to continuing its risk-based, intelligence-led approach to compliance; incorporating improved data analytics and intelligence insights to ensure a deeper understanding of the schemes, its participants, and the markets in which each scheme operates. Responsibility for complying with scheme obligations always rests with the participants concerned.

Our approach includes helping scheme participants understand how to comply, educating those who want to do the right thing, and a commitment to deter, detect and respond to non-compliance and misconduct to ensure ongoing scheme integrity. Where appropriate, formal compliance action may be taken in the form of the acceptance of enforceable undertakings, the suspension of participants from schemes, initiating civil proceedings, or supporting the prosecution of persons by the Commonwealth Director of Public Prosecutions. In taking these compliance actions, we take a proportionate, risk-based response in order to protect the public interest.

Compliance priorities support the agency's wider objectives, priorities, and initiatives. An adaptive approach is reflected in our published annual compliance and enforcement priorities, which identify specific areas of focus for compliance and enforcement and are refined each year in response to shifts in industry practice and government policy settings. The priorities complement the data driven and risk-based approach to managing compliance in each scheme. The agency will use its full suite of compliance and enforcement powers to protect the integrity, and improve outcomes, of the schemes as reflected in our compliance policy for education, monitoring and enforcement activities.

In addition to the annual priorities, the agency is preparing to support emerging schemes such

as the reforms to the Safeguard Mechanism, Guarantee of Origin and the Nature Repair Market. The agency also continues to respond to enduring forms of non-compliance including:

- false or misleading information being provided to the agency in relation to;
 - ♦ claims for ACCUs,
 - ♦ the creation of renewable energy certificates.
- inaccurate, incomplete, or late reports;
 - ♦ by NGER reporters who have a history of non-compliance, particularly where data underpins safeguard obligations,
 - ♦ by ACCU Scheme project proponents in claims for ACCUs,
 - ♦ by RET liable entities who fail to meet their obligations to surrender renewable energy certificates or pay shortfall charges on time.

In addition, we will focus on other strategic compliance priorities, such as:

- ensuring only fit and proper persons are allowed to participate in our schemes and taking actions to remove participants who are not fit and proper,
- building relationships with other state, territory, and Commonwealth regulators to promote the sharing of information,
- targeted use of scheme audits, ensuring that the agency obtains scheme assurance without over-burdening participants,
- ensuring the integrity of carbon abatement initiatives, with a particular focus on human induced regeneration, and
- informing participants, and the public in general, of the agency's compliance action, priorities and expectations through the publication of regular compliance updates.



Feedback

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

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

