



Australian Government



**Net Zero  
Economy**  
Authority

# Corporate Plan 2025–26



# 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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# Chair's introduction

This is the Authority's second Corporate Plan since its establishment in December 2024. In its first year, the Authority focused on standing up its systems, processes and capabilities to deliver practical, place-based outcomes that help workers, communities and investors navigate Australia's transformation to a net zero economy.

Since December 2024, the Authority has established essential governance and regulatory frameworks, initiated regional engagement, provided policy advice to Government, and launched its first targeted communications activities. We are already seeing the benefits of early partnerships, particularly with communities in the Hunter, Latrobe Valley and Collie - as well as with First Nations representatives and with stakeholders across government and industry.

In 2025–26, the Authority will step up the pace and scope of delivery in the regions most impacted by Australia's transition to net zero. The Authority will work with communities, business and unions and focus on building trust, identifying challenges and opportunities for investment and creating jobs. We will support workers and employers in coal- and gas-fired power stations that have announced their closure dates through the delivery of the Energy Industry Jobs Plan.

The Corporate Plan 2025–26 reflects our ongoing commitment to transparency, regulatory best practice, and continuous improvement. Our performance framework is evolving and includes further measures that build on baseline data gathered in our first year, providing a stronger evidence base to assess the Authority's impact and improve outcomes over time.

Through this Corporate Plan, we reaffirm the Authority's core business is to help the people and support the communities impacted by Australia's transition to a net zero economy.

## Statement of preparation

The Board, as the accountable authority of the Net Zero Economy Authority, presents the Corporate Plan 2025–26 which covers the 4-year period from 2025–26 to 2028–29. This Plan has been prepared as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

In preparing this Plan, the Board has consulted with the Minister as required under section 73 of the *Net Zero Economy Authority Act 2024*.

Signed in accordance with the decision of the Board.



Dr Iain Ross AO  
Chair, Net Zero Economy Authority.



A photograph of a dense forest with tall trees and a thick undergrowth of ferns. A bright green, semi-transparent graphic overlay is positioned on the right side, featuring a curved, arrow-like shape pointing towards the left. A thin white diagonal line runs from the top left towards the bottom right, passing behind the text and the green graphic.

## **Part 1: Our purpose and key activities**



## Our purpose

The Net Zero Economy Authority (the Authority) is a non-corporate Commonwealth entity, established by the [Net Zero Economy Authority Act 2024](#) (the Act).

Our purpose is to help the people and support the communities impacted by Australia's transition to a net zero economy.

Our vision is for **a better future for industrial regions, communities and workers in the net zero economy**.

To deliver on our purpose and vision, we have defined the following 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 regional net zero transition.






## Our key activities

Our key activities in 2025–26 position us to progress our three core missions.

Key Activity	Description
<b>Key Activity 1:</b> Help Workers	<p>For Australia to successfully transition to a net zero economy, existing coal and gas-fired facilities will be progressively replaced with renewable generation. Such power station closures can have concentrated impacts on employment in the communities in which they are located. The process – from planning through to the closure of a power station – is a multi-year process. Throughout the closure process, the Authority will support workers in these power stations to connect with new jobs.</p> <p>The Authority's objective in providing such support are to minimise involuntary unemployment and maximise opportunities to transition directly to a suitable job, reducing the impact of the power station closure on communities.</p>
<b>Key Activity 2:</b> Support transitioning regions	<p>In order for Australia to successfully transform its economy and support thriving communities in industrial regions, actions to reduce greenhouse gas emissions must occur in tandem with investment and job creation. The Authority has adopted a place-based approach to this task, focusing on regions that are more significantly affected by economic change associated with achieving net zero.</p> <p>The Authority will work with stakeholders in those regions – including industry, investors, workers and communities – to understand what is required to successfully support establishment of new and decarbonised industries, jobs and economic opportunities.</p>
<b>Key Activity 3:</b> Be a trusted and influential voice	<p>The Authority has responsibility for coordinating policies and actions to support the transition, to provide advice to the Minister and to encourage, support, develop and deliver initiatives to enable participation in the transition.</p> <p>For each of these roles, it is crucial that the Authority provides independent, regionally grounded, data-driven analysis to inform decision-makers and community members. The transition to a net zero economy will involve change in all sectors of the Australian economy, both in terms of responding to challenges and to opportunities. The potential breadth of issues that may arise necessitates clear prioritisation practices.</p>





## **Part 2: Our operating context**



## Our operating environment

Australia's transition to a net zero economy is taking shape. This is especially noticeable in the energy sector, where old generation capacity is replaced and further capacity is added to support electrification efforts across other parts of the economy – in transport, industry and mining. Australian industry and communities are navigating this transformation that presents economic and social challenges and opportunities.

