

# Corporate Plan 2025–26



CLIMATE  
CHANGE  
AUTHORITY



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



# Statement of preparation

I, Brad Archer, as the accountable authority of the Climate Change Authority, present the Authority's Corporate Plan 2025–26, which covers reporting periods 2025–26 to 2028–29 as required under s.35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014* and s.55 of the *Climate Change Authority Act 2011*.

A handwritten signature in black ink, appearing to read 'Brad Archer', with a stylized, flowing script.

Brad Archer

Chief Executive Officer

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# Chair's opening statement

**Matt Kean**  
Chair

It gives me great pleasure to introduce the Climate Change Authority's 2025–26 Corporate Plan.

Another year and more records for climate extremes, with 2024 eclipsing 2023 as the hottest year on record and 2025 likely to be close. Global greenhouse gas emissions keep rising, locking more heat into the biosphere and ensuring there is more energy to drive wilder weather, and more carbon to further acidify our oceans.

For the Authority, these undeniable trends mean the work of our talented and dedicated staff will be more vital than ever. Our members, too, understand fully the pivotal place the Authority occupies in Australia, and apply due weight and endeavour to their tasks.

The Authority continues to fulfil its legislative responsibilities, developing and publishing reports of a consistently high quality. In the past year, that included our 2024 Annual Progress Report, a review of sectoral pathways to cut emissions, and the vital 2035 targets advice that we will shortly be providing to the Government.

I am also proud of the research the Authority completed, including our study of the potential carbon emissions consequences of the Federal Coalition's nuclear energy plan. That work set a template for the analysis of emissions implications of major policy proposals and announcements.

We also produced insightful research into the decarbonisation of the electricity grid and the exposure of the housing sector to climate impacts, and recently released a review of the existential threats facing the Great Barrier Reef.

The coming year promises to be even more demanding on our talent but a rewarding one as we seek to broaden and enhance the Authority's clout. We will, of course, fully meet our mandated responsibilities, including the annual progress report and a review of Australia's carbon credit unit scheme.

We must be poised, though, to respond to a range of opportunities – some we can anticipate.

The Government's landmark National Climate Risk Assessment and accompanying National Adaption Plan will spark important discussions around the country about the threats posed by a warming world. Detailing likely perils is one thing; developing equitable, timely and cost-effective responses will be an ongoing challenge for communities and all levels of government.

The Authority, with its well-earned reputation as a source of evidence-based, accessible reviews, must take a more forward stance to shape and inform these debates. I intend to visit as many regions — remote and near — as possible to listen and learn, and will be encouraging Authority members, executives and staff to engage more publicly too.

I want the Authority to work more closely with respected partners, such as the Bureau of Meteorology and CSIRO, to ensure information on climate change is curated to maximise cut-through with diverse audiences. Good policy hinges on good science but also an informed community.

The Authority will continue to produce valuable reports, both set by statute or self-initiated. I will also be on the hunt for innovative ways to increase our traction.

One way may be to repurpose our fine stakeholder engagement processes to host snap seminars on matters demanding an immediate contribution to our advice to governments or communication for the public.

The iron is hot, after all, and we need to strike with speed and precision – and often.

Should Australia secure hosting rights for COP31 in partnership with the Pacific, we can also anticipate a prominent role for the Authority. We will aim to be a credible source of information and key coordinator of impactful activities with domestic and international counterpart agencies.

Our scientists have long warned us global heating would be an unavoidable outcome of rising greenhouse gas emissions. Many of the adverse results are already here, and they will keep arriving with increasing ferocity and frequency if we don't act.

Fortunately, science and entrepreneurs also provide the technologies that enable our economies to prosper while cutting and then eliminating emissions. More advances will come.

We should take heart, the Authority is not only on the right side of history but also of economics, ethics and ecology. As Chair of the Authority, I could not be more energised to work with our wonderful, motivated Authority staff and members so that we do our bit – and then some – in helping to leave our magnificent nation and precious planet better than we found them.







# Chief Executive's foreword

**Brad Archer**  
Chief Executive Officer

I am very pleased to present the Climate Change Authority's 2025–26 Corporate Plan.

