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Australian Energy Market Commission Strategic Plan 2021/22 - 2024/25 Strategic Plan

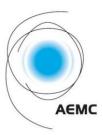
Introduction from our Chair and our Chief Executive

It is a privilege to be responsible for rule-making and expert advice as the Australian energy sector undergoes fundamental change in how energy is used, created, delivered, sold and stored.

When the Commission was established in 2005 the sector in Australia was vastly different. The power system was characterised by large geographicallyconcentrated generators, delivering energy one way to a passive consumer base. A massive transition is happening now that is actually three separate transitions all at once. We are now moving from thermal plants to renewable inverter-based generators. We are also moving from large generators to smaller, more dispersed generators and finally from passive to active consumers. Energy is moving two ways with Australian consumers having the fastest rate of solar uptake in the world. As technology and digitalisation advances, in 10 years' time it will be different again.

Not only is change happening but the pace of change is accelerating. In the Commission's first year we did 24 rule changes and reviews. Last year we completed 70 rule changes and reviews, and several projects as part of the Energy Security Board's work program. How do we, as the organisation responsible for expert policy advice and making the rules that underpin the system, best contribute in this environment?

Starting as we mean to continue, this strategic plan was developed through a highly collaborative process with all Commissioners and staff, and we drew from input from our key stakeholders across government, consumer groups, industry and market bodies for their valuable insight and views as we developed our plan.



Advertisment

Senior Adviser

- Australian Energy Market Commission
- Work for Australia's future productivity and living standards
- Lead complex projects to deliver advice and reviews

The Australian Energy Market Commission (AEMC) is an independent statutory body that works for Australia's future productivity and living standards by contributing to a decarbonising, affordable and reliable energy system for consumers. As the rule maker and adviser to Australian governments for energy markets, its role is to understand how the rapidly changing context affects the interests of consumers in the long term and design a future-proof system accordingly.

The AEMC is a forward-thinking organisation that brings cross sectoral teams together as they focus on the challenges the energy sector is facing and seek views across the sector on how to improve outcomes for consumers. It must account for trends such as decarbonisation, technological change and market transformation, and the uncertainty that the interaction between these trends creates in the sector.

As a Senior Adviser you will lead and manage complex projects to deliver advice, reviews and/or rule changes that support the achievement of AEMC's strategic objectives. This is a unique role where you will be engaging with a wide range of internal and external stakeholders to develop and deliver evidence-based recommendations on policy, economic and technical solutions to the Chief Executive and Commission.

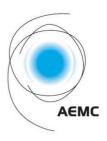
We are seeking talented professionals with proven research and analysis skills to assess complex issues and develop solutions. In an environment where collaborative engagement with stakeholders and the ability to communicate complexity with simplicity and brevity are critical success factors, it is essential that you have outstanding relationship building and communication skills.

Your experience may be in a range of sectors such as industry, consulting, or the public sector and in specialist policy, research, regulatory and advisory roles. Knowledge of regulated industries (such as utilities and telecommunications) and the national energy market would be an advantage but is not essential.

You will be joining a dynamic organisation that invests heavily in its people and has a culture that is exceptionally professional, and values based. The AEMC has a highly engaged and diverse team where people are supported and inspired to do their best work and learn and grow.

The AEMC is based in the Sydney CBD and supports flexible working practices.

To apply and for a copy of the candidate information pack, please go to www.derwentsearch.com.au and search the role title. Your application should include a resume and a cover letter highlighting your suitability. For further information, please email publicsector@derwentsearch.com.au or call Ali McCourt on (02) 9091 3253.



Australian Energy Market Commission

The rule maker for Australian electricity and gas markets. We make and amend the National Electricity Rules, National Gas Rules and National Energy Retail Rules. We also provide market development advice to governments.

Mission:

To work for Australia's future productivity and living standards by contributing to a decarbonising, affordable and reliable energy system for all consumers.

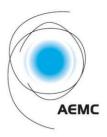
Values:

The shared values of the AEMC are leadership, engagement and integrity. Each of us seeks to reflect those values in how we act and discharge our functions.

Leadership reflects our desire to foster and support informed debate on energy market development. We engage with governments, consumers and market participants to promote dialogue and understanding. We value different perspectives and welcome meaningful debate on energy market issues. We share our knowledge, and empower those who look to us for advice.