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. We are not only preparing Australian communities for change but we are also providing the tools to help identify opportunities and benefit from this transition.

Our role is not to duplicate the work of others, but to **drive regional transformation by facilitating investment and providing 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 stakeholders** – 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.

## Our regions

We are focussing on regions that are home to the workers and communities most affected by Australia's transition. These regions are well positioned to pursue net zero opportunities supported by their natural resources, established industrial bases and experienced workforce. We are also supporting First Nations communities to participate in, and benefit from, Australia's transition to a net zero emissions economy.

We are continuing our work, focusing on 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 *Net Zero Economy Authority Act 2024* establishes the framework for the Energy Industry Jobs Plan (EIJP), providing the Authority with a regulatory and compliance remit. The EIJP provides direct support to workers so they can prepare for and transition into a new job when eligible coal-fired or gas-fired power stations close. This support extends to employees of businesses that work directly with a closing power station if their operations will be substantially impacted by the closure.

To understand the impact of an impending power station closure, and to assess if an EIJP will assist the transition, the Authority will consult with key stakeholders, including dependant businesses, unions, and workers among others. The factors we consider in our assessments are the same factors the Fair Work Commission (FWC) would consider if the Authority asks the FWC for a determination to formally establish an EIJP. A determination will require employers to help their workers transition to new opportunities by providing them with certain supports, as well as training and advice where reasonable.

In addition to our regulatory functions, the Authority can implement redeployment programs to support workers covered by an EIJP. This includes encouraging local employers to be involved by administering incentive programs to support participation, maintaining an online jobs board, and supporting local jobs and skills co-ordinators to link workers with potential employment opportunities.

In 2025–26 we will undertake a review of the operation of the EIJP framework.

## Our organisational capability

### Our values

We uphold the Australian Public Service (APS) Values of being impartial, committed to service, accountable, respectful and ethical. We support the value of stewardship, demonstrating genuine care and commitment and ensure the long-term integrity and sustainability of what has been entrusted to us. We foster a culture of safety, inclusion and respect where wellbeing is prioritised.

### Our people

To achieve our purpose and deliver our key activities, we must engage effectively and invest in the capability of our people.

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.

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 to reach our full complement of staff.

Strengthening the capability of our managers and leaders to support a flexible, dynamic, and inclusive workforce will remain a key focus.

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



## Strategic Commissioning Framework

In 2025–26 we will continue to develop our capacity and capability within our APS workforce. Our APS workforce leads the delivery of our key activities and with our work being largely delivered by APS staff, we make little use of contractors and consultants for core functions.

Consistent with the APS Strategic Commissioning Framework, outsourced resources continue to be used in some circumstances, including building our corporate systems, and where independent or specialist advice is needed, or skills cannot be sourced from within the APS.

## Our ICT capability

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

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 in 2025–26 financial year. Our integrated ICT 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; the National Reconstruction Fund Corporation; and the Clean Energy Finance Corporation.

We have established collaborative working relations with relevant state and local governments in our priority regions. This means that we are able to practice a cohesive approach in support of regional communities and coordinate engagements to enhance our understanding of workforce, investment and community needs and identify targeted support opportunities.

### With the community, including business, investors and workers

We support communities significantly affected by the transition to net zero to prosper through economic development and investment. We do this via collaborative place-based approaches. We engage closely with stakeholders to understand the needs, relationships, challenges and opportunities in the regions. These engagements 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:

- ♦ support communities to shape their economic future, including capturing the benefits of the transition
- ♦ influence policies and programs across all levels of government to support regional priorities and be responsive to community needs
- ♦ facilitate and advise on investment in new industries, infrastructure and training aligned with regional goals, such as economic diversification or job creation
- ♦ advocate for First Nations peoples' rights and interests to be considered and embedded in regional planning and national policies, to ensure the realisation of cultural, economic and environmental benefits through the transition.

We have begun the ongoing work of engaging in our regions by building relationships and collaborating with state and local governments, First Nations representatives, industry, investors, 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.

