



Australian Government



Net Zero
Economy
Authority



Corporate Plan 2024–25

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Acknowledgement of Country

The Net Zero Economy Authority acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters, skies and community. We pay our respects to their Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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Statement of preparation

The Board, as the accountable authority of the Net Zero Economy Authority, presents the Corporate Plan 2024–25. This plan covers the 4-year period from 2024–25 to 2027–28 and has been prepared as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. We have consulted the Minister regarding this Corporate Plan as required under paragraph 73 of the *Net Zero Economy Authority Act 2024*.

A handwritten signature in blue ink, appearing to read 'Iain Ross'.

Dr Iain Ross AO
Chair, Net Zero Economy Authority



Part 1: **Our purpose**

Our vision

A better future for industrial regions, communities and workers in the net zero economy.

Our missions

To deliver on our vision, we have defined three core missions that guide our efforts:

- ◆ Help workers in coal and gas facilities affected by the transition to prepare for, and find, new well paid, safe and secure jobs.
- ◆ Support communities significantly affected by the transition to net zero to prosper, including through economic development and investment.
- ◆ Be a trusted and influential voice to build understanding of, and shape policy on, the net zero economic transition, particularly in the regions.

Our purpose, role and functions

The Net Zero Economy Authority (the Authority) is a non-corporate Commonwealth entity, established by the [Net Zero Economy Authority Act 2024](#) (the NZEA Act). The Act sets out our objectives which are to:

- ◆ promote orderly and positive economic transformation
- ◆ facilitate the achievement of Australia's greenhouse gas emissions reduction targets
- ◆ ensure regions, communities and workers are supported to manage the impacts, and share in the benefits, of Australia's transition to a net zero emissions economy.

The Authority commenced on 11 December 2024 with the following functions:

- ◆ support workers in emissions-intensive industries affected by Australia's net zero transition to access new employment or other opportunities or to acquire skills to improve their job prospects
- ◆ promote coordination and consistency in the design and implementation of net zero transition-related policies, programs and plans
- ◆ facilitate public and private sector participation and investment in the net zero transformation
- ◆ support First Nations people to participate in, and benefit from, the transition to net zero, and
- ◆ deliver educational and promotional initiatives to promote an understanding of, and encourage participation in, Australia's transition to a net zero emissions economy.

Our values

We uphold the Australian Public Service (APS) Values of being impartial, committed to service, accountable, respectful and ethical. We foster a culture of safety, inclusion and respect where wellbeing is prioritised.

Our key activities

Our key activities to date in 2024–25 have focused on establishing the Authority and the fundamental enabling frameworks, policies and procedures that position us to deliver on our three core missions. At the same time, we are building capability out to 2027–28 to meet longer term objectives.

Key Activity 1: Establish the Net Zero Economy Authority	We will establish the Net Zero Economy Authority, including operationalising the Board and governance frameworks.
Key Activity 2: Help Workers	We set and drive baseline standards for worker transition in coal and gas facilities using our legislative powers, ensuring fair and structured pathways to new employment. We work with employers to fill critical gaps in worker support, align efforts across governments, employers and unions, and provide redeployment services for affected workers.
Key Activity 3: Support Communities	<p>We partner with communities, including industry and investors and other economic actors in priority regions to support transition in a way that reflects local priorities, rights and interests of First Nations’ people, and ensures regions shape their own economic future. We act as a trusted convenor across all levels of government advocating for funding pathways and assist the flow of investment into new industries, infrastructure and training, to enable long term economic transformation as Australia works towards meeting its greenhouse gas emissions reduction targets.</p> <p>Where tasked by Government, we also provide advice on a small number of nationally significant projects across Australia that are high impact in terms of the transformation of the economy.</p>
Key Activity 4: Be a trusted and influential voice	We provide independent, regionally grounded, data-driven analysis to inform decision making. We build understanding, shape policy, enliven positive stories of change and ensure that the experience of workers and communities drives an inclusive and successful transition.



Part 2:

Our operating context

Our operating environment

We operate in a complex landscape where multiple entities, at all levels of government and with many from non-government sectors, are engaged in the economic and social aspects of the transition to a net zero emissions economy.

Our role is not to duplicate the work of others, but to **drive regional transformation and provide strategic leadership where we are best placed to do so**. We work in three core ways:

1. **Where we have direct levers, we act decisively** – setting standards, supporting best practice and delivering targeted programs.
2. **In priority regions, we partner with communities** – to develop and support implementation of transition strategies that reflect local priorities, ensuring regions shape their own economic future.
3. **Where we have influence, we shape the conversation** – aligning policy and stakeholders, providing insights, and ensuring efforts are responsive to community needs.