Engagement is at the core of everything we do. We aim to build and maintain strong relationships with stakeholders and we value their input to our rule making and strategic advice to governments. We focus on pursuing opportunities for consultation and expanding the range of organisations, groups and individuals with whom we collaborate. Integrity speaks to the respect we have for our stakeholders, our high standards of impartiality, objectivity and the transparent processes that frame the work we undertake. An ethical, reliable and consistent approach is paramount in all our dealings with governments, industry and consumers.





About AEMC:

The Australian Energy Market Commission (AEMC) is an independent statutory body that works for Australia's future productivity and living standards by contributing to a decarbonising, affordable and reliable energy system for consumers.

We listen, make practical rule changes and provide expert advice in a rapidly changing world. We lead, collaborate, adapt and influence in making and amending rules for the National Electricity Market, elements of the natural gas market and related retail markets; and providing strategic and operational advice to the Energy Ministers' Meeting.

The <u>National Electricity</u>, <u>Gas and Retail Rules</u> made by the AEMC have the force of law and under the National Energy Laws, all of the AEMC's work is guided by the three legislated national energy objectives:

- National electricity objective (NEO)
- National gas objective (NGO)
- National energy retail objective (NERO).

Each objective requires an explicit focus on the long-term interests of energy consumers in our rule making decisions and advice. In doing this we understand how the rapidly changing context in which we operate affects the interests of consumers in the long term and the need to design a future-proof system accordingly. We account for trends such as decarbonisation, technological change and market transformation, and the uncertainty that the interaction between these trends creates in the sector.

"None of our decisions are taken lightly. The security, reliability and cost of energy underpins our quality of life."

Energy is a key input to all sectors of the Australian economy. We recognise that decarbonised, affordable and reliable energy is a key enabler of improved consumer living standards. We work for a future where energy simply works for all consumers. Consumers do not worry about their energy bills. Consumers do not worry when they turn on a light switch or charge a device no matter where they are. Consumers do not worry about blackouts on hot days. Consumers do not worry about contributing to emissions. By ensuring energy simply works for Australian businesses, we help the economy to grow sustainably and competitively, as well as providing certainty for investment, innovation and jobs.

Governance and History

The National Electricity Market (NEM) was established in 1998 and the AEMC was established in 2005.

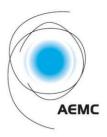
The AEMC is one of three market bodies responsible for energy in Australia, all of which report to the Energy National Cabinet Reform Committee (ENCRC) through the Energy Ministers' Meeting. Additionally, the three market bodies also work together to advise the Energy Security Board (ESB). The <u>AEMC Commissioners</u> are appointed by Australia's state, territory and federal governments to make the rules under the national energy laws, and to advise governments on overall energy market development.

The Commissioners are supported by the <u>Chief Executive and the Executive Leadership Team</u> and staff, and together they discharge rule making and market development roles in line with the AEMC's Code of Conduct which requires AEMC staff to act with fairness, honesty, impartiality and integrity in all our dealings.

Our current work and forward looking work program

The AEMC regularly monitors and reports on a range of matters including the level of competition in energy retail markets, future price trends, and energy market performance. We also seek to understand the impact on the energy sector of policies outside the energy market portfolio – such as emissions reduction policies – and highlight any issues in our advice to help promote integrated and consistent policy outcomes. As part of our technology-focussed work program, the AEMC also publishes papers and reports which inform our advice to governments and analysis of rule change requests. Our forward looking work program connects multiple rule changes, reviews and advice.

The Reliability Panel, which forms part of the AEMC's institutional arrangements, reviews and reports on the safety, security and reliability of the national electricity system.



Chair and Commissioners

AEMC Commissioners are appointed by Australia's state, territory and federal governments to make the rules under the national energy laws, and to advise governments on overall energy market development.

The Commissioners exercise the AEMC's statutory rule making and market development functions, subject to some delegations as explained below. Most of the functions relating to the management and day-to-day running of the organisation are the responsibility of the Chief Executive and the Executive Leadership Team. The Commission retains the majority of the statutory rule making powers and market development functions, and is also responsible for the AEMC's strategic direction.

