



Customer and Stakeholder Engagement Framework

2026

START >

Foreword

Queensland's energy landscape is changing at an unprecedented pace, bringing both challenges and opportunities for energy businesses, customers, communities and policymakers. As the shift towards electrification accelerates, the way we generate, distribute and consume energy is evolving. In this complex environment, meaningful engagement with customers and stakeholders is essential to delivering smarter, more sustainable and customer-centric energy solutions that reflect the needs of all Queenslanders.

For more than a century, Energy Queensland through its legacy businesses has built, operated and maintained Queensland's electricity distribution network, earning the trust of the customers and communities we serve. Through our network businesses Ergon Energy Network and Energex, our retailer Ergon Energy Retail and energy services provider Yurika, we are proud of the reputation we've built and are committed to supporting our customers and communities now and in the future.

Guided by our corporate vision, purpose and values, our [Energy Queensland Strategic Plan 2032](#) and [Customer Strategy](#) set the foundations for how we will traverse the energy transition and engage with our customers and stakeholders. They define our commitment to Experience Excellence – in delivering affordable, reliable and sustainable energy solutions that meet the evolving needs of our customers and communities.

Underpinned by our Customer Strategy principles, our Customer and Stakeholder Engagement Framework (Engagement Framework), as outlined in this document, converts our strategic commitments into action, ensuring our engagement is structured, transparent, impactful and collaborative. By embedding these principles into our engagement approach, we can better understand and respond to the needs of our customers, foster innovation, and strengthen our partnerships to deliver outcomes that work for all Queenslanders.

This Engagement Framework is our commitment to engaging meaningfully, listening actively and continuously improving. We invite you to explore it and join us in shaping Queensland's energy future.



Paige Ridgewell
Chief Customer Officer

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Our Vision

#electriclife2032
We energise Queensland communities

Our Purpose

To safely deliver secure, affordable, and sustainable energy solutions with our communities and customers

Our Strategic Areas of Focus



Powering tomorrow
The fusion of a smart, safe and secure energy system



Experience excellence
Setting new standards for customers in their energy transition

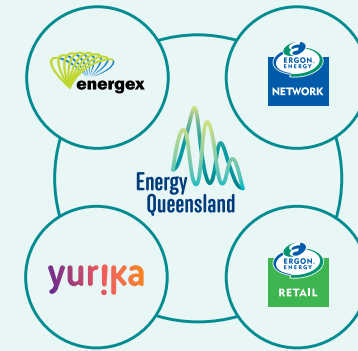


Sustainable future
Leading the charge for a successful, greener tomorrow



Anchored in strength
Striving for operational excellence and creating a future-fit employee experience

Our Values



Our Customer Principles



Empower our customers



Know our customers



Make it easy for our customers



Collaborate with our customers

Our Service Areas



About Energy Queensland

Energy Queensland is Australia's largest, wholly government-owned electricity company comprising Ergon Energy Network and Energex, Ergon Energy Retail and Yurika. We are at the forefront of Queensland's energy transition — energising Queensland communities from the Tweed River to the Torres Strait and from Brisbane across to Birdsville, and through Yurika's services, to a growing national footprint.

Our 'poles and wires' businesses, Ergon Energy Network and Energex build, operate and maintain Queensland's electricity distribution networks to deliver electricity to customers and communities across Queensland. We supply more than five million Queenslanders through more than 200,000 kilometres of electricity networks, and 33 isolated systems such as Thursday Island.

As a regional Queensland retailer, Ergon Energy Retail is the fourth largest retailer in the National Electricity Market (NEM), purchasing electricity from the State's generators and selling it to its 772,000 customers throughout regional Queensland.

Yurika provides integrated solutions in energy and infrastructure, energy supplies, metering, telecommunications and digital services to connect its customers to a sustainable energy future. Yurika also services commercial and industrial customers.

Collectively, the Energy Queensland group of companies employs more than 9000 people in a variety of roles across our businesses. Our focus is on creating a future-fit workforce, with a diverse mix of capable and high-performing people. We aim to deliver efficient and effective operations that create a shared value for our business, customers and communities.