Regions

In line with the NZEA Act, in delivering our functions we are prioritising regions, workers and communities most affected by Australia's transition. We will also support First Nations communities to participate in, and benefit from, Australia's transition to a net zero emissions economy.

We are currently working in the following regions:

Collie: Collie is home to Western Australia's three coal-fired power stations, and Western Australia's only two coal mines. The Western Australian Government is phasing out its coal-fired power stations by 2029, requiring the region to transition to a more diversified and sustainable economy.

Central Queensland: Central Queensland has a significant industrial base underpinned by mining and manufacturing. Over the coming decades, the region will increase the uptake of renewable energy and decarbonise major industries.

Hunter: The Hunter region is Australia's largest regional economy and a key industrial hub. The region has a port that supports import and export markets. The Hunter is recognised for its renewable energy generation and hydrogen production potential.

Latrobe: The Latrobe Valley and broader Gippsland region has been home to Victoria's coal mining and power generation industry for over 100 years. With closures of power stations imminent, new opportunities to support the region are emerging.

We are also working on nationally significant projects in the Pilbara and Upper Spencer Gulf that would support the development of net zero industries, supporting the transformation of these regional economies.

Our regulatory responsibilities

The *NZEA Act 2024* established the framework for the Energy Industry Jobs Plan (EIJP), granting regulatory and compliance powers to the Authority. The EIJP provides support directly to workers to prepare for and transition into a new job when eligible coal-fired or gas-fired power stations close. This support can extend to employees in businesses working directly with the power station, where their operations will be substantially impacted by the closure.

NZEA assesses whether an EIJP is needed for an upcoming power station closure by consulting with key stakeholders and understanding what supports already exist.

If an EIJP is needed for a particular closure, the Chief Executive Officer (CEO) of the NZEA will apply to the Fair Work Commission for a determination. A determination will formally establish the EIJP and require employers to provide certain supports to their workers. Where reasonable, employers will be required to provide support, such as training and advice, to their employees to help them transition into new opportunities.

In addition to our regulatory functions, NZEA will implement redeployment programs to support workers covered by an EIJP, including encouraging local employers to participate, administering incentive programs to support participation, maintaining an online jobs board and managing local jobs and skills co-ordinators to link workers with potential employment opportunities.

Our organisational capability

We are committed to building capability to continually improve the Authority. We endeavour to provide the best support for our people to ensure that we have the required capabilities and knowledge to meet current and future business requirements.

Our people

The Board and CEO were appointed by Government in December 2024.

Attracting people with the right mix of skills and experience at the right time is essential to our success. As part of our broader workforce strategy, our short-term goals include securing outstanding talent for pivotal roles.

Building organisational capability is supported by our mission, values, and goals, which form a key part of our employee proposition.

In 2024–25, while we establish ourselves as an Authority, we endeavour to keep core work in-house in line with the APS Strategic Commissioning Framework. We expect our targets will be available and reported against in 2025–26.

We are committed to making the Authority a great place to work, and an organisation that supports its staff and aligns employee capability and organisational need.

Our ICT capability

We currently consume ICT services and support from the Department of the Prime Minister and Cabinet (PM&C) under a Shared Services arrangement.

We are establishing our own ICT environment and services as part of a Machinery of Government change. A transition team has been progressing the establishment, implementation and ongoing support services to enable us to be operating a cloud-based environment from July 2025.

Our integrated communications tools will leverage the Microsoft suite of collaboration and communications capabilities. We plan to leverage additional integrated ICT applications to optimise and enhance productivity and ensure a collaborated implementation.

Cooperation and collaboration

We maintain a focus on collaboration and information sharing with our Commonwealth Government colleagues, state and local governments, community and industry networks, as well as other organisations that impact our role and work.

Across governments

We work across governments to coordinate a cohesive approach to supporting regions, workers and communities most affected by Australia's net zero transformation.

We work closely with the Department of Employment and Workplace Relations – including engagement with its Regional Workforce Transition Officers – the Department of Climate Change, Energy, the Environment and Water, the Department of Industry, Science and Resources, the Department of Infrastructure, Transport, Regional Development and the Arts, and the Specialist Investment Vehicles including the Australian Renewable Energy Agency (ARENA), the National Reconstruction Fund Corporation and the Clean Energy Finance Corporation.