The Commissioners review the corporate governance framework of the organisation, overseeing the development of the AEMC's strategic priorities and business planning, and approving corporate development initiatives as proposed by the Chief Executive with the Executive Leadership Team. The Commission holds monthly organisational meetings to review operational matters. In terms of risk management and reporting, the Commissioners review the AEMC's budget, monitor its financial performance, and consider and approve the annual financial statements.



Ms Anna Collyer

Anna Collyer has more than two decades of experience in the Australian energy sector and has worked extensively on industry reform. She was appointed as Chair of the Australian Energy Market Commission on 1 February 2021.

Along with Chair of AEMC, Anna was appointed Chair of the Energy Security Board on 1 November 2021, charged with delivering the Post-2025 energy market reforms to create a power system fit for the future.

As a partner of Allens law firm from 2001 to 2020, and in her early career, Anna focussed on the energy sector throughout its evolution, from the initial reforms of the 1990s to its current period of major transformation.

Drawing on her in depth sector knowledge and strategic approach, Anna advised a broad range of clients in the public and private sectors on major projects and transactions, working closely with energy ministers on a number of occasions.

Anna's leadership roles have focussed on managing complex organisational change. As Allens' Head of Innovation she fostered innovation at all levels of the firm, not only in technological developments but also in new ways of working and addressing disruption.

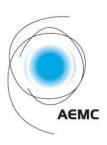
Anna has a Bachelor of Laws (Honours) and a Bachelor of Commerce from the University of Melbourne.



Mr Charles Popple

Charles Popple has spent more than four decades in the energy network sector. In the 1990s he played a significant role in the development of the National Electricity Market including reform of the network sector and the implementation of transmission system planning and pricing arrangements. He has also held management roles with Victorian Power Exchange, VENCorp, SPI PowerNet and SP AusNet. As a consultant, his focus was on energy markets and regulatory arrangements, with a view to achieving a balance between security, environmental challenges, and competitive pricing and products for energy consumers.

Charles has a Bachelor of Engineering from Monash University and a Master of Engineering Science in power system engineering from the University of Melbourne.



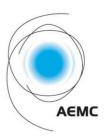


Ms Michelle Shepherd

Michelle has over 20 years' experience in energy policy and regulation in both the private and public sectors and has been at the forefront of the markets' development across Australia.

Michelle was the General Manager Regulatory and Government Affairs at Alinta Energy for 6 years where she was actively involved in energy policy reform and the commercial implementation of policy changes nationally. Prior to Alinta, Michelle spent nearly 10 years at AGL where she played a key role in the development of the regulatory frameworks across Australia. Michelle has also worked for the Australian Competition and Consumer Commission, UK Competition Commission and the Federal Department of Finance.

Michelle has strong Board experience and a focus on governance. She was a board member of the YMCA WA for four years, serving as Vice President (Deputy Chair) for her final two years of service. Michelle also spent almost 5 years on the board of REMCo when it operated the WA gas market. She is a Graduate of the AICD Company Directors Course and holds a Bachelor of Commerce from Curtin University and a Bachelor of Applied Economics from Murdoch University.



Executive Leadership Team

The <u>AEMC Commissioners</u> are supported by the Chief Executive and the AEMC's Executive Leadership Team and staff. Together they discharge rule making and market development roles in line with the AEMC's Code of Conduct which requires AEMC staff to act with fairness, honesty, impartiality and integrity in all our dealings. The Chief Executive and Executive Leadership Team have delegations in relation to some statutory decisions, including initiation of rule changes, and a range of other operational matters, including the employment of staff and engagement of consultants.

"Our management team strives to continually improve the quality of the AEMC's analysis. We hold ourselves accountable to our stakeholders with respect to our statutory responsibilities for market development, reviews and rule making. We are always looking for new ways to cultivate engagement with consumers, government and energy market participants on strategic issues and challenges. We lead by example in implementing and embedding positive organisational change, and are united by a shared commitment to demonstrating the AEMC's core values of leadership, engagement and integrity in everything that we do.