In line with these commitments, we are taking a partnership approach with First Nations representatives to co-develop a First Nations Participation and Engagement Strategy. This Strategy is being shaped in genuine partnership with the First Nations representatives and communities and will be a product of shared decision making.





# Risk oversight and management

Our broad remit requires us to navigate complex economic and social issues, involving multiple parties, 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. The Authority's Board determines our risk appetite and tolerance that guides our staff on the level of acceptable risk for the nature of our business.

During 2025–26 we will continue to mature and promote effective risk management by ensuring our risk management policy and framework are fit for purpose and our staff have the tools to embed risk management in all elements of our day-to-day activities.

Our senior executive team and Audit and Risk Committee play important roles in overseeing risk, and ensuring strong individual accountability.

A key component of our Risk Management Framework is the identification and management of our enterprise risks that impact the achievement of our missions. We will manage our enterprise risks as set out in Figure 1.1 and will continuously monitor for emerging risks.

**Figure 1.1** Summary of enterprise risks

#	Enterprise Risk	Management of the risk
1	<b>Unfulfilled NZEA Act-specific statutory obligations</b>  The Authority does not meet its NZEA Act legislated timelines or is seen to not discharge its legislated functions as required.	<ul style="list-style-type: none"><li>♦ Maintain robust governance, risk accountability and integrity frameworks that comply with legislative requirements and address unique needs, such as support board operations and managing conflict of interests.</li><li>♦ Use best practice guidance to establish risk based processes and procedures to exercise our regulatory function in administering our statutory obligations.</li><li>♦ Sufficient resourcing to discharge impending statutory deadlines including the EIJP Review.</li></ul>
2	<b>Inadequate levers to affect change</b>  The Authority cannot mobilise the support that regions need to successfully navigate the transition to a net zero economy.	<p>Identifying and investing in relationships with key government stakeholders to influence key policy levers available to the Australian Government.</p> <p>Influence policies and programs across all levels of government to be aligned in pursuit of regional priorities.</p> <p>Facilitate and advise on investment in new industries, infrastructure and training aligned with regional goals, such as economic diversification or job creation.</p> <p>Develop and deliver regionally grounded, data-driven research and analysis that builds NZEA's influence and credibility.</p> <p>Provide clear direction and an appropriate authorising environment for our work through the Authority's statement of intent, responding to the Minister's Statement of Expectations.</p>

#	Enterprise Risk	Management of the risk
3	<b>Unexpected change in circumstance or events</b> <p>The Authority is unable to re-direct efforts at short notice to a significant and unexpected event or change in Government priorities.</p>	<ul style="list-style-type: none"> <li>Perform regular assessment of current priorities and role and willingness to adjust strategic direction.</li> <li>Monitoring of broader transition challenges and issues both within and beyond the Authority's priority regions.</li> <li>Define, implement and monitor transition standards.</li> <li>Work with other parts of government to identify changes in circumstances and develop relevant policies, such as systemic workforce or industrial transition policies.</li> </ul>
4	<b>Stakeholder trust</b> <p>The Authority is unable to collaborate effectively or build relationships with stakeholders, including Australian, state and local governments, industry, regional communities and First Nations representatives.</p>	<ul style="list-style-type: none"> <li>Keep up to date with our operating environment and government priorities. We monitor our operating environment, evaluate outcomes and regularly seek feedback from stakeholders.</li> <li>Actively seek diverse views and engage regularly with key stakeholders to deliver government priorities.</li> <li>Work directly with regional communities to ensure their voices shape economic transformation timelines and opportunities.</li> <li>Aim to embed First Nations economic participation is embedded in regional planning and strategies and national policies.</li> </ul>
5	<b>Unauthorised disclosure, release, or compromise of personal or commercial information</b> <p>Breach of information security and privacy requirements through unauthorised release or breach of personal, commercial or classified information.</p>	<ul style="list-style-type: none"> <li>Engage experienced IT security advisors to identify threats and opportunities for improvement.</li> <li>Appointment of a Privacy Officer to mature staff capability to meet privacy obligations.</li> <li>Establish and communicate reporting mechanisms to report suspicious activity or concerning behaviours while protecting privacy.</li> </ul>
6	<b>NZEA fails to comply with its legal corporate obligations</b> <p>NZEA breaches its legal statutory obligations as a non-corporate Commonwealth entity in key areas such as work health and safety, privacy, cyber-security, and the PGPA Act.</p>	<ul style="list-style-type: none"> <li>Maintain a comprehensive understanding of legislated requirements.</li> <li>Develop fit-for-purpose policies, processes, systems and governance.</li> <li>Audit and Risk Committee monitoring and review of frameworks and their implementation.</li> </ul>
7	<b>Insufficient workforce capability or capacity</b> <p>The Authority does not have sufficient capacity or capability to deliver on its vision and mission</p>	<ul style="list-style-type: none"> <li>High quality workforce planning aligned with the recently adopted structure and strategy.</li> <li>Continue to build office holders' and staff's understanding of their roles and responsibilities by ensuring corporate planning documents, guidance and other resources are accessible to all.</li> <li>High quality professional development and wellbeing opportunities.</li> </ul>