Energy Queensland has a unifying vision, purpose and set of values that guide everything we do. Our vision helps us to understand where we are heading; our purpose is what we do (our core role); and our values and customer principles, are how we do it.

Our [Energy Queensland Strategic Plan 2032](#) defines how we will achieve our sustainability commitments towards 2032 and outlines our four strategic areas of focus: a smart, safe and secure energy system; new customer experience standards; a greener tomorrow; and operational excellence.

Our Customer Strategy

Our [Customer Strategy](#) incorporates a principles-based approach that strives to place the customer at the centre of our business. Each customer principle is supported by three key focus areas. Our focus areas provide a clear framework for bringing our strategy to life in meaningful, relatable and actionable ways, strengthening trust, enhancing our social licence, and supporting customers through the energy transition.



Know our customers

We take the time and effort to listen to our customers and understand their differing needs.

- Use data to drive and communicate customer insights
- Develop a complete view of the customer
- Engage with customers to listen to their needs and co-design solutions



Empower our customers

We provide our customers with information and guidance to make informed choices around their electricity usage to maximise value.

- Communicate proactively to arm customers with relevant information
- Provide data and insights to customers about their electricity usage
- Provide guidance to customers on navigating the energy transition, and how they can maximise the value of their behind-the-meter investments.



Make it easy for our customers

We strive to streamline and simplify our end-to-end processes resulting in effortless customer experiences.

- Simplify end-to-end customer journeys
- Use digital technology to enhance interactions
- Provide staff with tools and training to resolve customer issues



Collaborate with our customers

We collaborate with our customers, including our stakeholders and others in the energy industry, to deliver shared value.

- Understand the link between each business role and the end use customer
- Focus on customer affordability and value add - our success is measured through uplift in customer service performance metrics
- Enable our industry partners such as electrical contractors, retailers and other service providers to better deliver for customers

Who are our customers and stakeholders?

End use customers

With 2.3 million customers connected to our networks across Queensland – we service the state’s largest commercial and industrial businesses, small to medium enterprises, and residential homes. Around 772,000 of these are based in regional Queensland and are customers of Ergon Energy Retail. We also service customers through Yurika.



Industry regulators

The Australian Energy Regulator (AER) sets the revenue our distribution businesses are allowed to collect every five years, administers National Energy Laws, and oversees other national regulations.

Within the regulatory determination project undertaken every five years we demonstrate to the regulators how we understand and listen to our customers in shaping our direction, products, and services.

The Australian Energy Markets Commission (AEMC) establishes the laws and rules for the National Electricity Market and the Australian Energy Market Operator (AEMO) which operates the national electricity and gas systems and markets.

We engage with state-based regulators, both within departments and including the Queensland Competition Authority which sets regional Queensland’s notified retail electricity prices.

Government

As a Queensland Government owned corporation, we engage with our shareholding Ministers, their respective offices and Government Departments, including Treasury. We work closely in partnership with a range of other Queensland and Australian Government bodies to help deliver various customer-focused programs.

Industry partners

Our industry partners along the supply chain include electricity generators and retailers, and our industry’s other transmission and distribution service providers.

We work in partnership with property developers, builders, electrical contractors, solar installers/suppliers and other technology manufacturers and providers.

Employees

Our 9000 plus employees live and work across Queensland throughout our service areas. They are both employees and customers. Many are active in their communities, appreciating the unique challenges faced by the many and diverse communities we serve. We recognise our people are critical to delivering a positive customer experience, and we will empower them to do so.

Community stakeholders

We engage with our communities across Queensland through mass market and individual communications from our geographically dispersed service depots and offices.

To deliver for the ‘collective good’ and meet our customers’ needs at the local level, we engage across our operational areas with elected community representatives, local business and industry groups, councils, and community leaders.



