

Stakeholder Advisory Council

Minutes

Thursday 3 April 2025

Name	
Stakeholder Advisory Council members	
Tracey Stinson	Clean Energy Council
Steve Bates	Callide Dawson Chamber of Commerce
Lance McManus	TSBE
Ian Mackinnon	Centre for Clean Energy Technologies and Practices, QUT
Ali Davenport	Queensland Manufacturing Institute
Melissa Smyth	Queensland Government
Claire Mitchell	Queensland Government
Stephanie McKechnie	Queensland Farmers' Federation
Apologies	
Paul Hodgson	Centre for Hydrogen and Renewable Energy, CQUniversity Australia
Chris Hazzard	St Vincent's de Paul
Andrew Richards	EUAA
Wendy Miller	Powerlink
Marion Callope	Acting Manager, Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
Pauline Elliott (CS Energy)	Head of Commercial Partnerships
Brett Clark (CS Energy)	Head of Customer & Retail Growth
Emma Roberts (CS Energy)	EGM Customer and Growth
CS Energy	
Rebecca Kelly	Head of Corporate Affairs
Alison DeMaria	Head of Policy & Regulation
Darrin Crompton	Retail Business Lead
Nev Hoehne (CS Energy)	Indigenous Engagement Adviser
Lynda Crawford	Manager Engagement and Employee Communication
Marc Bradley	Employee Communication Adviser
Lisa White	Brand, Media and Digital Strategy Manager

Meeting summary

The day started with a tour of the trading room in the Brisbane office, with some time spent talking with Damien Herd, Physical Trading Manager. Damien gave an overview of the five-minute market that CS Energy works in and what we do to stay compliant. We talked about peak load times, and times when load is carved out. Damien also gave an overview of the difference in trading coal fired plant and battery storage.

Key meeting topics

Safer, Better CS Energy

- Our [Safer, Better report](#) responding to the Brady Report focuses on six key areas: safety critical systems, management of changes, operational decision-making, knowledge and systems integration, governance and insurance, and people and culture.
- Holding ourselves to account for the actions under each focus group by regularly presenting these to employees and seeking feedback, and will include progress reporting in this year's Annual Report.
- We just finalised an Employee Engagement Survey (every two years) and note some improvement in engagement at Callide and Kogan Creek and a drop at Brisbane. We could attribute this to an extension of life to the Callide Power Station, and a change in pace of the energy transition.

Energy Maintenance Guarantee

- As a government owned corporation (GOC), what we're focused on is the priorities that our shareholders have set out for us
 - maximising the value of our existing assets
 - being financially responsible with how we run our business
 - looking at storage and firming assets in collaboration with the private sector
 - delivering renewable energy and storage projects on time and on budget.
- Like the other GOCs CS Energy will submit a five-year plan supported by a Strategic Asset Management Plan which outlines the investments CS Energy intends to make in its coal-fired power stations.
- CS Energy must commit to specific performance targets, referred to as the Electricity Maintenance Guarantee.
 - Maintenance investments: 100 per cent compliance with statutory obligations and delivering the committed capital works.
 - Personal safety: conducting 1,500 Critical Control Verifications (CCVs) to ensure safety measures are in place.
 - Significant Injury or Fatality: target of zero significant injuries or fatalities.
 - Process Safety: developing and auditing bow ties and creating a safety-critical equipment management framework.
 - Capital works delivery in accordance with our Strategic Asset Management Plan

- Plant performance: maintaining an equivalent forced outage factor of 10 per cent and achieving 90 per cent summer availability for the fleet.

*Note there was a question about the definition of significant injury. CS Energy confirms this is:

An incident classed as an actual Category 4 Health and Safety incident under CS Energy's Incident Category Matrix, which is defined as a fatality or multiple fatalities or a serious injury or illness, defined by Workplace Health and Safety Queensland (WHSQ), where the reasonable maximum consequence is a fatality. The KPI of 'zero' significant incidents does include contractors.

Energy Charter – Disclosure Report for 2025

CS Energy is a signatory to the Energy Charter and publishes a disclosure report annually, reporting against the five principles of the Charter.

- Following a review, the Energy Charter now encourages a more flexible approach to disclosure reports.
- The focus is on making the reports user-friendly and outcome-oriented, rather than compliance documents.
- The upcoming report will feature a report card at the start with key metrics, followed by case studies.
- Case studies will cover topics such as retail transformation, building a safer and better CS Energy, delivering renewable energy firming and storage projects, investing in communities, and the Callide PFAS monitoring program. Members asked that we included what we are doing to address energy affordability.
- We note members' feedback that the Energy Charter report is an opportunity to be transparent about what did and didn't work and not to just present the success stories (tell us what hasn't worked too – not just glossy PR stories).
- Members asked that we involve them when we set focus areas for FY26 in the report.
- We note feedback that members would like more time for questions in the joint accountability session at the end of the year.

ESG (Environment Social Governance) Reporting

- CS Energy has onboarded our first full-time sustainability manager with expertise in ESG to guide the company's efforts.
- Material topics have been identified but need to be validated. These include:
 - health and safety
 - employee engagement
 - diversity and inclusion
 - emissions intensity
 - toxic emissions and waste

- water stress
 - community relations
 - financial management
 - governance
 - privacy and data security
 - operational transparency.
- There was discussion about integrating ESG into the overall business strategy rather than treating it as an add-on and the importance of educating CS Energy people internally to ensure common language.
- Members discussed the important of genuine and transparent reporting, not greenwashing.
- Importance of educating staff on sustainability and ensuring common language and definitions.
- Discussion on the challenges of navigating multiple frameworks, guidelines, and standards.
- Plans to bring material topics to the next council meeting for validation and feedback from stakeholders.