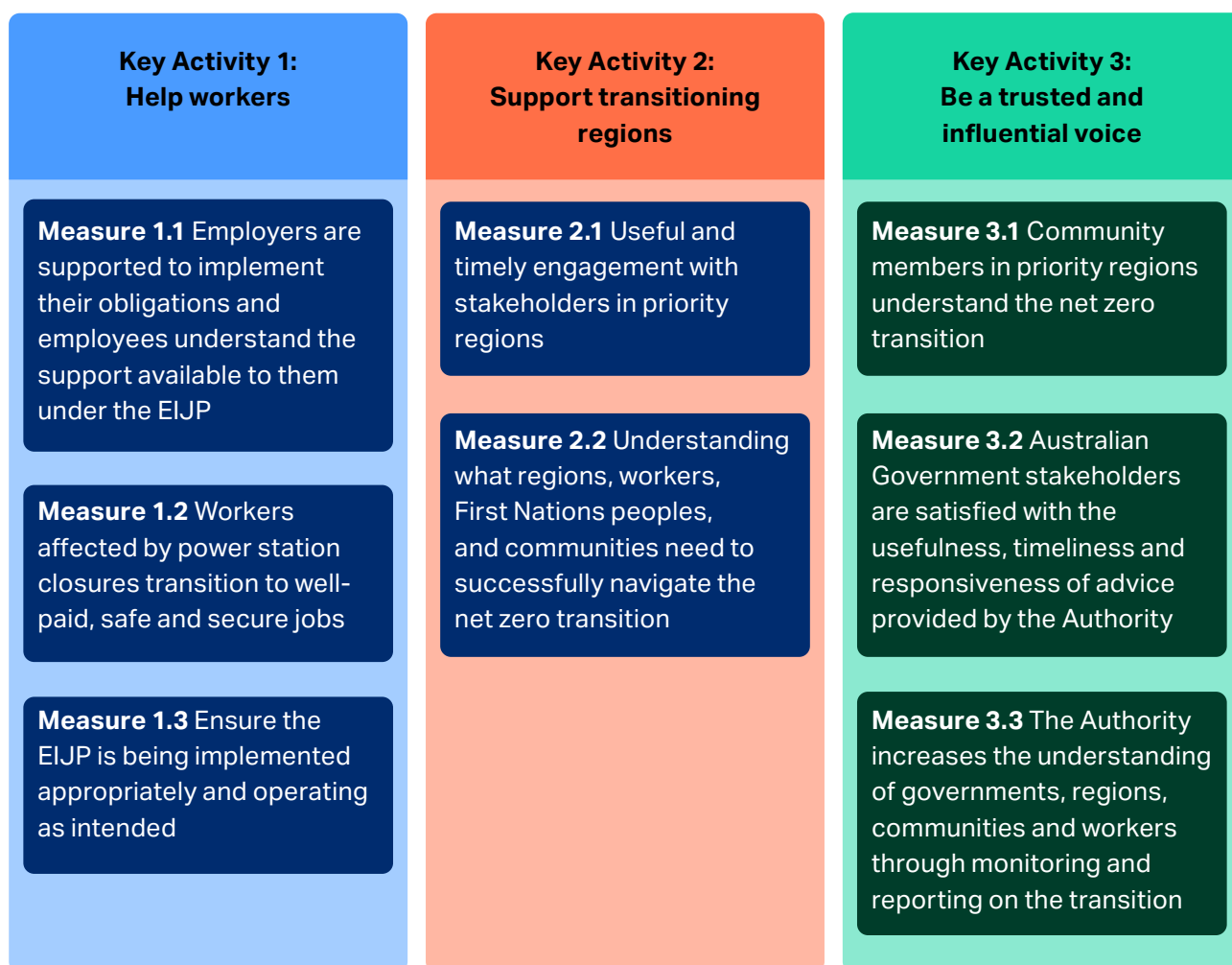
## Part 3: Our performance framework

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 (2025–26 to 2028–29). We are committed to undertaking meaningful measurement and reporting on performance to support continuous improvement and public accountability.