This plan, which will guide our activities over the next four years, outlines who we are, what we will do, and how we will measure our performance.

Over the past year, the Authority completed the *Sector Pathways Review* – a review commissioned by the Parliament of the pathways to achieving net zero emissions across the Australian economy – and undertook deep analysis, research and consultation in developing its advice on 2035 targets. The Authority delivered its third annual progress report on how Australia is tracking towards 2030 emissions reduction targets, as well as a supplementary report *Unlocking Australia's clean energy potential*. We also published 3 self-initiated reports: *Assessing the impact of a nuclear pathway on Australia's emissions*, *Home safe: National leadership in adapting to a changing climate* and *Understanding climate threats to the Great Barrier Reef*.

It is important that Australians understand the complexity and range of the challenges wrought by climate change. To that end, in 2024–25 the Authority stepped up its engagement with the public and key stakeholders and will do so further in the years ahead.

In 2025–26, the Authority's priorities, which align with the updated Outcome Statement as detailed in the Portfolio Budget Statement, are:

- Completing, submitting and publishing our advice to the Minister on Australia's 2035 emissions reduction target under the Paris Agreement.
- Delivering our fourth annual progress report on climate change, which will inform and support the Minister's 2025 annual climate statement to parliament.
- Commencing a statutory review of the legislation which creates the Australian Carbon Credit Unit (ACCU) Scheme, which we will deliver to the Minister by 31 December 2026.
- Producing self-initiated projects and conducting research into climate change and other related matters.
- Supporting Australia's involvement at COP30 and COP31.

As the Authority's CEO, I am immensely proud of our agency's contribution of evidence-based analysis and advice. And our efforts to enhance how we assess our performance. We will for the first time apply the full suite of our recently revised key performance indicators when it comes to assessing our effectiveness in 2025–26 and beyond.



I would like to thank the members whose terms concluded over the past year, Cathy Foley, John McGee and Susie Smith, for contributing their knowledge, expertise and time. We recently welcomed Chief Scientist Tony Haymet, Gretta Stephens and Tim Reed, who have hit the ground running in terms of their insightful contributions to the Authority's 2025 work program. I would also like to thank our Chair, Matt Kean, and our continuing members Lesley Hughes, Virginia Marshall, Richard Bolt, Fiona Simson and Patty Akopiantz.

Thanks, too, to our hard-working and capable staff, who are critical for the Authority continuing to deliver on our vitally important mission.





# Purpose and strategy

## Our purpose

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

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

## Our functions

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

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





## Who we are

### Authority members

The current membership comprises:

*Chair:* Mr Matt Kean

*Member:* Ms Patty Akopiantz

*Member:* Mr Richard Bolt

*Member:* Professor Tony Haymet (Chief Scientist of Australia) (ex officio)

*Member:* Professor Lesley Hughes

*Member:* Dr Virginia Marshall

*Member:* Mr Tim Reed

*Member:* Ms Fiona Simson

*Member:* Ms Greta Stephens

Our members have substantial experience, knowledge and standing in the fields that underpin our work and are identified in our Act. Their expertise includes economics, public administration, energy systems, industrial decarbonisation, land resource and environment management, Indigenous knowledge systems, technology development and adoption, energy production and supply, greenhouse gas emissions measurement and reporting, greenhouse gas abatement measures, financial markets and investment and trading of environmental instruments.

Details of members' qualifications and expertise can be found on our website at <https://www.climatechangeauthority.gov.au/about-authority/who-we-are>

### Authority staff

The Authority's 3 policy branches perform our core advisory, analysis, communications, and engagement roles. The corporate branch manages the Authority's financial, human resources, procurement, property, security, risk, governance, reporting and information technology functions.

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



## Our guiding principles

In carrying out our functions, the *Climate Change Authority Act 2011* requires us to consider the principle that any measures to address climate change should:

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



## Our values



### **Independence**

The Authority operates under its own legislation, budget allocation and staff, as a non-corporate statutory body located in the Climate Change, Energy, Environment and Water portfolio. We are committed to independence and impartiality when undertaking research and reviews and providing advice based on our own research and judgements. The *Climate Change Authority Act 2011* precludes the Minister from providing directions to the Authority as to the conduct and content of its reviews.