We work with state and local governments to pursue a cohesive approach to support our priority regions and coordinate within existing governance structures where appropriate. We have established working relations with relevant state and local governments in our priority regions to coordinate engagement and understanding of workforce, investment and community needs and support opportunities.

With the community

We are adopting place-based ways of working by collaborating with local communities in our priority regions. In addition to engaging with diverse members and representatives of local communities, NZEA also engages with investors, industry representatives and all levels of government to inform its work and deliver on our three core missions. Our engagement ensures we understand local needs and aspirations, and can identify our value-add in supporting the region's transformation and ensuring workers and communities share in its benefits.

The goal of our community engagements is to understand the needs, relationships, challenges and opportunities in the regions to inform well-designed action, policies and investment in relation to Australia's transition to a net zero economy.

Our principles are to leverage the unique strengths and address the diverse needs of regions and the often highly localised social, economic and environmental factors at play to:

- ♦ empower communities to shape their own economic futures;
- ♦ break down silos across sectors and between levels of governments and portfolio departments, and join up policy, program and service responses to meet the needs of individuals and communities; and
- ♦ build trust and support, increase accountability for outcomes, and maintain social licence for long term change.

We have begun the ongoing work of regional engagement in our regions by building relationships and collaborating with state and local governments, First Nations representatives, industry, unions and community organisations. These engagements begin to deliver on National Cabinet's expectations expressed through its National Transformation Principles that were agreed in December 2022.

We are taking a partnership approach to co-developing a First Nations Participation and Engagement Strategy with First Nations representatives, in alignment with commitments under the National Agreement on Closing the Gap and the United Nations Declaration on the Rights of Indigenous Peoples principles.

Risk oversight and management

Our broad remit requires us to navigate complex economic and social issues, involving multiple entities, both in the government and non-government sectors.

Effective risk management is a critical factor in achieving the successful delivery of our missions. Our risk management framework establishes our system of risk management and oversight, and embeds risk management at all levels.

It provides staff with a range of tools that are designed to embed risk management in all elements of our day-to-day activities. Our senior executive team plays an important role in overseeing risk, and ensuring strong individual accountability. We will continue to mature and promote effective risk management.

Enterprise Risk	Management strategies
Establishment of the Authority <i>We fail to establish and operationalise critical systems and processes to support the Board and CEO effectively and efficiently acquit their duties and responsibilities.</i>	<ul style="list-style-type: none">◆ Establish robust governance, risk accountability and integrity frameworks that comply with legislative requirements.◆ Seek advice from the Audit and Risk Committee, and engage external expertise as required, to assess and test those frameworks and their implementation, and establish a practice of monitoring and review.◆ Build office holders' and staff's understanding of the Authority's duties and responsibilities by ensuring corporate planning documents, guidance and other resources are accessible to all.
Regulatory functions <i>We are unable to effectively acquit our regulatory responsibilities under the Energy Industry Jobs Plan</i>	<ul style="list-style-type: none">◆ Use best practice guidance to establish risk-based processes and procedures to exercise our regulatory function in administering the Energy Industry Jobs Plan.◆ Establish productive relationships with stakeholders within the regulated environment.◆ Adopt an active research and intelligence posture in preparation for making evidence-based regulatory decisions.
Stakeholder Engagement <i>The NZEA fails to build partnerships with stakeholders, including across Government, State and local governments, industry, regional communities and First Nation representatives, and is unable to influence and advocate effectively.</i>	<ul style="list-style-type: none">◆ Build meaningful partnerships with stakeholders with shared understanding of our respective objectives through demonstrating openness and integrity.◆ Actively seek diverse views and engage regularly with key stakeholders to deliver government priorities.◆ Keep up to date with our operating environment and government priorities. We monitor our operating environment, evaluate outcomes, and regularly seek feedback from stakeholders.



Part 3: Our performance framework

The Authority’s performance reporting framework sets out how we intend to measure and assess our performance in achieving our purpose over the four year period covered by this Corporate Plan (2024–25 to 2027–28).

As a newly established Authority, we are continuing to finalise our operating model and are committed to undertaking meaningful measurement and reporting on performance to support continuous improvement and public accountability. In our first year as an Authority, we are focusing on the establishment of the organisation and developing the frameworks, which will inform our performance measures in future years

Our performance measures and targets

Our key activities support the delivery of our outcome, which is to:

Facilitate the achievement of Australia’s greenhouse gas emissions targets by empowering Australia’s communities, regions and workers most affected by Australia’s transition to a net zero emissions economy to anticipate and respond to the risks and opportunities of the transition, including through: facilitating investment, supporting workers, building community engagement, and coordinating net zero related policies and programs.