White space and member priorities for 2025

Renewable Energy and Storage:

- Our customers acknowledged the importance of renewable energy and the need to integrate storage solutions.
- Our customers noted the uncertainty around government's new priorities however stressed the need for constant communication from CS Energy and project partners on project delays. There was discussion about the nature of contracts with developers and what their obligations are to provide progress report. It was agreed to continue proactive communication.
- It was suggested that CS Energy should consider mandating the inclusion of storage solutions with any renewable energy generation facility. This could reduce the scale of the solution needed. It is important to do this at the planning stage.

Energy Literacy and Community Engagement:

- Members also spoke about power prices continuing to rise and needing to build awareness for customers about the industry. It's everyone's role to build understanding about energy literacy.
- It was noted that the manufacturing industry's biggest issue is energy prices (more so than tariffs, staffing etc). It highlights that at both residential and large and industrial consumer level there is more work to do to grow energy literacy.
- What more can be done to engage with local communities to ensure they benefit from renewable energy projects?

- Inequity in the way renewables are developed – communities host but don't necessarily get the benefits.
- Talked about the need for a consistent conversation with communities and councils, so they are not starting from scratch every time they talk to us.

Energy transition

- Ensuring the workforce is equipped with the necessary skills for the energy transition, including training for renewable energy and storage technologies.
- Discussed community engagement fatigue and the psychological impact of the changing policy. Noted that people in our power station communities have their retirement plans closely tied to their properties, there is concern about property values if the power stations were to close.
- Will have the benefit of seeing some southern coal fired power stations go through the transition.
- Government has made it clear transition will not happen without firmed, reliable supply.

Disaster resilience

- Disaster resilience and recovery is becoming more frequent, and this is an issue for agricultural industry.
- Discussion about how to make farming an attractive prospect when people can work in a mine or another industry and get paid more.
- Need to collaborate with local governments and communities to enhance resilience and preparedness.

Supply chains

- There was a question about the progress of the Brigalow Peaking Power Plant at Kogan Clean Energy Hub. This is still at business case stage. It was noted that due to the very long lead times CS Energy has ordered some key items 18 months ago. There may be a case for gas in Central Queensland however CS Energy is focused on getting to an investment decision for the Brigalow project.
- Note on the need to work with government around transport routes. E.g. when building C4 we had heavy components that needed bridge modifications. Can we work with government to establish set routes so this is easier in the future?
- How do we pool our resources to invest in legacy infrastructure (e.g. telecommunications near Lotus Creek?).

Retail Transformation Program

- The Retail Transformation Project (RTP) officially concluded towards the end of the previous year. It was a significant initiative with an investment of around \$10 million.
- The project aimed to provide a broader range of products and services to support customers' decarbonisation goals and meet the rising demand for renewable energy. Stable energy costs to help businesses manage their operational expenses effectively.
- Developing routes to market for large commercial-sized renewable projects, allowing businesses to access renewable energy in smaller, manageable chunks.
- Implemented new technology solutions, including a new Customer Relationship Management (CRM) tool (Salesforce).
- Improved data management capabilities to enhance efficiency and cost management.
- Focus on behind-the-meter solutions such as solar, batteries, and EV charging infrastructure.
- Plans to go to market for an expression of interest to establish a supply panel for these solutions.
- Offering consultancy services to help customers reduce their energy costs and develop sustainability strategies.
- Providing high-level desktop analysis and business case assessments for solar and battery systems.
- Initiating the third wave of customer research to gather insights from existing customers, lost customers, and brokers.
- Using the research findings to inform future strategies and improve customer satisfaction.

First Nations strategy and engagement

- CS Energy has developed a First Nations strategy for 2025 to build on the achievements of their previous Reconciliation Action Plan (RAP).
- The strategy focuses on embedding awareness, creating opportunities in the community, and ensuring cultural heritage is respected. We have a 12-month timeline to deliver on our plan and then we will move to developing an innovate RAP.
- CS Energy has re-established our relationship with the Gaangalu people. In February we signed a Cultural Heritage Management Plan (CHMP) for Callide. This included a smoking ceremony attended by the board and management. Lovely to see genuine engagement and conversation between the parties at this ceremony.
- This plan gives us a blueprint of what to do when developing new projects – we know what is expected and there should be no confusion.

- We will continue to strengthen relationships and participate in forums and networks (e.g. Black Coffee).
- We will be focused on building digital inclusivity so that cultural heritage data is managed securely and respectfully.
- Will grow awareness of cultural safety and awareness internally at CS Energy. Plans to involve traditional owner groups in delivering tailored cultural awareness training.

Action items for next meeting:

- Discuss Energy Charter actions that will feed into case studies in the report
- Bring material topics for ESG (Environment Social Governance) Reporting – council members to validate
- Change meeting time to be more mid-day so that people who need to travel do not hit traffic in and out of Brisbane as much

Suggestion/question	Can we action this?	Outcome
Energy Charter case studies/reporting includes what didn't work	Yes	Will discuss progress at next meeting
Energy Charter - members would like more time for questions in the joint accountability session at the end of the year.	Yes	Will include in the design of the session – CS Energy is hosting this year
It was suggested that CS Energy should consider mandating the inclusion of storage solutions with any renewable energy generation facility. This could reduce the scale of the solution needed. It is important to do this at the planning stage.	To be investigated	Will raise the question with the Future Energy team and come back to Professor MacKinnon
Energy literacy and supporting vulnerable customers – what more can CS Energy do?	To be investigated	CS Energy will look into this and come back at the next meeting with potential next steps
Change meeting time to avoid traffic – more like 10-2 timeslot	Yes	We will trial this at the next meeting