### **Transparency**

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



### **Broad and positive stakeholder engagement**

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



### **Good governance and accountability**

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



### **Excellence in research and analysis**

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



### **Valuing our most valuable asset – our staff**

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



## Our strategy

We will engage with the community and deliver influential, independent and expert advice by:

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

## Our strategic priorities

Our strategic priorities are underpinned by our enabling legislation, purpose, guiding principles and values. The strategic priorities represent 5 focus areas that will guide us in our activities and shape our performance framework (see page 27)

Our strategic priorities are to:



Deliver on our legislated tasks and functions



Engage with the community



Produce independent, rigorous, high-quality advice, reviews and research



Be recognised as a trusted voice and influential leader in climate policy advice



Maintain a capable workforce and thriving, inclusive culture





# Our operating context

## Operating environment

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

## Domestic and international policy landscape and opportunities

The recently re-elected Government has a focus on enhancing Australia's economic productivity. Key climate change policy foundations laid down by the Government over the past 3 years can now be further built upon, including:

- the reforms to the Safeguard Mechanism
- the expanded Capacity Investment Scheme
- the New Vehicle Efficiency Standard
- the Future Made in Australia agenda
- mandatory climate-related financial disclosures.

The Authority also welcomes the forthcoming National Climate Risk Assessment and National Adaptation Plan. The success of these measures, and many others, will be central to meeting Australia's emissions reduction targets,

responding to the unavoidable and worsening impacts of climate change, and securing an orderly transition as Australia strives towards net zero emissions.

The rapid deployment of low emissions technologies remains essential to meeting targets and remaining competitive in a decarbonising world. Practical challenges for policymakers and businesses include securing, diversifying and strengthening supply chains, developing workforces, and accelerating planning and approvals for major infrastructure projects. The Authority will continue to monitor developments and provide advice to the Government on overcoming these challenges.

The international climate policy landscape is evolving within a global environment characterised by significant geopolitical and international trade tensions. Against this backdrop, the upcoming annual United Nations climate change summit, the Conference of the Parties (COP30) in Belém, Brazil, will be an important forum for advancing global climate goals. Several countries have already submitted their updated Nationally Determined Contributions (NDCs) under the Paris Agreement, in line with the 5-yearly cycle, though at the time of writing most are yet to do so. These commitments, together with scaling up climate finance, will be a key focus of negotiations at COP30 and set the tone for the next phase of international climate action.

Australia is bidding to host COP31 in 2026 in partnership with Pacific Island nations. If successful, Australia will have a significant opportunity to enhance its position as an international leader, to strengthen partnerships and climate resilience across the Indo-Pacific and to make progress towards net zero goals in the region.

Judicial developments, such as the recent federal court decision in *Pabai v Commonwealth of Australia* and the advisory opinion by the International Court of Justice on the *Obligations of States in Respect of Climate Change*, also continue to test the adequacy of government policy responses to emissions reduction and the impact of climate change on communities.

## Scientific foundations and urgency

Our work is grounded in scientific evidence, including findings from the Intergovernmental Panel on Climate Change (IPCC). The IPCC's latest synthesis underscores the need for rapid and substantial emissions reductions to limit warming and achieve a sustainable future. The IPCC has commenced the processes for the preparation of its Seventh Assessment Report, scheduled for publication in 2029, and will produce a Special Report on Climate Change and Cities, and a Methodology Report, both scheduled for publication in 2027. These reports will build on and clarify previous findings and continue to help societies navigate the transition to a sustainable, climate resilient future.

Among developed countries, Australia is one of the most vulnerable to the impacts of climate change. The effects of nearly 1.5 °C of warming are already evident in:

- declining rainfall patterns in the south-east and south-west
- increased extreme fire weather and longer fire seasons
- higher sea surface temperatures and rising sea levels.

These tangible effects underscore the growing imperative for climate adaptation alongside emissions reduction.

Choices and actions taken this decade to reduce emissions and adapt to the impacts of climate change will have long-lasting impacts. Delayed action will increase risks and costs across economic, social and ecological systems.

