

July 2026



# 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) and Powerlink's purpose of serving Queenslanders.
- 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 20** members, not including Powerlink representatives, covering a diverse range of customer groups, industry and community leadership organisations:

### Panel membership (indicative numbers)

- 1 x Energy Queensland representative
- 2 x directly connected industrial loads
- 2 x directly connected energy proponents
- 2 x regionally based representatives
- 4 x consumer advocates
- 4 x industry associations
- 1 x Queensland Treasury representative
- 1 x youth energy representative
- 1 x research organisation

### Powerlink membership

- General Manager Communications, Customer & Engagement (Chair)
- Customer Engagement Specialist (Convenor)
- Customer Strategist (Facilitator)
- Executive General Manager – Major Projects

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

**For the duration of the 2027-32 regulatory process (to 30 April 2027), the following will be members:**

- Executive General Manager – Network Investment
- Director Revenue Reset

Representatives of the Australian Energy Regulator (AER) will also have a standing invitation to attend as observers.

### **Presenters and guests**

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 member when they are 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 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 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 following the final meeting of the calendar year to assess panel performance. The survey and subsequent review of results will consider:

- 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 and proposed changes 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 Central Queensland and Brisbane Transmission Network Forums are typically held in Q3 and Q4 respectively, but they are not Customer Panel meetings. Attendance is encouraged but not mandatory. Sitting fees will not be paid for attendance at these forums.

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 \$1,674 (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.<sup>1</sup>

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.

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 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.

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<sup>1</sup> [Consumer Price Index, Australia, March 2026 | Australian Bureau of Statistics](#)

## Appendices

### Appendix I – The Energy Charter Principles

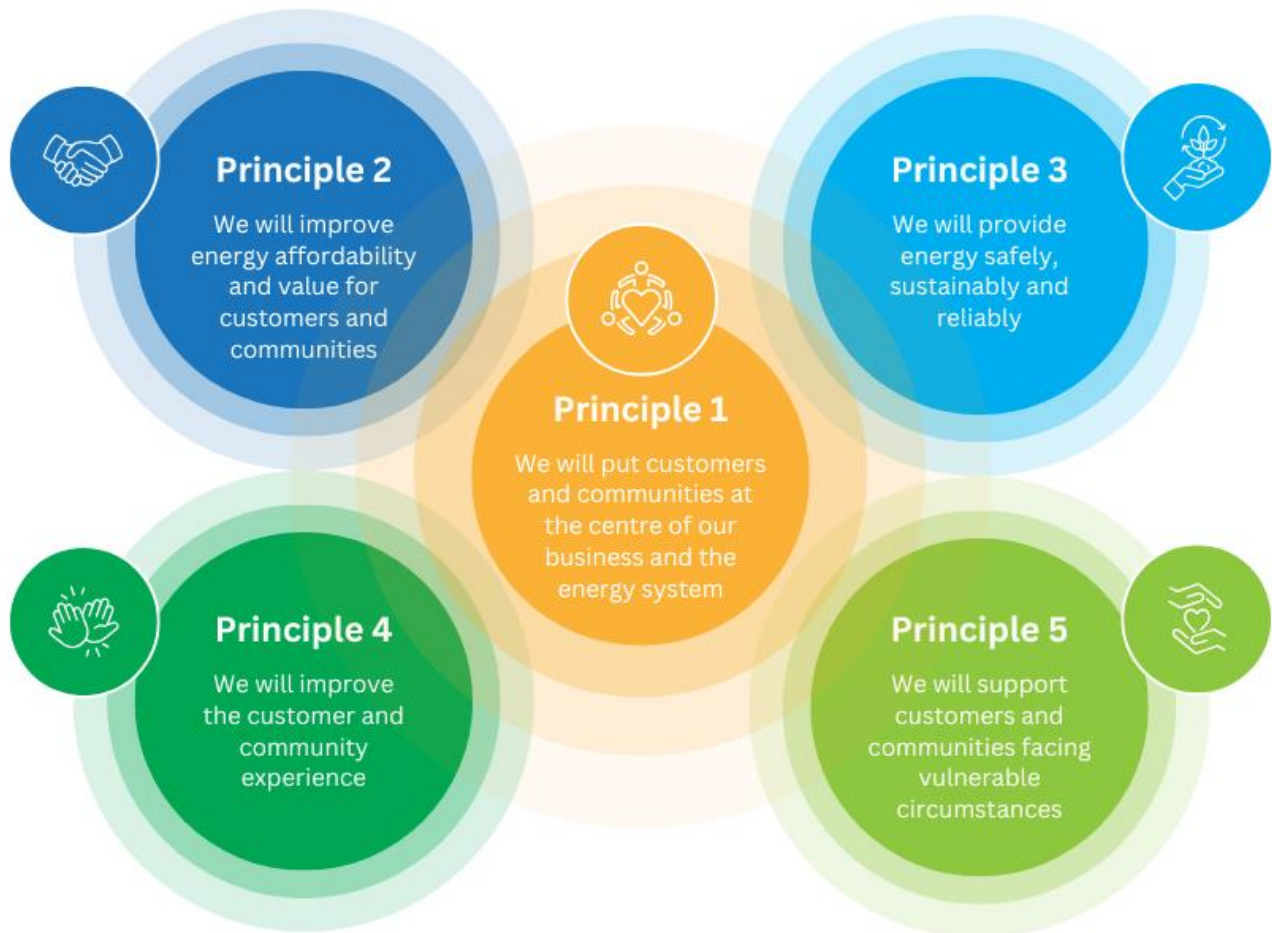


Figure 1: The five principles signatories commit to

## Appendix II - [IAP2 Spectrum](#)

Table 1: Adapted from IAP2 Spectrum of Public Participation

| Level              | Goal                                                                                                                                                                   |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Inform</b>      | To provide balanced information to keep customers and stakeholders informed.                                                                                           |
| <b>Consult</b>     | To obtain feedback on alternatives, drafts and options.                                                                                                                |
| <b>Involve</b>     | To work directly with customers and stakeholders to ensure their concerns and aspirations are directly reflected in the alternatives developed.                        |
| <b>Collaborate</b> | To work together with our customers and other stakeholders to formulate alternatives and incorporate their advice into final decisions to the maximum possible extent. |
| <b>Empower</b>     | To place final decision-making in the hands of customers and stakeholders.                                                                                             |

## 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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