About Energy Queensland

Our Customers, Stakeholders and Customer Strategy

Customer and Stakeholder Engagement Framework

Customer and Community Council

Sustainable Grid and Energy Solutions Working Group

Asset Management Planning and Resilience Working Group

Network Pricing Working Group

Customer Service and Experience Working Group

Ergon Energy Retail Working Group

IAP2 Public Participation Spectrum

References



Our Customer and Stakeholder Engagement Framework

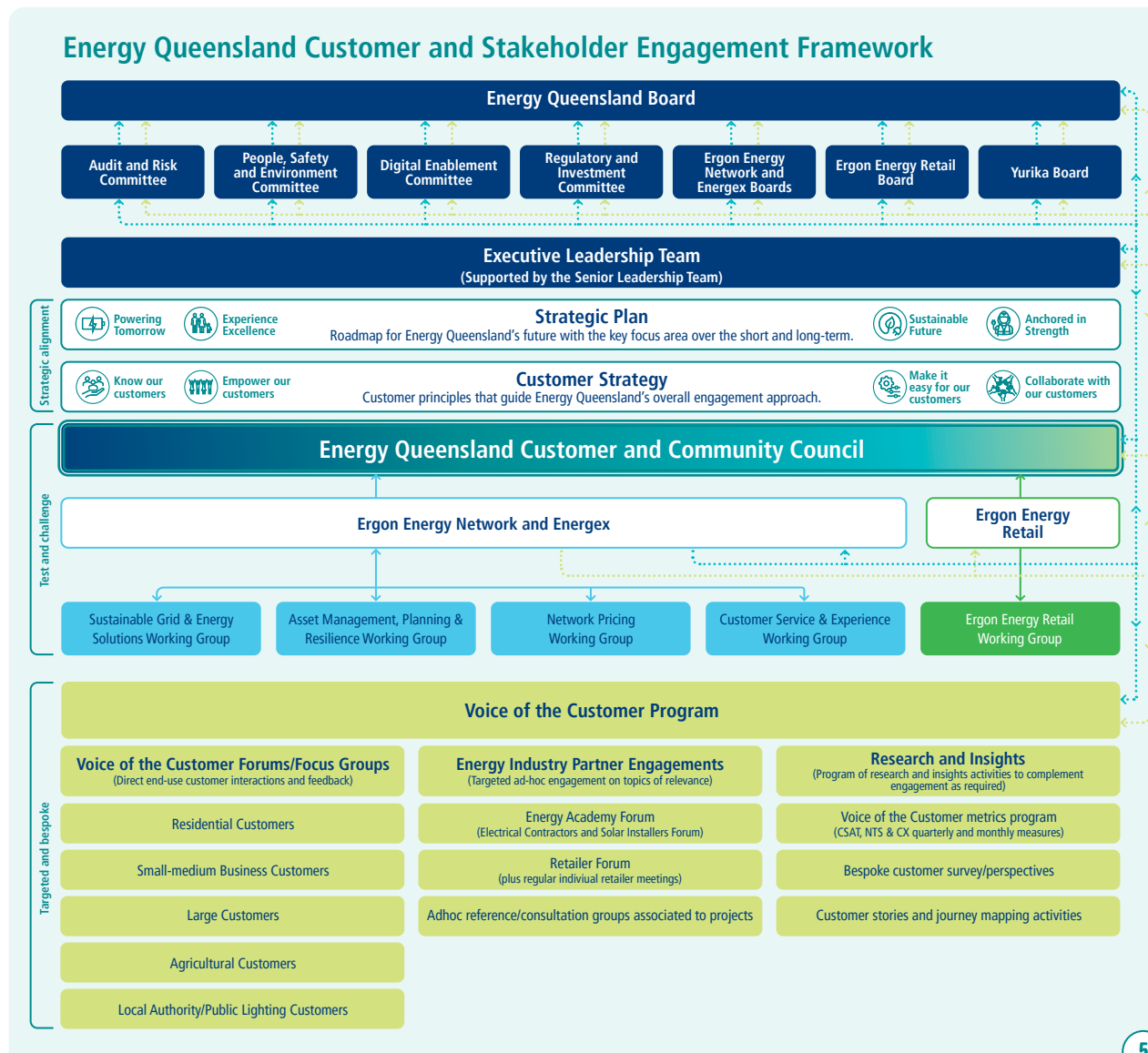
Our Customer and Stakeholder Engagement Framework takes account of insights provided by our customers and stakeholders from previous engagement activities and provides a structure to allow for meaningful engagement on a range of issues and topics.

