

December 2025



Customer Panel

Terms of Reference



Purpose

To engage with Powerlink customer representatives on key strategic and operational areas of importance, generating input to drive improved decision-making.

Objectives

- Foster two-way engagement with Powerlink customers, industry, and consumer advocates on relevant strategic and operational issues.
- Ensure customer focus in Powerlink decision-making in line with the Energy Charter's Principles (Appendix I).
- Provide panel members with a deeper understanding of Powerlink, its operations, challenges, and opportunities.
- Facilitate face-to-face input and feedback from panel members.

Level of influence

Members will be engaged at the appropriate level of the IAP2 Spectrum (see Appendix II) depending on the issue being discussed. Powerlink will advise members of the level of engagement for key discussions.

Membership

Membership will include directly connected customers, Energy Queensland, consumer advocates, government and industry association representatives. Representation of regionally based customers will also be sought.

Membership composition

Powerlink aims to have **up to 18** members, not including Powerlink representatives, covering a diverse range of customer groups, including, with indicative numbers:

Customer membership

- 1 x Energy Queensland representative
- 3 x directly connected customer representatives
- 2 x regionally based representatives
- 4 x consumer advocates
- 4 x industry associations
- 1 x Queensland Treasury representative
- 1 x youth energy representative

Powerlink membership

- General Manager Communications, Customer & Engagement (Chair)
- Customer Engagement Specialist (Convenor)
- Customer Strategist (Co-facilitator)
- Executive General Manager – Major Projects
- Executive General Manager – Network Investment
- Director Revenue Reset

- General Manager Connections and Development
- General Manager Energy Markets and Planning
- General Manager Network Regulation

Guest presenters and subject matter experts may attend meetings as needed but will not be formal members. Observers may attend with agreement from Powerlink.

Powerlink Board members have a standing invitation to attend as observers.

Proxies and delegates

Proxies: An individual who attends on behalf of a panel member when the member is unavailable. Proxies should be consistent, fixed nominations for the duration of the member's tenure where possible.

Delegates: Individuals permitted to attend meetings as observers with a member for the purpose of developing capabilities and succession planning. Delegates can be nominated by emailing the Convenor and must meet the selection criteria (See Appendix III). Powerlink reserves the right to refuse delegate nominations.

Tenure

Members serve two-year terms, after which Powerlink and the member will review and decide on reappointment or ending the appointment based on mutual feedback.

Roles and responsibilities

Panel members are expected to:

- Attend meetings in full in person.
- Nominate a proxy in advance if they cannot attend in person.
- Review all pre-meeting information.
- Actively participate in discussions and articulate views constructively.
- Always act respectfully.
- Share relevant information from meetings within their organisations, where appropriate.
- Complete the annual panel evaluation survey.
- Provide views on reporting disclosures when requested.
- Request travel and other support in a timely manner.

Confidentiality

While members are strongly encouraged to share relevant information within their organisations, any confidential information provided by Powerlink will be clearly identified and must not be shared publicly without prior and expressed consent. Requests should be made to the panel convenor in writing.

Conflicts of interest

Panel members must disclose any actual, potential, or perceived conflicts of interest. These will be recorded in the meeting summary, and appropriate remediation will be determined by the Powerlink on a case-by-case basis.

Yearly review and evaluation

An evaluation survey will be conducted at the end of each calendar year to assess panel performance. The survey will review:

- Member composition, attendance, and participation.
- The shared value proposition for both panel members and Powerlink.
- Opportunities for improvement.
- Track impact of changes year to year.

A summary of results will be circulated no later than the beginning of the next calendar year, along with recommended actions for improvement.

Frequency and duration

The Customer Panel will meet three times a year (in Q1, Q2, and Q3) for no more than four hours. A fourth accountability focused engagement may occur as part of the Q3 meeting, or as a standalone event.

Powerlink's Transmission Network Forum is typically held in Q4 each year, but it is not a Customer Panel meeting. Attendance is highly encouraged but not mandatory.

Extra meetings may be scheduled as needed, with sitting fees paid pro-rata according to meeting length.

Location

Meetings are held at Powerlink's Virginia office. Panel members are required to attend in person or nominate a proxy to attend in person in advance.

Sitting fees

A sitting fee of \$1,599 (GST inclusive) per meeting is offered to members, covering meeting times and reasonable preparation time. As a guide, meetings will not exceed four hours, with an expected three hours of preparation and travel per meeting required.

This remuneration fee is adjusted on 1 July each year based on the movement in the *Brisbane All Groups CPI* for the March quarter in that year compared to the March quarter in the previous year.¹

Members will be notified whenever these Terms of Reference are updated and circulated annually.

Members may opt to waive these fees.

Travel costs

Powerlink will reimburse reasonable travel costs for members who need to travel by plane to attend meetings. However, these conditions apply:

- Economy class flights only.
- Reasonable accommodation costs (Powerlink can provide recommendations).
- Flight costs and accommodation will be reimbursed for members or proxies only, not delegates.

¹ [Consumer Price Index, Australia, June Quarter 2024 | Australian Bureau of Statistics \(abs.gov.au\)](https://abs.gov.au/consumer-price-index/australia/june-quarter-2024)

Members can organise travel themselves for reimbursement or request Powerlink to arrange travel at least one month in advance of meeting dates. If seeking reimbursement, receipts will need to be submitted as evidence.