While climate science demonstrates the urgency of transitioning to net zero, achieving this goal requires a multi-disciplinary approach that integrates science, engineering and economics to deliver low emissions solutions, address implementation challenges and adapt to the unavoidable impacts of climate change.



## Economic and social considerations

The global transition to a net zero economy presents both challenges and opportunities for Australia. As the world decarbonises and international demand for low emissions products grows, Australia can continue as a world-leading resource provider with a prosperous resources sector. The sector can grow and diversify by expanding metals and minerals extraction and leveraging Australia's immense renewable energy resources to increase value-added processing onshore.

In Australia, there is increasing public engagement on climate action as impacts become more visible through extreme weather events and environmental changes. This creates momentum for decisive action and is reflected in growing business sector engagement in climate initiatives.

The Authority will continue to provide the Government with evidence-based advice that supports a just transition to a net zero economy. By addressing social and economic implications, Australia can prepare for and adapt to current and increasing impacts of climate change. This includes ensuring vulnerable communities and regions with significant fossil fuel industries benefit equitably.



## Resources and capability

The Authority's operating budget for 2025–26 is \$13.8 million, with a headcount staffing level of 62 employees at 30 June 2025.

The Authority continues to strengthen its organisational foundations following a period of restoration and growth. This includes efforts to optimise internal systems, build enduring capability and further embed stewardship practices.

In 2024–25, the Authority undertook an internal restructure to better align its organisational design with strategic priorities and growing external demands. This restructure introduced a branch specific to outreach and enabling activities – a focus of the Authority to deepen ongoing dialogue with Australian communities and international organisations. The restructure also introduced a Deputy CEO role in response to the Authority's expanded remit and size.

Our corporate functions continue to mature, supporting the Authority's effectiveness through modern systems, good governance and strategic partnerships. We retain cooperative arrangements with other agencies for certain shared services, which helps us achieve scale and operational efficiency in areas where full in-house services are not practical.

## Workforce

Our people remain the foundation of the Authority's ability to deliver high-quality evidence-based advice, reviews and reports, and operate as a credible, independent voice in Australia's climate landscape. With the Authority now operating at a stable level of funding and staffing, our focus has shifted to sustainability, engagement and capability development.

We continue to invest in staff learning and development, building competencies relevant to different roles. Each staff member identifies individual learning priorities and can access a mix of on-the-job training and courses through our e-learning platform, along with support for formal study which may be provided for external or accredited learning. We have also continued providing staff with a mentoring program to help staff grow their professional capability, build cross-agency relationships, and enable vicarious learning.

Wellbeing remains a core focus. We are strengthening efforts by commencing 2025–26 with a staff wellbeing 'pulse' survey. Insights derived from survey responses, along with analysis of the APS Employee Census results, will allow us to tailor supports to what staff need and value. Initial actions are already underway, and we will continue to monitor progress and adjust our approach.

Following the introduction of the new Enterprise Agreement in 2023–24, we continue to develop and roll out new internal policies that provide clear guidance to staff and support consistent interpretation and application of updated employment conditions.

We are committed to the *APS Strategic Commissioning Framework* and will continue to ensure core work of the Authority is delivered by APS employees. In 2024–25, we maintained our position of not outsourcing core work, and this will remain a key objective in 2025–26.

## Cooperation: Partnerships

### Shared services arrangements

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

The Department of Climate Change, Energy, the Environment and Water (DCCEEW) provides the Authority with information, communication and technology (ICT), cyber security, learning and development system support and office space for Authority staff based in Adelaide, Sydney and Melbourne. The Department of Industry, Science and Resources (DISR) provides systems support for our financial and payroll systems.

In 2025–26, the Authority will participate in DCCEEW's graduate recruitment program.



## Climate science advice

The Authority regularly engages in knowledge exchange with government agencies, science institutions and leading university research groups. These organisations include the Bureau of Meteorology, Geoscience Australia, the CSIRO, the Australian Antarctic Division, the Australian Institute of Marine Science, the Great Barrier Reef Marine Park Authority and the Australian Bureau of Statistics. These relationships and shared activities ensure our advice is based on world-leading science, information and expertise.