Our Engagement Framework enhances the coordination and effectiveness of engagement activities across our portfolio of businesses. It provides a structured approach for how we will navigate the energy transition and engage with our customers and stakeholders to deliver on our commitment to realising greater customer-centricity in our decisions, enhancing our social licence, and ensuring our engagement is meaningful, transparent, and impactful.

The Engagement Framework is led by Energy Queensland's Board and Executive Leadership Team, who are dedicated to ensuring its successful implementation. The Executive Leadership Team will take an active role in ensuring business subject matter experts lead Working Group discussions and will participate at Customer and Community Council (the Council) meetings as required. At its core is our commitment to using the [International Association of Public Participation \(IAP2\) Public Participation Spectrum](#), to provide clarity to our customers and stakeholders on the purpose of any engagements undertaken, and the level of influence they may be able to exercise in challenging and testing our thinking on our strategic approach and operational activities.

Key elements of the framework include:

- **Customer and Community Council** – acts as the key mechanism for engagement with customer representatives, stakeholder organisations, and subject matter experts, that advocate for customers on energy related matters.
- **Independent Chair** – appointed from the Council membership, to manage the affairs of the Council ensuring transparency around Energy Queensland discussions and a 'customer voice' around the preparation of Council meetings. The Independent Chair meets with the Board and Executive Leadership Team on a regular basis to discuss Council related matters.
- **Working Groups** – focused on facilitating breadth and depth of discussions on key topics and issues. The Working Groups are sponsored by the relevant Executive Leadership Team member and chaired by General Managers/Secretariat who champion a culture of engagement on topics and issues within their remit. Membership of Working Groups comprise of both Council members and other stakeholders with relevant industry expertise or experience on the specific topics and issues within the scopes of the relevant Working Groups.
- **Voice of the Customer program** – includes customer and stakeholder surveys, focus groups, forums and other research and activities to maximise the breadth and depth of voices and insights provided from our diverse customer and stakeholder base with those insights informing the Council, Working Group and business discussions.



Role and Scope: Customer and Community Council

The **Customer and Community Council** (the Council) is our overarching customer advisory body representing the customer voice. It provides a diversity of skills, experiences, and perspectives to ensure meaningful engagement with customers and stakeholders across Queensland. The Council enables us to fully consider customer and community related matters, providing insights, recommendations, and advice to support decision making.

The role of the Council:

- ✓ **Contribute to strategic direction** – provide advisory expertise to Energy Queensland to ensure customer and community perspectives are embedded in business strategy and decision making.
- ✓ **Identify customer opportunities** – as part of the energy transition and Energy Queensland’s utilisation of existing assets, strategic priorities, and future regulatory process to ensure prudent investment and value for money.
- ✓ **Engage on strategic and complex energy industry issues** – consider industry and project-related issues of strategic importance and complexity within the market that Energy Queensland operates, providing diverse insights, facilitating robust debate, and supporting improved outcomes.
- ✓ **Test and challenge** – provide independent, constructive feedback on Energy Queensland’s strategies, operations, initiatives, and investments to ensure they align with customer and community needs and expectations.
- ✓ **Facilitate balanced discussions** – moderate discussions, reach consensus where possible, and ensure diverse customer and stakeholder interests are represented in decision making.
- ✓ **Oversee associated Working Groups** – provide governance and oversight to Working Groups and related activities, reviewing Working Group insights and recommendations to ensure customer and community interests have been accurately considered in deliberations.
- ✓ **Explore broader energy sector issues** – identify emerging customer and community concerns beyond individual Working Group scopes, focusing on areas where customers and stakeholders can influence outcomes.
- ✓ **Advocate for customers and communities** – encourage Energy Queensland to ensure decisions align with customer and community interests and expectations, supporting transparency and accountability.
- ✓ **Leverage networks** – gather feedback, test insights, and validate perspectives through members’ respective organisations and networks to ensure customer and community voices are accurately represented in discussions and maximise opportunities for increasing customer awareness by distributing information from Energy Queensland.
- ✓ **Act as engagement champions** – promote best practice in customer and community engagement, to support Energy Queensland’s commitment to meaningful, transparent, and impactful consultation, with a key focus on those issues that impact customers and communities and that customers may be able to best influence.
- ✓ **Work with the Independent Chair** – to ensure briefings and reports are provided to Energy Queensland and other parties, such as Government and Industry Regulators, as required.