Key Activity 1: Establish the Net Zero Economy Authority

Measure 1.1: The Net Zero Economy Authority is established

Outputs	2024–25 targets	Medium term targets to 2025–28
The Authority operationalises its Board and governance frameworks.	Board and governance frameworks operationalised by 1 January 2025.	This target will not be measured in future years.

Key Activity 2: Help workers

Measure 2.1: Useful and timely engagement with employees and employers in relation to the Energy Industry Jobs Plan (EIJP)

Outputs	2024–25 targets	Medium term targets to 2025–28
The Authority undertakes regulatory functions under the EIJP.	EIJP regulatory functions operationalised by 30 June 2025. N/A.	<p>This target will not be measured in future years.</p> <p>2025–26: Baseline established.</p> <p>2026–28: The Authority will set target percentages of employers and employees who agree that the Authority’s advice, information, and communication were useful and timely.</p> <p>The Authority will also develop additional targets for future years.</p>

Key Activity 3: Support communities

Measure 3.1: Building an understanding of what regions, workers, First Nations people, and communities need to successfully navigate the net zero transition

Outputs	2024–25 targets	Medium term targets to 2027–28
The Authority establishes and maintains relationships with key stakeholder groups.	<p>The Authority establishes relationships with key stakeholder groups, by 30 June 2025.</p> <p>N/A</p>	<p>This target will not be measured in future years.</p> <p>2025–26: Baseline established.</p> <p>2026–28: The Authority will set a target percentage of key regional stakeholders, including First Nations representatives and state government counterparts, who believe the Authority understands, and is supporting people to realise, their needs in relation to the net zero transition.</p> <p>The Authority will also develop additional targets for future years.</p>

Key Activity 4: Be a trusted and influential voice

Measure 4.1: Proportion of community members in our regions who understand the net zero transition

Outputs	2024–25 targets	Medium term targets to 2025–28
The Authority undertakes targeted communications activities in select priority regions.	<p>At least 1 pilot communications campaign implemented in selected priority regions.</p> <p>Establish an approach and baseline percentage of community members in priority regions who report understanding of net zero.</p>	<p>This target will not be measured in future years.</p> <p>2025–28: The Authority will set a year-on-year target percentage increase of community members in priority regions who report understanding what net zero means, including the local impacts and opportunities.</p> <p>The Authority will also develop additional targets for future years.</p>

Regulator best practice principles

Regulators, like the Authority, are required to report against the three principles of best practice established by the Department of Finance.

The three principles are:

- ◆ **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.
- ◆ **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.
- ◆ **Collaboration and engagement:** regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

We are establishing ourselves as a regulator and embedding best practice as we work towards regulatory maturity by:

- ◆ Implementing the Regulatory Performance Framework to build industry and community trust in our regulatory outcomes.
- ◆ Utilising a mix of education, compliance and enforcement tools to support stakeholders to continuously improve,
- ◆ Drawing on diverse sources of authoritative data, including labour market information and information provided directly by employers, to inform our risk-based regulatory approach
- ◆ Working with stakeholders to develop an understanding of the Authority's approach to regulation and compliance, and being open and responsive in our engagement with stakeholders.
- ◆ Reviewing and, where appropriate, adjusting our priorities and practices to meet changes in industry and regions.

Appendices

Appendix A: Corporate plan requirements

Subsection 35(2) of the *Public Governance, Performance and Accountability Act 2013* specifies that a Commonwealth entity's corporate plan must comply with prescribed requirements.

Subsection 16E(2) of the *Public Governance, Performance and Accountability Rule 2014* sets out the matters that must be included in a corporate plan.

Table 1 lists the required topics that must be included in a corporate plan, and provides page references for where these items first appear in the Net Zero Economy Authority Corporate Plan 2024–25.

Table 1: PGPA rule requirements for corporate plans

PGPA Requirements	Page/s
Introduction	2
Statement of Preparation	2
Reporting period for which the plan is prepared	2
Reporting periods covered by the plan	2
Purposes	4
Key activities	5
Operating context	6-10
Environment	7
Capability	8
Cooperation	9
Risk oversight and management, including key risks and management	10
Subsidiaries	N/A
Performance	11-14
Performance measures	12
Targets for each performance measure (where appropriate)	12



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