## First Nations

The Authority recognises that reconciliation has a crucial role to play in the net zero transition. The need to transform the Australian economy provides an opportunity to leverage First Nations experiences in policy co-design, decision-making and sharing the benefits of the transition.

In 2025–26, the Authority will begin developing a new Reconciliation Action Plan (RAP). A RAP provides an important mechanism to deepen, diversify and enrich the Authority's understanding of First Nations priorities and the ongoing impacts of historical events. Under the Authority's first 2 RAPs, we have made good initial progress towards achieving our reconciliation goals. The new 'Innovate' RAP will focus on deepening our commitment to reconciliation through strengthening our relationships and working to create new opportunities with First Nations peoples.

## International partnerships

The Authority is a founding member of the International Climate Councils Network (ICCN). Established in 2021, the ICCN brings together independent climate change agencies from around the world to share experiences, discuss common challenges and support one another's work.

Involvement in the ICCN supported the Authority's engagement with other councils at the 2024 Conference of the Parties (COP29). The Authority met with more than 24 stakeholders from over 15 countries between the ICCN, international government stakeholders and NGOs.

This engagement was highly beneficial. It allowed the Authority to learn and share knowledge with other independent climate councils providing 2035 targets advice, including on geopolitical considerations, target setting insights and methodologies.

The Authority has also drawn on knowledge shared through the ICCN's technical working groups and regional groupings to inform our approach to the 2035 targets advice and ongoing workplan.

Through the ICCN, the Authority engages with government organisations across 4 continents. This engagement enables the Authority to access international expertise and experience. It also contributes to the Authority's recognition as an internationally trusted source of information on climate change.

In 2025–26, our international engagement will continue to focus on participating in the ICCN and promoting the importance of independent climate councils to new members. We will contribute to knowledge sharing in our region through international engagements, developing resources and participating in events linked to COP30 and COP31.

## National climate council partnerships

In 2024–25 the Authority began to establish an Australian network of independent climate councils. The Australian Climate Councils Network (ACCN) will be a voluntary collaboration among state, territory and Commonwealth councils who advise governments and ministers on climate action, adaptation and the net zero transition. Following a similar model to the ICCN, the ACCN will enable council chairs, members and secretariats to share expertise, explore common challenges and enhance the quality and impact of our advice to governments.

# Corporate governance

The Authority is an advisory body created under legislation as a non-corporate Commonwealth entity, reporting to the Minister for Climate Change and Energy. Its members are appointed by the Minister, and comprise the Chair, the Commonwealth Chief Scientist and up to 7 other members.

The Authority is supported by a Chief Executive Officer (CEO), who is also a statutory appointee. As the accountable authority under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the CEO is responsible for the Authority's day-to-day operations. The members and CEO are further supported by staff employed under the *Public Service Act 1999*.

As a Commonwealth entity, the Authority's is governed by the requirements of both the PGPA Act and the *Public Service Act 1999*, as well as specific governance obligations set out in the *Climate Change Authority Act 2011*.

## Corporate governance framework

The Authority operates within a robust governance framework, aligned with the requirements of the PGPA Act. Our governance practices are designed to ensure integrity, accountability, and transparency in all aspects of our work.

To uphold these standards, we continue to:

- maintain effective systems for the management and oversight of projects, procurement, finances and human resources
- apply a comprehensive Risk Management Framework across our operations, informed by oversight from our independent Audit Committee
- uphold high standards of probity and integrity, including a strong framework for identifying and managing Authority member and staff conflicts of interest
- deliver training and awareness programs for officials, including onboarding for new members and staff
- include risk and compliance as a standing agenda item in regular senior leadership meetings
- continuously review and improve our governance systems and practices.





## Risk management

The Authority is committed to fostering a positive risk management culture that supports accountability, informed decision-making, and continuous improvement. We operate under a ‘no-blame’ approach, encouraging collaboration to identify and manage risks.

