

Strategic Plan 2020–2025

Our commitment to make energy consumers better off, now and in the future



Australian Government

Objective 1: Protect vulnerable consumers, while enabling consumers to participate in energy markets

PERFORMANCE INDICATORS	MEASURE / TARGET
AER stakeholders' agreement with the following statements: <ul style="list-style-type: none"> › The AER equips consumers to participate effectively, and protects those who are unable to safeguard their own interests. › The AER supports and protects energy consumers, particularly those in vulnerable circumstances. › The AER demonstrates a sound knowledge and understanding of energy consumers. 	Proportion of survey respondents who strongly agree/agree with the statement (trend) disaggregated by stakeholder sector.
Consumer (household and small business) confidence in their ability to make choices about energy products and services.	Proportion of respondents in ECA Consumer Sentiment Survey rating a 7/10 or higher (trend).
People completing their search on Energy Made Easy (EME).	Number—EME tracking data (trend).
New and amended retailer hardship policies assessed within 12 weeks of AER receiving all relevant information.	100%
Retail authorisation and exemptions applications to sell energy assessed within 16 weeks of receiving all relevant information.	100%
Customers on market versus standing offers.	Proportion of customers (AER retailer data) (trend).

Objective 2: Effectively regulate competitive markets primarily through monitoring and reporting, and compliance and enforcement

PERFORMANCE INDICATORS	MEASURE / TARGET
Extent to which competition in retail and wholesale energy markets is identified as an issue.	Commentary in AER/AEMC reports.
Proportion of all market reports published within agreed/ statutory timeframes: <ul style="list-style-type: none"> › Weekly Wholesale Markets. › Quarterly Retail & Wholesale Market Performance › Annual Retail Compliance. › Annual State of the Energy Market. › Biennial Wholesale Electricity Market. › High Price Events. 	100%
Work delivered against AER consumer compliance and enforcement priorities (life support and hardship).	Proportion of work program—AER data.
Work delivered against AER effective regulation of market compliance and enforcement priorities (metering, provision of information and gas).	Proportion of work program—AER data.

Objective 3: Deliver efficient regulation of monopoly infrastructure while incentivising networks to become platforms for energy services

PERFORMANCE INDICATORS	MEASURE / TARGET
AER stakeholders' agreement with the following statements: <ul style="list-style-type: none"> › The AER encourages and enables innovation by network businesses. › The AER promotes efficient investment in, operation and use of energy services for the long-term interests of consumers. 	Proportion of survey respondents who strongly agree/agree with the statement (trend) disaggregated by stakeholder sector.
Revenue reset determinations for electricity networks and gas pipelines completed within statutory timeframes.	100%
Completed revenue decisions for electricity networks and gas pipelines.	Number per annum
Customers with a retailer exposed to cost reflective network tariff.	Proportion of customers—AER retailer data (trend).

Objective 4: Use our expertise to inform debate about Australia's energy future and support the energy transition

PERFORMANCE INDICATORS	MEASURE / TARGET
AER stakeholders' agreement with the following statements: <ul style="list-style-type: none"> › The AER is an authoritative and trusted source of information about Australian energy markets. › The AER engages effectively with its stakeholders. › The AER shows leadership in pursuing or promoting priority issues in the energy sector. 	Proportion of survey respondents who strongly agree/agree with the statement (trend) disaggregated by stakeholder sector.
Extent to which AER submissions to policy and rule making processes make an impact.	Annual qualitative self-assessment.
Reach of AER social media activities.	Audience growth rates and engagement metrics (trend).
Sentiment of AER media coverage.	Proportion of positive sentiment (trend).

Appendix: Cultural archetypes

The following statements illustrate the behaviours, symbols, systems and values that may be prominent in the particular cultural archetype. It draws on the commonly used framework provided by Carolyn Taylor's *Walking the Talk, Building a Culture for Success* (2015).

Our real call to action is to focus and grow elements of the 'Achievement' and 'Innovation' culture.