Responsibilites



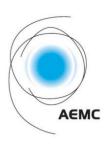
Mr Benn Barr Chief Executive

Mr Benn Barr has over 20 years' experience in energy and climate change policy and has a deep understanding of the national energy market and opportunities for renewable energy. He has expertise in the energy market and regulation, with a track record of providing strategic policy advice to government across a diverse range of resource management areas, as well as contributing to the national Council of Australian Governments (COAG) energy agenda. Mr Barr has a strong interest in effective modern governance having recently undertaken professional development at the John F Kennedy School for Government at Harvard. He was the Secretary of the Council for the Australian Federation, a collaborative intergovernmental group of state and territory First Ministers, and has served as the Queensland Government's senior official for the COAG Energy Council. Mr Barr joined the AEMC following six years as Deputy Director General in the Queensland Department of Natural Resources, Mines and Energy.



Ms Gayee McGrath Executive General Manager, People and Culture

Ms McGrath has been working with the AEMC since 2016, and is currently the Head of People and Culture, the team responsible for organisational culture, professional development and recruitment. Ms McGrath's background is in executive management; she previously worked as Executive General Manager for CiEvents, a global strategic event management agency, and spent 16 years with Qantas in senior executive roles. Ms McGrath has qualifications in business studies, and certifications in leadership, executive management and human resources.





Mr Michael Bradley Executive General Manager, Retail and Wholesale Markets

Michael joined the AEMC in 2016 and has directed a number of major projects including our annual retail competition and price trends reviews. He has wide-ranging commercial, regulatory and policy development experience. Before joining the AEMC, he worked as an economic consultant in the infrastructure and telecommunications industries and has held a number of senior management positions at Telstra. Michael has a Bachelor of Economics from the University of Sydney.



Mr Jack Schmidtke General Counsel

Jack leads the team which provides and coordinates support to the Commission on legal, regulatory and governance matters, and drafts amendments to the national energy rules. In 2018 he was seconded to the Energy Security Board to work on key energy market reforms. Jack has worked as a legal adviser in both the corporate and public sectors. Before joining the AEMC in 2014, he worked for Herbert Smith Freehills and DLA Piper in their corporate practice groups and as an in-house legal counsel, providing legal advice on regulatory matters, corporate governance, and public and private mergers and acquisitions. He was also an Associate to the Hon. Richard Conti, a Judge of the Federal Court of Australia. Jack holds a Bachelor of Law with First Class Honours and a Bachelor of Arts from the University of Sydney.

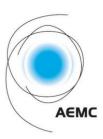


Ms Victoria Mollard Executive General Manager, Security and Reliability

Victoria Mollard leads the team responsible for reviews and rule changes relating to system security and reliability which have been a principal focus for the energy market bodies in the past three years. She also leads the Reliability Panel secretariat. Victoria has been at the AEMC since 2012 and has worked on predominantly transmission frameworks and wholesale market reforms. Before joining the AEMC in 2012, she worked for NERA Economic Consulting advising clients on a range of matters of competition, regulatory principle and policy across the water, transport and energy sectors. She holds a Bachelor of Commerce and Arts, and Masters of Commerce in Economics from the University of Auckland.

Mr Tom Walker Executive General Manager (Acting), Strategy and Economic Analysis

Ms Danielle Beinart Executive General Manage (Acting), Transmission and Distribution Networks



Position Description

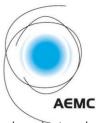
Position Details	
Title:	Senior Adviser
Reports To:	Director
Direct reports:	Graduate Advisers
Indirect reports:	None

Primary Objective

Manage multiple and/or complex projects, undertaking project planning, research and analysis to deliver advice, reviews and/or rule changes that support the achievement of strategic objectives.

Key Accountabilities

- Lead and manage multiple projects under the supervision of a Project Sponsor, including large and/or complex projects, undertaking project planning, budgeting, and review and monitoring, to ensure project delivery in line with established strategic direction, project objectives, quality standards and regulatory frameworks.
- Conduct research and analysis and formulate evidence based recommendations and deliver detailed and timely written and verbal advice on policy, economic and technical solutions to the Chief Executive and Commission.
- Develop and deliver well written, detailed and accurate formal review reports and rule determinations to facilitate understanding and readiness for publication and implementation.
- Select, engage and manage external consultants to achieve project deliverables and milestones in line with agreed project plan, budget and time frames.
- Manage release of project findings to ensure accessibility and understanding of information for all key stakeholders in line with project plan.
- Develop and maintain effective relationships with a wide range of internal and external stakeholders to discuss project related issues and build effective networks that support project delivery.
- Lead and/or participate in meetings and workshops with internal and external stakeholders to gather the necessary information to support effective project outcomes.
- Build effective working relationships with project team members to facilitate timely delivery of project outcomes within budget and quality standards.
- Guide and coach Advisers and Graduate Advisers to support learning and capability growth that contributes to the achievement of project and organisation outcomes, including oversight of some less complex projects in a project sponsor role.
- Manage the performance and development of any graduate advisers that report to them (not all senior advisers will have a direct report), including role modelling, providing feedback, coaching and mentoring of employees to