Meeting facilitation and documentation

Meetings will be chaired by the General Manager Communications, Customer & Engagement, who will ensure inclusive participation from all members.

Agendas and relevant briefing materials will be circulated at least one week before each meeting. Panel members are encouraged to provide input on agendas or make presentations as appropriate.

A summary covering the meeting topics and actions will be sent to all panel members for review before being published on the Powerlink website together with presentation slides.

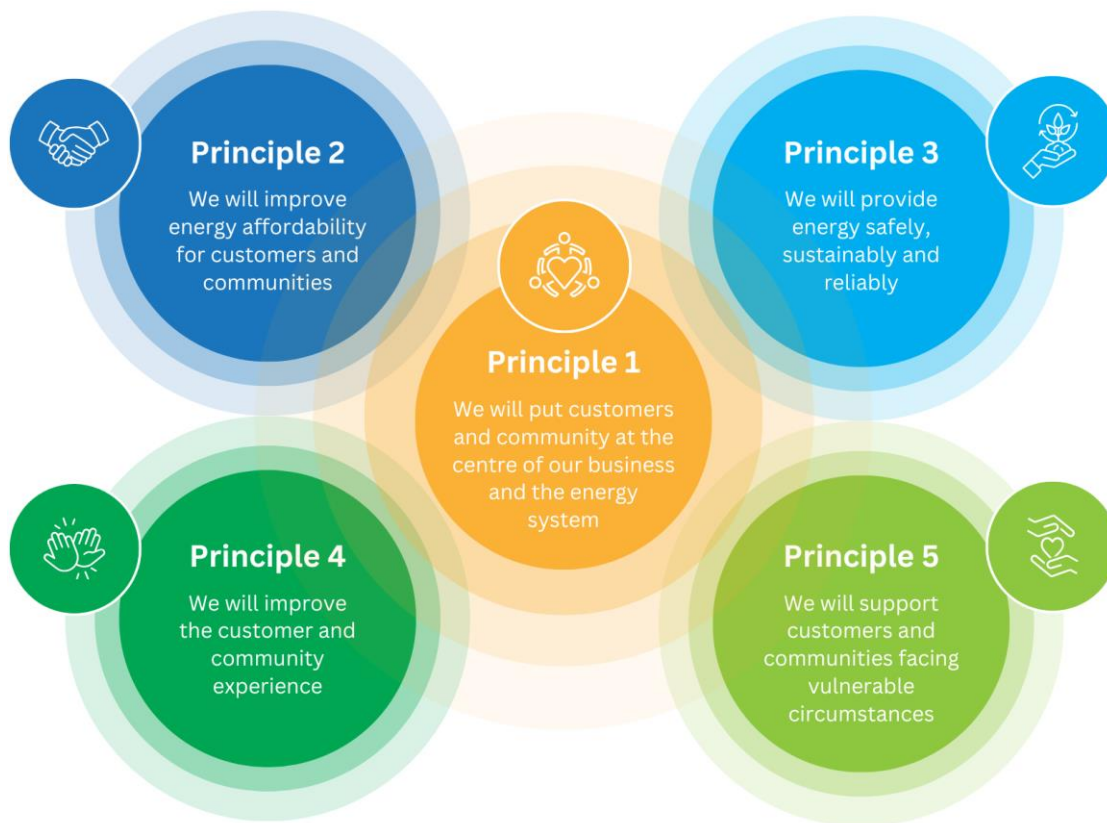
Additional Resources

Meeting recordings are confidential and must not be shared without prior approval from the Chair.

An induction pack and presenters guide are available upon request but must not be shared outside the membership or published.

Appendices

Appendix I – Energy Charter Principles



Appendix II - [IAP2 Spectrum](#)

Table 1: Adapted from IAP2 Spectrum of Public Participation

Level	Goal	Promise
Inform	Provide clear, balanced, and objective information to help you understand the issue, options, and potential solutions.	We will keep you informed.
Consult	Seek your feedback on analysis, options, and decisions.	We will listen to your input, acknowledge your concerns, and explain how your feedback influenced the outcome.
Involve	Work directly with you to ensure your views and aspirations are considered in shaping options.	We will work with you so your perspectives are reflected in the development of alternatives.
Collaborate	Partner with you to co-create solutions and identify preferred outcomes.	We will incorporate your advice and recommendations into decisions to the greatest extent possible.
Empower	Place final decision-making authority in your hands.	We will implement what you decide.

Appendix III – New Member or Delegate Application Process and Criteria

Potential candidates will be identified through:

- Recommendations from existing panel members.
- Internal identification by Powerlink.
- Informal expressions of interest received by Powerlink.

Individuals nominated must still submit their details and relevant information via email to the Convenor, using the application guidance below.

Application guidance (email to convenor)

1. Nominee Information

- Name:
- Organisation:
- Role/Title:
- Preferred contact Information (Mobile and Email):

2. Conflicts of Interest Declaration

Are there any potential conflicts of interest that could affect your role on the customer panel?

If so, please specify:

3. Additional Information

Any other relevant information supporting your nomination (optional):

Selection criteria

Representation

Diversity in customer or community type, location, and role is valued.

Essential

Communication: Ability to clearly express views, participate actively, and constructively represent the interests of their group.

Integrity: Transparent management of conflicts; maintain impartiality and trust.

Desirable

Experience: Some knowledge of the energy sector and/or Powerlink's strategic or operational context.

Endorsement: Recommendations or feedback from current or past members.

Contact us

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