## 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: Help workers

For Australia to successfully transition to a net zero economy, existing coal and gas-fired facilities will be progressively replaced with renewable generation. Such power station closures can have concentrated impacts on employment in the communities in which they are located. The process – from planning through to the closure of a power station – is a multi-year process. Throughout the closure process, the Authority will support workers in these power stations to connect with new jobs.

The Authority's objective in providing such support are to minimise involuntary unemployment and maximise opportunities to transition directly to a well-paid, safe and secure job, reducing the impact of the power station closure on communities.

### Measure 1.1: Employers are supported to implement their obligations and employees understand the support available to them under the Energy Industry Jobs Plan (EIJP)

2025–26 targets	Medium term targets to 2028–29	Ownership
Baseline of employers and employees who agree the Authority's advice, information, and communication were useful and timely.	Medium-term targets will be developed through the 2026–27 Corporate Plan.	Workers Transition Division
<b>Rationale</b>	<p>One of the Authority's legislative responsibilities is to ensure Australia's 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. Most of Australia's coal-fired power stations, and some gas-fired power stations, have announced closure dates. This will have significant impacts for workers, their families and their communities – both as these industries exit, and as new opportunities emerge. The advice, information, and communication provided by the Authority to affected workers and employers under the EIJP needs to be useful and timely as the workers commence their transition to new jobs and industries.</p> <p>In addition, the CEO of the Authority is required to engage with employers and employees participating in the EIJP in accordance with their legislative responsibilities under Part 5 of the Net Zero Economy Authority Act 2024. This includes providing education, assistance, advice and information to closing, dependent and receiving employers and their employees.</p>	
<b>Data Source</b>	The results for this performance measure will be collected through an independently conducted survey with employees and employers identified as having received advice, information, and communication from the Authority in relation to the EIJP within the reporting period.	
<b>Methodology</b>	Survey questions will be provided by the Authority and distributed by an independent survey provider to employers and employees that have been provided with advice by the Authority under the EIJP. Participant recruitment will be conducted by the independent survey provider to ensure the sample population is statistically significant and participant response rate is sufficient. Results from the survey will be attained by identifying the number of employers and employees who agree the Authority's advice, information and communications were useful and timely, expressed as a percentage of the total returned survey population.	
<b>Measure Type</b>	Effectiveness	

## Measure 1.2: Workers affected by power station closures transition to well-paid, safe and secure jobs

2025–26 targets	Medium term targets to 2028–29	Ownership
The framework for the receiving employer grants program is successfully established in 2025–26, with grant guidelines finalised and the supporting Online Jobs Board developed to support the first closures in 2026–27.	Medium-term targets will be developed through the 2026–27 Corporate Plan, and informed by the development of an EIJP Monitoring and Evaluation framework during 2025–26.	Workers Transition Division
<b>Rationale</b>	<p>The Authority has a legislated function of supporting workers in emissions-intensive industries who are, or will be, affected by Australia's transition to a net zero emissions economy. This includes ensuring supports are available to workers, through the EIJP and associated redeployment supports, to minimise involuntary unemployment and leverage skills and experience of workers to move to suitable new employment.</p> <p>The measure will assess whether or not the Authority has established the framework for the receiving employer grants program, finalised the grant guidelines, and developed the Online Jobs Board in time to support the first closures in the following year.</p> <p>Over time, the effectiveness of the EIJP and redeployment supports in achieving good outcomes for workers will be assessed, and the design of the assessment will be informed by the development of an EIJP Monitoring and Evaluation framework during 2025–26.</p>	
<b>Data Source</b>	Authority records	
<b>Methodology</b>	<p>This measure will be assessed against the delivery of the framework for the receiving employer grants program, finalisation of the grant guidelines, and development of the Online Jobs Board within the reporting period.</p> <p>As this is a composite measure, it will be assessed as having been achieved if the framework, grant guidelines, and Online Jobs Board have been delivered within the reporting period. The measure will be assessed as having been partially achieved if any of the individual elements of the measure have not been delivered; and not achieved if none of the elements have been delivered within the reporting period.</p> <p>Medium and longer term measures will be determined through the development of an EIJP Monitoring and Evaluation framework during 2025–26.</p>	
<b>Measure Type</b>	<p>Output for 2025–26</p> <p>Effectiveness for 2026 onward</p>	