Our Risk Management Framework outlines the Authority’s key risk areas and potential consequences. It is reviewed regularly and updated as needed, with oversight from the independent Audit Committee. The framework aligns with the Commonwealth Risk Management Policy 2023 and the PGPA Act.

Figure 1 sets out the Authority’s high-level strategic risks for the reporting period, along with risk ratings and mitigation strategies.

- Our strategic risks are those that, if realised, would materially affect our ability to deliver on our purposes.
- Our strategic objectives are the starting point of the strategic risk identification process, and risks and opportunities are balanced in accordance with the framework.

Risk treatments and treatment owners are outlined in the Authority’s Strategic Risk Register and Plan, which is reviewed at least quarterly by the Authority’s executive committee. All staff are required to complete annual integrity and risk training.

### *Climate risk management and the Australian Public Service net zero target*

The Authority integrates climate risk considerations into all aspects of its operations. All staff are responsible for identifying, assessing, and managing climate-related risks relevant to their roles. In addition, the Authority is committed to reducing our operational emissions and to achieving net zero emissions by 2030. The Authority’s Emissions Reduction Plan describes the priorities and actions the Authority is taking to reduce these operational emissions and contribute to the APS Net Zero 2030 target.



**Figure 1: Strategic risks**

**Risk Rating\*:** ■ Low ■ Medium ■ High

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

\* The risk rating is a composite of the likelihood of the risk occurring and its consequences, assessed using generally accepted standards.



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

**Risk Rating\*:** ■ Low ■ Medium ■ High

	 <b>People capability</b>	 <b>Information</b>
Risk description	The Authority is unable to attract, develop and retain the people capability it needs.	The Authority fails to ensure the data integrity, security, reliability and availability of its information and information systems.
Mitigation strategies	<ul style="list-style-type: none"> <li>• Staff retention practices are reviewed and refined where retention issues become apparent.</li> <li>• Implement activity and project scheduling and planning to optimise the use of resources.</li> <li>• Professional career development and training opportunities are available to all staff, including mandatory training on APS values, Code of Conduct and fraud and corruption.</li> <li>• Recruitment material and engagement strategies attract appropriately skilled people.</li> <li>• Substantive response to APS Census results and planning day outcomes.</li> <li>• The Authority has a consultative committee for facilitating open communication and consultation with employees.</li> <li>• The Authority has implemented initiatives and training to contribute to the health, safety and wellbeing of the Authority's workforce.</li> <li>• Staff have appropriate access to leave and downtime that promotes wellbeing.</li> <li>• Project Steering Committee (PSC) takes an active role in project scoping to reflect current staff resources.</li> </ul>	<ul style="list-style-type: none"> <li>• System controls and monitoring are in place to identify breaches and misuse of data and information.</li> <li>• Business continuity plans and compliance checks are in place.</li> <li>• Protective Security Policy Framework reporting.</li> <li>• Restricted access to applications and files for officials.</li> <li>• Formal process for release of information and data.</li> <li>• Police checks and security clearances are required for all employees and contractors working for the Authority.</li> <li>• Education for staff on appropriate electronic security classifications and obligations in relation to security, data integrity and fraud and corruption.</li> </ul>

\* The risk rating is a composite of the likelihood of the risk occurring and its consequences, assessed using generally accepted standards.

Figure 1: Strategic risks (cont.)

Risk Rating\*: ■ Low ■ Medium ■ High


	<div> Legal obligations</div>	<div> Financial sustainability</div>
Risk description	The Authority’s system of governance fails to ensure strong levels of compliance with statutory obligations.	The Authority is unable to appropriately manage its financial processes, assets or budgets.
Mitigation strategies	<ul style="list-style-type: none"><li>• Internal audit program is undertaken and delivered on time.</li><li>• Appropriately experienced staff are engaged to perform roles across the Authority.</li><li>• Appropriate guidance, documentation and training is available, including for activity-specific risks (eg procurement, HR).</li><li>• Systems to capture instances of non-compliance with legislation are in place.</li><li>• Instances of non-compliance are reviewed with appropriate remediation and mitigation strategies implemented.</li><li>• Risk assessment workshops to support risk identification and management at business line and project level; and build shared culture of risk management.</li></ul>	<ul style="list-style-type: none"><li>• Key priorities are planned and align to funding allocation.</li><li>• Budget expenditure is monitored closely and any under/overspends are communicated and addressed.</li><li>• Actions to increase the Authority’s funding are pursued when necessary with the Portfolio Department.</li><li>• Review the internal controls, segregation of duties and PGPA compliance.</li><li>• Support ANAO financial statement audit program.</li><li>• Ensure that finance staff maintain the required technical skills to conduct accounting activities.</li></ul>

\* The risk rating is a composite of the likelihood of the risk occurring and its consequences, assessed using generally accepted standards.