In scope:

- ✓ EQL Corporate Strategy
- ✓ EQL Customer Strategy
- ✓ EQL Customer and Stakeholder Engagement Framework
- ✓ EQL ICT policies and investments (including Artificial Intelligence policy)
- ✓ Customer service operations, plans and investments (including backend and front-facing ICT investments)
- ✓ EQL People/Human Resource Strategy
- ✓ Regulatory Framework matters (including overarching approach and consideration of Ergon Energy Network and Energex regulatory determination process and submissions)
- ✓ Alternative Control Services (ACS)
- ✓ Connections Policy and processes
- ✓ Incentive schemes – Customer Service Incentive Scheme and Export Service Incentive Scheme
- ✓ Strategic and operational approach to service delivery, future planning and related investments
- ✓ Energy services and product development
- ✓ Major construction projects (contestable works)
- ✓ Customer service interactions and performance scorecard reporting analysis
- ✓ Life support customer strategy and plans
- ✓ Metering strategies (including smart meter rollout, legacy meter replacement plans, and Current Transformer metering approach)
- ✓ Market transaction processes and issues
- ✓ Sustainable materiality issues assessment
- ✓ Oversight and governance on Working Group activities
- ✓ Corporate memberships and sponsorships

Role and Scopes: Working Groups

Working Groups have a key role focused on facilitating breadth and depth of discussions on key topics and issues relating to Energy Queensland's strategies and business operations. They play a critical role in ensuring customer and community perspectives help influence business decisions.

The role of Working Groups:

- ✓ **Customer and energy industry expertise** – provide an opportunity for customers and stakeholders to offer their expertise and insights on energy industry matters, emerging trends, and customer and community expectations to strengthen customer-centric decision making on the topics and issues within the scope of each Working Group.
- ✓ **Test and challenge** – provide independent, constructive feedback on Energy Queensland's strategies, operations, initiatives, and investments relating to the topics and issues within the scope of each Working Group to ensure they align with customer and community needs and expectations.
- ✓ **Consensus-based advice/recommendations** – collaborate and consider different opinions and where relevant and possible, explore trade-offs to develop consensus positions so that advice and recommendations can be made to Energy Queensland on the topics and issues within the scope of each Working Group to maximise opportunities for Working Group members to influence business thinking and decisions.
- ✓ **Reporting** – share deliberations and findings of each Working Group through verbal and/or written briefings and reports with the Council and other engagement forums when requested to maximise knowledge sharing opportunities and inform additional discussions and engagements.
- ✓ **Advise on customer research, communication and engagement activities** – provide input into research, communication and engagement activities, such as research required to obtain customer insights (including customer trials), customer and stakeholder engagement activities, and communication activities and materials to ensure each are 'fit-for-purpose' and take account of the diverse needs and specific requirements of Energy Queensland's diverse customer base.
- ✓ **Leverage networks** – gather feedback, test insights, and validate perspectives through members' respective organisations and networks to ensure customer and community voices are accurately represented in discussions and maximise opportunities for increasing customer awareness by distributing information from Energy Queensland.



Sustainable Grid and Energy Solutions Working Group

In scope:

- ✓ Distribution System Operator (DSO)
- ✓ Energy transition planning and strategy
- ✓ Strategic Forecasting (including annual forecast report)
- ✓ Demand and energy management – strategy, programs, initiatives including the Demand Management Innovation Allowance (DMIA) and the annual Demand Management Report
- ✓ Customer Energy Resources (CER)
- ✓ Renewables grid integration – including large-scale battery storage and virtual power plant (VPP) initiatives
- ✓ Electric vehicle growth – analysis and implications
- ✓ Digital transformation and smart grid technologies to deliver reliable data-driven and customer-centric energy solutions
- ✓ Low Carbon Future/Decarbonisation – regulations, initiatives and programs
- ✓ Isolated Network Strategy
- ✓ Queensland Electricity Connection Manual (QECM)



Asset Management, Planning and Resilience Working Group

In scope:

- ✓ Asset Management Framework
- ✓ Asset management capital and operational expenditure plans
- ✓ Asset policies and standards
- ✓ Network risk and performance
- ✓ Distribution Annual Planning Reports (DAPRs)
- ✓ Regulatory Investment Test for Distribution (Rit-D) processes and matters
- ✓ Emerging technologies integration and asset management considerations
- ✓ Emergency response planning, including disaster recovery and network incidents
- ✓ Non-network assets and investments
- ✓ Grid investment plans
- ✓ Connections Policy and Queensland Electricity Connections Manual
- ✓ *Security of Critical Infrastructure Act 2018 (SOCI Act)*

Topics and issues in scope: Working Groups



Part of Energy Queensland

Network Pricing Working Group

In scope:

- ✓ Tariff Structure Statements (TSSs) – monitoring of current implementation/up-take and future TSSs development
- ✓ Network tariff regulations – Australian Energy Regulator tariff related processes and reform issues
- ✓ Network tariff assignment arrangements
- ✓ Network tariff annual pricing proposals
- ✓ Network tariffs and the energy transition – role of network tariffs including balancing statutory obligations with equity and fairness in network tariff design
- ✓ Network tariff customer trials, research and insights



Part of Energy Queensland

Customer Service and Experience Working Group

In scope:

- ✓ Customer service operations, plans and investments (including backend and front facing ICT investments)
- ✓ Customer service performance measures (including customer experience satisfaction and actual performance results)
- ✓ Customer communications strategies, plans and materials
- ✓ Incentive schemes – Customer Service Incentive Scheme and Export Service Incentive Scheme
- ✓ Alternative Control Services (ACS)
- ✓ Connections Policy and processes
- ✓ Life support customer strategy and plans
- ✓ Metering strategies (including smart meter roll out and legacy meter replacement plans)
- ✓ Market transaction processes and issues
- ✓ Community and customer engagement
- ✓ Customer and community information campaigns



Part of Energy Queensland

Ergon Energy Retail Working Group

In scope:

- ✓ Customer service operations, plans and investments (including backend and front facing ICT investments)
- ✓ Customer service performance measures (including customer experience satisfaction and actual performance results)
- ✓ Customer communications strategies, plans and materials
- ✓ Customer information campaigns and associated support materials
- ✓ Customer support (including concessions, rebates and hardship policies and processes)
- ✓ Billing processes and procedures
- ✓ Card operated metering operations
- ✓ Smart meter strategy and installations
- ✓ Retail tariffs and pricing plans (including Queensland Competition Authority pricing related matters)
- ✓ Wholesale electricity market operations

Guided by the IAP2 Public Participation Spectrum

Our goal is to effectively utilise the International Association of Public Participation (IAP2) Public Participation Spectrum in our engagement approach.

IAP2's Public Participation Spectrum is designed to assist organisations with the selection of the level of participation that defines the public's role in any community engagement program.

Guiding our Customer and Stakeholder Engagement Framework, the IAP2 Public Participation Spectrum enhances transparency, inclusivity and trust, ensuring our engagement is meaningful and delivers outcomes that reflect the needs and expectations of the communities we serve.

By using this Spectrum, we are able to provide clarity to our customer and stakeholders on the level of influence they may have on informing outcomes around the issues and topics explored. Establishing this upfront ensures discussions with customers and stakeholders are effectively managed and are transparent.

Our 'poles and wires' businesses focused regulatory reset engagements will also be guided by the Australian Energy Regulator's [Better Resets Handbook - Towards consumer-centric network proposals](#).

Increasing impact on the decision					
	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.



References

- [Energy Queensland Strategic Plan 2032](#)
- [Energy Queensland Customer Strategy](#)
- [2023-24 Energy Queensland Annual Report](#)
- [Terms of Reference Energy Queensland Customer and Community Council](#) (including associated Working Groups)
- [Energy Queensland website](#)
- [Ergon Energy Network website](#)
- [Energex website](#)
- [Ergon Energy Retail website](#)
- [Yurika website](#)
- Talking Energy website pages:
 - [Customer and Community Council](#)
 - [Regulatory Determination Project 2025](#)
- [International Association of Public Participation \(IAP2\) Public Participation Spectrum](#)





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