Measure 1.3: Ensure the EIJP is being implemented appropriately and operating as intended		
2025–26 targets	Medium term targets to 2028–29	Ownership
<p>The EIJP Monitoring and Evaluation Framework and our approach to regulatory compliance and performance measurement is developed.</p> <p>A review of Part 5 of the <i>Net Zero Economy Authority Act 2024</i> is completed within 12 months of the Authority's establishment.</p>	<p>Medium-term targets will be developed through the 2026–27 Corporate Plan, and informed by the development of an EIJP Monitoring and Evaluation framework during 2025–26.</p>	<p>Workers Transition Division</p>
<b>Rationale</b>	<p>The Authority has a legislated responsibility to promote compliance with, and the performance of, the EIJP.</p> <p>The CEO also has a legislated obligation to conduct, or cause to be conducted, a review into the operation of the EIJP within 12 months of when the Authority commenced.</p> <p>The Authority has developed this measure to assess whether the review of the operation of the EIJP is completed within the legislated timeframe, and to also assess whether frameworks are in place to assist the CEO with promoting compliance with and the performance of the EIJP.</p>	
<b>Data Source</b>	Authority records	
<b>Methodology</b>	<p>This measure will be assessed against the delivery of frameworks within the reporting period and completion of the review within the legislated timeframe.</p> <p>As this is a composite measure, it will be assessed as having been achieved if the EIJP Monitoring and Evaluation framework and the approach to regulatory compliance and performance measurement are developed within the reporting year and the review of Part 5 is complete by 11 December 2025. The measure will be assessed as having been partially achieved if any of the individual elements are delivered, and not achieved if none have been delivered within the reporting year.</p> <p>In the medium-long term, the effectiveness of the Authority's approach to supporting the operation of, and compliance with, the legislation will be determined through the development of an EIJP Monitoring and Evaluation framework.</p>	
<b>Measure Type</b>	<p>Output for 2025–26</p> <p>Effectiveness for 2026 onward</p>	

## Key Activity 2: Support transitioning regions

In order for Australia to successfully transform its economy and support thriving communities in industrial regions, actions to reduce greenhouse gas emissions must occur in tandem with investment and job creation. The Authority has adopted a place-based approach to this task, focusing on regions that are more significantly affected by economic change associated with achieving net zero.

The Authority will work with stakeholders in those regions – including industry, investors, unions, workers and communities – to understand what is required to successfully support establishment of new and decarbonised industries, jobs and economic opportunities.

Measure 2.1: Useful and timely engagement with stakeholders in priority regions		
2025–26 targets	Medium term targets to 2028–29	Ownership
Baseline of key regional stakeholders, including First Nations representatives and state government counterparts, who are satisfied with the Authority's contribution to regional cooperation.	Medium-term targets will be developed through the 2026–27 Corporate Plan.	Regional Transformations Division
<b>Rationale</b>	One of the Authority's key responsibilities is to enable collaboration and cooperation of stakeholders in priority regions. This measure monitors whether key stakeholders view the Authority's role in delivering this function as valuable and leading to an improvement in regional cooperation.	
<b>Data Source</b>	<p>The results for this performance measure will be collected through an independently conducted survey with key regional stakeholders that the Authority has engaged with during the reporting period, including:</p> <ul style="list-style-type: none"> <li>♦ local councils</li> <li>♦ state government counterparts</li> <li>♦ community groups</li> <li>♦ unions</li> <li>♦ industry and investors</li> <li>♦ peak bodies</li> <li>♦ First Nations representatives including Traditional Owners, organisations, and rights-holders, and industry and enterprise stakeholders.</li> <li>♦ Australian Government</li> </ul>	
<b>Methodology</b>	Survey questions will be developed by the Authority and administered by an independent survey provider. Participants will be limited to those the Authority has engaged with over the reporting period. Participant recruitment will be conducted by the independent survey provider to ensure the sample population is statistically significant and participant response rate is sufficient. Results from the survey will be attained by calculating the number of survey respondents who responded favourably to the proposition that the Authority has contributed to regional cooperation, expressed as a percentage of the total returned survey population.	
<b>Measure Type</b>	Effectiveness	