Figure 1: Strategic risks (cont.)

Risk Rating\*: ■ Low ■ Medium ■ High

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

\* The risk rating is a composite of the likelihood of the risk occurring and its consequences, assessed using generally accepted standards.



# Our activities and performance

## Activities 2025–26

Our activities over the 2025–26 reporting period are mapped in Figure 2.

Output related to the Authority’s activities in 2025–26 will include:

- the 2035 Targets Advice
- the 2025 Annual Progress Report informing the Minister’s fourth annual climate change statement to Parliament
- the 2026 Review of the Australian Carbon Credit Unit (ACCU) Scheme
- self-initiated research on climate change matters.

The Authority has not been tasked with any special reviews by the Minister or the Parliament, but that may change throughout the course of 2025–26.

**Figure 2: Activities, 2025–26**

Activities 2025–26	
<b>Activity 1:</b>  Advice under the <i>Climate Change Act 2022</i> : <ul style="list-style-type: none"><li>• on emissions reductions targets to be included in Australia’s Nationally Determined Contribution under the Paris Agreement</li><li>• relating to the Minister’s annual climate change statement.</li></ul>	  The Authority will complete and deliver its 2035 Targets Advice to the Minister to support the Government in determining Australia’s 2035 emissions reduction targets.  In late 2025, the Authority will deliver its Annual Progress Report 2025, which will inform the Minister’s fourth annual climate change statement.
<b>Activity 2:</b>  Statutory reviews outlined in the: <ul style="list-style-type: none"><li>• <i>Carbon Credits (Carbon Farming Initiative) Act 2011</i></li><li>• <i>National Greenhouse and Energy Reporting Act 2007</i>.</li></ul>	  The Authority will progress its 2026 Review of the Australian Carbon Credit Unit (ACCU) Scheme, which is due to be provided to the Minister by 31 December 2026.
<b>Activity 3:</b>  Special reviews as outlined in the <i>Climate Change Authority Act 2011</i> .	  No special reviews have been requested at the time of publication.
<b>Activity 4:</b>  Self-initiated research as outlined in the <i>Climate Change Authority Act 2011</i> .	  At the time of publication of this plan, the Authority had already delivered a self-initiated report titled <i>Understanding climate threats to the Great Barrier Reef</i> .  The Authority will identify and undertake further self-initiated research, if opportunities arise.



## Performance framework

This plan covers 4 financial years, from July 2025 to June 2029. Our Performance Framework is outlined in Figure 3 and will be used to measure our effectiveness in delivering on our activities during the term of this plan.

Figure 5 outlines the activities over the life of this plan, along with the key performance indicators for those activities.

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

*Provide expert advice to the Australian Government and engage with the community on Australia's climate change targets, policies and progress, including through conducting, consulting on and communicating regular and specifically commissioned reviews and reports and sharing insights from research.*

The Authority supports the Department of Climate Change, Energy, the Environment and Water in the transition of Australia's economy to net zero emissions by 2050 by providing independent, evidence-based advice climate change policy advice.



The key elements of our performance framework are set out in Figure 3 below.