Behaviours

Current/Maintain			Focus/Grow		
PEOPLE FIRST	GREATER GOOD	ONE TEAM	CUSTOMER CENTRIC	ACHIEVEMENT	INNOVATIVE
Leaders coach, support and listen to their people.	Employees are passionate about the cause.	Decisions are made with the 'big picture' in mind.	The Board and SLT understand consumers' needs.	The AER's vision and strategy is agreed and communicated.	Experimenting is encouraged in the AER.
Junior people are treated with the same level of respect as their senior colleagues.	Employees act with a longer-term perspective.	Conflicting priorities are resolved openly and constructively.	Individuals go the extra mile to address consumer needs.	Trade-offs are surfaced and explicitly resolved when prioritising resources.	Ideas are challenged and people speak their mind.
Any form of disrespectful behaviour is stamped out quickly.	The impact on consumers is considered in day-to-day decisions.	When an organisational decision is made, individuals speak and act in support of it.	Consumers are talked about as decisions are reached in every meeting.	Individuals do what they say they will, and deliver on promises.	Mistakes are considered opportunities for learning.
Constructive challenge is encouraged.					Best practice is transferred across the organisation.

Symbols

Current/Maintain

Focus/Grow

PEOPLE FIRST	GREATER GOOD	ONE TEAM	CUSTOMER CENTRIC	ACHIEVEMENT	INNOVATIVE
<p>Non - traditional and diverse people choices are made for key roles.</p> <p>People are given a go by being handed responsibility and the chance to prove themselves.</p>	<p>The AER's voice and power is used to influence at a societal level for the good of consumers.</p> <p>Investment is in the longer term.</p>	<p>Work done by one group is actively supported by the whole.</p> <p>People are moved across the organisation, with managers prepared to give up resources.</p>	<p>Investment in consumer initiatives are prioritised.</p> <p>Staff are trained to understand and respond to consumer perspectives.</p> <p>Stories about addressing consumer needs are widespread.</p>	<p>The AER seeks to measure its success over time.</p> <p>The AER uses clear metrics and milestones to measure individual performance.</p> <p>Meetings start and end on time, with agreed actions that are followed up.</p> <p>Individual non-performance is dealt with appropriately.</p>	<p>Reflection on learnings is common.</p> <p>Resources are directed to development and entrepreneurial ideas.</p> <p>Experience is valued, but new blood is always introduced.</p>

Systems

Current/Maintain

Focus/Grow

PEOPLE FIRST	GREATER GOOD	ONE TEAM	CUSTOMER CENTRIC	ACHIEVEMENT	INNOVATIVE
<p>Giving feedback is considered important as part of learning and development.</p> <p>Training is broad and well resourced.</p> <p>Work-life balance policies are well developed.</p> <p>Trusted mechanisms exist to address non-compliant behaviour (e.g. bullying, discrimination).</p>	<p>Metrics consider the broader community impact of the AER.</p> <p>Research into the future, providing insights, has equal weight to short-term performance.</p>	<p>The performance system encourages people to facilitate the success of others.</p> <p>People are held to account by different people for different deliverables.</p> <p>Peer review is an important part of performance evaluation.</p>	<p>Structure allows for the maximum amount of responsiveness to consumer needs.</p> <p>We draw on extensive consumer insight and engagement to assess long-term consumer interest.</p> <p>Staff training in consumer issues is extensive.</p>	<p>Individual contribution to strategy and targets is explicitly defined.</p> <p>The budget process aligns with AER objectives.</p> <p>There is alignment between those who are rewarded and promoted due to performance.</p>	<p>There is rigorous measurement to improve our work</p> <p>There are well used knowledge management systems.</p> <p>Innovation and idea-generation are captured in performance management.</p> <p>Delegated authority and empowerment are encouraged.</p>

Values

Current/Maintain

Focus/Grow



PEOPLE FIRST	GREATER GOOD	ONE TEAM	CUSTOMER CENTRIC	ACHIEVEMENT	INNOVATIVE
People are inherently trustworthy.	The AER has a responsibility to the community.	Helping others succeed facilitates my own success.	Consumers know more about their needs than I do.	I take personal responsibility for my work.	There is always a better way to do things.
Other people can always add to my original ideas.	The AER is not just a regulator.	People can be held accountable for things they don't control.	It is possible to consider consumer preferences alongside system/ economic outcomes.	The AER measures individuals' performance on outcomes, not just effort.	Not knowing the answer is a sign of strength, not weakness.
Diversity of age, gender, culture etc. add to a team's effectiveness.			Consumer perception is the truth (i.e. they are always right).	There are fair consequences for individual performance.	Mistakes are an opportunity to learn.
					Senior people are not considered the keepers of all the wisdom.