## Measure 2.2: Understanding what regions, workers, First Nations peoples, and communities need to successfully navigate the net zero transition

2025–26 targets	Medium term targets to 2028–29	Ownership
Regional strategies are in place in all of the Authority's priority regions.	Medium-term targets will be developed through the 2026–27 Corporate Plan, and informed by the regional strategies.	Regional Transformations Division
<b>Rationale</b>	<p>The Authority must understand the needs of workers, First Nations peoples, and communities in priority regions to ensure its efforts and resources are appropriately prioritised.</p> <p>To that end, the Authority is progressing its efforts to support regional transition by focusing, in the short-term, on building an understanding of needs, opportunities and priorities for action within its priority regions through the development of strategies for each region that will form a basis for advice to government in 2025–26 on recommended actions.</p> <p>The Authority has developed this measure to assess whether regional strategies are in place in all of its priority regions.</p>	
<b>Data Source</b>	Authority records	
<b>Methodology</b>	<p>This measure will be assessed against the delivery of regional strategies in all of the Authority's priority regions during the reporting period. The Authority's priority regions are:</p> <ul style="list-style-type: none"> <li>◆ Hunter (NSW)</li> <li>◆ Latrobe Valley (Vic)</li> <li>◆ Central Queensland (Qld)</li> <li>◆ Collie (WA)</li> </ul> <p>The measure will be assessed as having been achieved by the end of the reporting period if regional strategies are in place in all of the Authority's priority regions; partially achieved if regional strategies are in place in any of the priority regions; and not achieved if no regional strategies are in place.</p>	
<b>Measure Type</b>	Output	

## Key Activity 3: Be a trusted and influential voice

The Authority has responsibility for coordinating policies and actions to support the transition, to provide advice to the Minister and to encourage, support, develop and deliver initiatives to enable participation in the transition.

For each of these roles, it is crucial that the Authority provides independent, regionally grounded, data-driven analysis to inform decision-makers and community members. The transition to a net zero economy will involve change in all sectors of the Australian economy, both in terms of responding to challenges and to opportunities. The potential breadth of issues that may arise necessitates clear prioritisation practices.

### Measure 3.1: Community members in priority regions understand the net zero transition

2025–26 targets	Medium term targets to 2028–29	Ownership
Two case studies demonstrate the Authority's performance:  Development and delivery of a region-specific toolkit for Latrobe Valley  Development and delivery of hyper-local communication partnerships	Criteria for case studies will be identified annually in the Authority's corporate plan.	Policy and Communications Division
<b>Rationale</b>	<p>The economic transition to net zero industries will create a number of impacts and opportunities for regions. To promote an understanding of, and enable participation in the transition, the Authority has a legislated function to develop and deliver educational and promotional initiatives. Increasing communities' understanding of the net zero transition can also contribute towards a more equitable transition, with individuals understanding how they will be impacted and the opportunities available to them.</p> <p>Measuring the direct impact of the Authority's activities on the understanding of what the net zero transition means, including the local impacts and opportunities across priority regions, is challenging. To ensure the focus of this measure is on the efforts undertaken by the Authority, the measure will assess performance by drawing on specific case studies. The Authority will prepare these case studies by drawing on evaluative techniques and draw on quantitative data where possible.</p> <p>The regions the Authority prioritises will change to continually reflect which communities, regions, industries and workers are, or will be, significantly affected by Australia's transition to a net zero economy.</p>	
<b>Data Source</b>	A range of primary and secondary sources, including reports and briefs. Data sources may be different for each case study.	