drive outcomes and support targeted growth of knowledge and capability that achieves individual, project and organisation goals. Undertake all other reasonable duties and comply with reasonable instructions as directed.

• Perform role and responsibilities in accordance with statutory obligations, organisation values and policies to support the achievement of AEMC's mission and vision.

Key Stakeholders

Internal

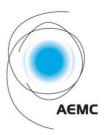
- Directors, Executive General Managers (EGM) and Chief Executive: To provide recommendations, discuss project direction and report on progress.
- Commission: To present information and recommendations that support and inform decision making.
- Project Sponsors, Project Leaders, Team Members, Senior Advisers, Advisers and Graduate Advisers: To
 collaborate on projects, report on progress and obstacles, share knowledge and information to achieve project
 outcomes.
- People and Culture (P&C), Legal and Governance and Strategy and Economic Analysis (SEA) teams: To
 maintain collaborative working relationships, exchange information and facilitate knowledge sharing to achieve
 mutual goals

External

- Senior policy and technical staff in industry organisations, industry groups, regulatory bodies, government departments and consumers: To discuss project related issues, present project outcomes, explain technical information, and foster effective working relationships.
- External consultants: To manage engagement and delivery of work.

Knowledge, Skills and Experience

- Demonstrated project management skills and ability to lead, plan and deliver multiple complex projects with specified budgetary and time parameters.
- Demonstrated knowledge and understanding of the national energy markets. Proven research and analysis skills to assess complex issues and develop solutions.
- Demonstrated judgment, flexibility and foresight with the proven ability to work independently.
- High level verbal and written communication skills to develop, review and present information and reports in a range of forums to diverse stakeholders.
- Relationship building skills to build effective networks with a wide range of internal and external stakeholders.
- Experience in coaching and guiding project teams to support capability and knowledge development.
- Experience in a specialist policy, research and/or regulatory role.
- Tertiary qualifications in economics, commerce, law, engineering, science or other relevant disciplines.



The Application and Selection Process

COVID-19

In this dynamic and challenging environment, Derwent and the Australian Energy Market Commission (AEMC) are responding to changes to ensure the safety and equity for all applicants and stakeholders. Interviews will be held in accordance with NSW Health guidelines and may be appropriately conducted in person or by video conference. We are happy to discuss these in greater detail with potential candidates and ensure that we are protecting the health and safety of everyone we work with.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to field enquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments including interviews will be offered a feedback session to discuss their experience and the assessment results.

Applications

Applications:

All applications are to be received by Derwent. To apply, please go to www.derwentsearch.com.au and search the role title. Your application should include a resume and a cover letter highlighting your suitability.

Applications will be assessed as they are received to support the AEMC make appointments to this position as soon as possible.

Inquiries:

Contact Derwent by email publicsector@derwentsearch.com.au and we will reply with information and arrange a convenient time to speak as required. Derwent will maintain confidentiality with respect to contact by potential applicants.

Selection process

To be eligible candiates must have permanent working rights in Australia (either permanent resident or Citizenship).

Derwent will conduct a review of applications for AEMC to consider and select a candiates to be invited to attend interviews with members of the executive leadership team. Interviews are capability-based designed to reflect the selection criteria for the position.

Candidates may also be required to complete additional assessments such as on-line personality and cognitive assessments.

Reference Checks

For candidates in final consideration, at least two referees will be contacted with permission before an offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role.

Pre-employment verification and background checks

Before an offer of employment is made the following checks will be undertaken:

- Academic Qualification Check
- Professional Membership Check
- Criminal History Check
- Financial Regulatory Check.