**Figure 3: Performance framework**

<b>Our purpose</b>	<p>The Climate Change Authority’s purpose is to provide evidence-based advice and engage with the community on the response to climate change, to:</p> <ul style="list-style-type: none"> <li>• accelerate emissions reductions and position Australia as a leader in the global effort to limit temperature increases</li> <li>• guide Australia to new opportunities and new ways of doing things, to sustain Australia’s prosperity as the world transitions to net zero emissions</li> <li>• help Australia prepare for and adapt to the current and increasing impacts of climate change, which have already begun and will continue to increase.</li> </ul>
<b>Our values</b>	<div> <div>  <p>Independence</p> </div> <div>  <p>Transparency</p> </div> <div>  <p>Broad and positive stakeholder engagement</p> </div> </div> <div> <div>  <p>Good governance and accountability</p> </div> <div>  <p>Excellence in research and analysis</p> </div> <div>  <p>Valuing our most valuable asset – our staff</p> </div> </div>
<b>Functions and activities</b>	<p>Provide advice on:</p> <ul style="list-style-type: none"> <li>• progress towards targets and on related policies to support the Government’s annual climate change statement</li> <li>• Australia’s National Determined Contribution.</li> </ul> <p>Conduct reviews of:</p> <ul style="list-style-type: none"> <li>• the <i>Carbon Credits (Carbon Farming Initiative) Act 2011</i> and <i>National Greenhouse and Energy Reporting Act 2007</i></li> <li>• other matters are requested by the Government or Parliament.</li> </ul> <p>Undertake independent research and analysis on matters related to climate change.</p>
<b>Strategic priorities</b>	<ul style="list-style-type: none"> <li>• Deliver on our legislated tasks and functions</li> <li>• Engage with the community</li> <li>• Produce independent, rigorous, high-quality advice, reviews and research</li> <li>• Be recognised as a trusted voice and influential leader in climate policy advice</li> <li>• Maintain a capable workforce and thriving, inclusive culture</li> </ul>



## Key performance indicators

The Authority measures its performance against 5 strategic priorities using 8 key performance indicators (KPIs), with 2 types of measures - ‘delivery’ and ‘impact’, as demonstrated in Figure 4.

- **Delivery KPIs** measure the way in which the Authority conducts and delivers its legislated functions and responsibilities.
- **Impact KPIs** measure the impact of the Authority’s work.

In 2024–2025 the Authority substantially revised its performance reporting process, establishing a range of new KPIs. These new indicators were implemented in a phased manner. 2025–26 is the first period in which the full set of 8 indicators will apply.

**Figure 4: Strategic priorities and key performance indicators**

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

# Performance reporting

## Activities and key performance indicators

**Figure 5: Key performance indicators, 2025–26 to 2028–29**

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

**Figure 5: Key performance indicators, 2025–26 to 2028–29 (cont.)**

Key performance indicators	Target	Assessment
<b>6</b> <p>The Authority is recognised and trusted by stakeholders and the wider Australian public as an expert body and leading voice on climate change policy influencing public debate and conversations</p>	<ul style="list-style-type: none"> <li>Stakeholders perceive the Authority as a leading voice on climate change policy</li> <li>The Authority's work receives a consistent volume of positive coverage across traditional and social media platforms</li> <li>The Authority continuously grows its social media followership across key outreach channels</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder survey outcomes of perception the Authority's influence</li> <li>Monthly data of media and subscriber activity</li> </ul>
<b>7</b> <p>The Authority's advice, reviews and research are communicated clearly, effectively and accessibly in a way that builds public understanding</p>	<ul style="list-style-type: none"> <li>All public facing communications meet government standards for accessibility and readability</li> <li>All public facing reports are supported by tailored communication plans and audience-appropriate communications activities</li> </ul>	<ul style="list-style-type: none"> <li>Readability score of published reports</li> <li>Tailored communications plans developed and implemented for all published reports</li> <li>Post-release evaluation of delivered communications plans</li> </ul>
<b>8</b> <p>The Authority maintains a good culture aligned with the APS values, attracting and investing in a high calibre, diverse workforce</p>	<ul style="list-style-type: none"> <li>The Authority's APS census results demonstrate a positive culture and a high calibre, capable workforce</li> <li>The Authority's workforce demographic data shows a diverse workforce</li> <li>The Authority invests in its workforce</li> </ul>	<ul style="list-style-type: none"> <li>Employee Engagement Index score</li> <li>Enabling Innovation Index score</li> <li>Percentage of total budget allocated to capability building</li> </ul>