2025–26 targets	Medium term targets to 2028–29	Ownership
<p><b>Methodology</b> Through an evaluative approach, utilising two case studies drawn from its priority regions, the Authority will seek to understand how effectively it has delivered on its intended outcomes. The case studies will seek to evaluate the impact of the Authority’s educational and promotional initiatives, which should be designed and delivered with input from targeted community members, and look for lessons learned as part of continuous improvement with respect to this legislated function.</p> <p>The measure will be assessed as having been achieved if case studies are able to demonstrate that work undertaken is promoting an increased understanding of what the net zero transition means, including the local impacts and opportunities and this is verified with targeted community members. The measure will be assessed as having been partially achieved if only one case study is able to demonstrate these outcomes, and the measure will be assessed as having not been met if each case study is unable to demonstrate that work undertaken by the Authority has contributed to an increased understanding of what the net zero transition means, including the local impacts and opportunities.</p>		
<p><b>Measure Type</b> Qualitative, outcome</p>		



### Measure 3.2: Australian Government stakeholders are satisfied with the usefulness, timeliness and responsiveness of advice provided by the Authority

2025–26 targets	Medium term targets to 2028–29	Ownership
At least 70% of Australian Government stakeholders satisfied with the usefulness, timeliness and responsiveness of advice received.	Medium-term targets will be developed through the 2026–27 Corporate Plan.	Policy and Communications Division
<b>Rationale</b>	The provision of useful, timely and responsive advice to Australian Government stakeholders will contribute to cohesive and coherent government settings that address key transition challenges and opportunities for priority regions.	
<b>Data Source</b>	<p>The results for this performance measure will be collected through an independently conducted survey with key Australian Government stakeholders, including the Minister, key ministerial office staff, and officials from other government departments or agencies that the Authority has engaged with over the reporting period. Stakeholders include but are not limited to:</p> <ul style="list-style-type: none"> <li>♦ the office of the responsible Minister</li> <li>♦ Department of the Prime Minister and Cabinet</li> <li>♦ Department of the Treasury</li> <li>♦ Department of Finance</li> <li>♦ Department of Industry, Science and Resources</li> <li>♦ Department of Climate Change, Energy, the Environment and Water</li> <li>♦ Department of Employment and Workplace Relations</li> <li>♦ CSIRO</li> <li>♦ Climate Change Authority.</li> </ul>	
<b>Methodology</b>	<p>Survey questions will be provided by the Authority and administered by an independent survey provider. A list of potential participants will be identified by the Authority based on engagements over the reporting period.</p> <p>Participant recruitment will be conducted by the independent survey provider to ensure the sample population is statistically significant and participant response rate is sufficient. Results from the survey will be attained by calculating the number of survey respondents who responded that they are satisfied with the usefulness, timeliness and responsiveness of advice received from the Authority, expressed as a percentage of the total returned survey population.</p>	
<b>Measure Type</b>	Effectiveness, efficiency	



### Measure 3.3: The Authority increases the understanding of governments, regions, communities and workers through monitoring and reporting on the transition

2025–26 targets	Medium term targets to 2028–29	Ownership
A monitoring framework for the transition is established, with initial baselining conducted.	The Authority releases regular reporting about the state of the transition in priority regions.	Policy and Communications Division
<b>Rationale</b>	<p>Independent data-driven analysis that shapes policy, aligns transition efforts across government and industry, and ensures regional experiences directly inform decision-making will be central to supporting successful transitions.</p> <p>The Authority will establish a monitoring framework to track and report on transition progress, including identifying and tracking key enablers and barriers to a successful transition.</p> <p>This measure seeks to determine whether the monitoring framework has been established, with initial baselining having been conducted, in the 2025–26 reporting year.</p>	
<b>Data Source</b>	Authority records	
<b>Methodology</b>	This measure will be assessed against the delivery of a monitoring framework for the transition, and initial baselining having been conducted in accordance with the framework, in the reporting year.	
<b>Measure Type</b>	Output	





# Regulatory best practice principles

Given our regulatory remit, we are required to report against the three principles of best practice established by the Department of Finance. These are:

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.

In 2025–26 we will continue to establish our regulatory practices and embed best practice into our procedures as we work towards regulatory maturity. We will do this by:

- ♦ 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.
- ♦ Making use of 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.
- ♦ Reviewing and, where appropriate, adjusting our priorities and practices to align with changes to industry and regions.







# Appendix



# 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
Statement of Preparation	2
<b>Introduction</b>	2
Reporting period for which the plan is prepared	2
Reporting periods covered by the plan	2
<b>Purposes</b>	4
<b>Key activities</b>	5
<b>Operating context</b>	6–12
Environment	7–8
Capability	8–9
Cooperation	9–10
Risk oversight and management, including key risks and management	11–12
<b>Performance</b>	13–24
Performance measures	14
Targets for each performance measure (where appropriate)	14–24
Regulatory Best Practice	24
<b>Appendix</b>	25





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