# Central Queensland Energy Futures Summit

# REPORT

May 2021

The Next Economy

This report collates the outcomes of the Central Queensland Energy Futures Summit and uses original notes generated by participants from the workshops, it does not reflect the official policy positions of Government or organisations represented at the Summit.


## Acknowledgements

The findings presented in this report were collated from the Central Queensland Energy Futures Summit delivered by The Next Economy on the 21–22 April, 2021.

The facilitation team included: Dr Amanda Cahill (The Next Economy), Dr Emma Whittlesea (The Next Economy), Emma-Kate Rose (The Next Economy), Jai Allison (University of Newcastle), Warrick Jordan (Hunter Jobs Alliance) and Luke Reade (Energetic Communities).

Special thanks to Alison Murdoch and Allison Holt at CQUniversity for their help with the event management.

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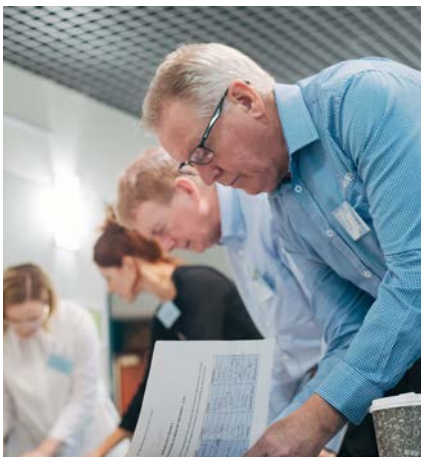
# Summary


The Central Queensland Energy Futures Summit was a gathering of over 140 stakeholders representing local and state government, energy companies and regulators, industrial sectors, unions, education and training institutions, Traditional Owners and environmental groups.

Delegates came together for two days, to explore energy trends and the changes that are unfolding across the energy sector in Central Queensland. This included new developments around renewable energy zones and hydrogen production, as well as increasing speculation about the future of coal.

The first day started with a series of keynote speakers and expert panel discussions to review current and future energy trends, and the opportunities to strengthen and diversify industries and jobs. These were followed by a series of breakout workshops in the afternoon to explore key topics, encourage networking and help stakeholders to work together to identify what is needed to take advantage of the opportunities. The topics were:

- Ensuring a Secure and Stable Energy System
- Developing a Green Hydrogen Future
- Diversifying the Regional Economy Beyond Energy
- Workforce Support and Development
- Land and Water Management and Infrastructure Development
- Managing Community Impacts and Benefit Sharing.



*"Input from such a diverse group of people/ organisations was exceptional. Positive outlook on opportunities was refreshing."*

**Summit Participant**


The second day of the Summit considered what good coordination could look like across the region, starting with some interviews and a live Q&A panel discussion with Karen Cain from the Latrobe Valley Authority (VIC), Joe James from the Hunter Joint Organisation (NSW) and Warrick Jordan from the Hunter Jobs Alliance (NSW).

Participants then workshopped a range of different options that could help facilitate better coordination of the energy transition. Delegates considered the advantages and opportunities of the options, who needs to be represented, how they could be resourced, and the next steps that would be needed.

There was near unanimous support for better regional coordination, with three options identified to be progressed simultaneously – a Regional Transition Authority, broader community engagement and local government leadership. The overall sense given by participants in their feedback was that they are keen to be involved.

Delegates and The Next Economy closed the event with commitments from the floor to support the ongoing process and next steps, to move beyond theory and into the substance.

*"Leadership and boldness will be required to create the next generations of jobs."*

**Summit Participant**

## Key Messages

- **Fossil fuel use is declining and renewable energy generation and storage options are expanding** – the energy transition is accelerating in Australia and globally, with coal expected to decline rapidly and coal fired electricity plants tending to close earlier than the end of their technical life.
- **Net-zero goals** have been adopted by nations across the world including the EU/UK, USA, China, Japan and Korea – this leaves little room for fossil fuel use and increasingly affects investment decisions.
- **Solar is now the cheapest form of energy in history** and fossil fuels are becoming less economic.
- **The pace of change tends to be underestimated**, for example, the history of IEA projections for annual PV additions over the last 10 years have underestimated the rate of expansion, and coal fired power plants are shutting down earlier than expected.
- **Central Queensland (and Australia more broadly) is vulnerable** as a leading global producer, user and exporter of coal, but there are also opportunities due to the high-quality mix of solar, wind and hydro energy generation.
- **Queensland has potential to be a large-scale clean energy producer and exporter**, exploiting new markets and supply chain opportunities for clean energy and for minerals and metals processing, as well as green hydrogen.
- **The energy transition must be managed well** and coordinated early, otherwise Central Queensland will have significant job and business losses and major social and economic impacts.

## Priority Action Areas

- **Maximise employment and industry opportunities from renewable energy**, by considering both the short-term opportunities (ie: generation, transmission construction & O&M) and the more extensive medium/long-term opportunities (green hydrogen, green steel etc). Renewable Energy Zones could be leveraged for higher local employment and industry development, this includes locating energy generation and storage with manufacturing and other production opportunities.
- **A regional coordination body is needed** to manage changes not just to the energy sector, but to the whole regional economy. There was near unanimous support at the Summit for three coordination options to be progressed simultaneously for the region – the development of a Regional Transition Authority, broader community engagement and local government leadership.
- **Regional research and strategic planning is urgently needed** to identify the energy transition impacts on regional industries, jobs and skills requirements, future opportunities, and transition training pathways.
- **Protect employees and communities impacted by the energy transition** through fair terms and conditions, local content in all new contracts, and employment and workforce transition incentives to retain the local workforce.
- **Need a variety of training and employment transfer options**, and employees and local people need good career advice, guidance, mentoring, financial support and information.
- **Additional infrastructure is needed (eg: transmission upgrades), but existing infrastructure can also be repurposed**, retrofitted and reused for the new industries and economic opportunities. The impact on land and water resources needs to be considered when making decisions about any new developments.
- **Better coordination, communication and engagement** between industry players, the workforce, local communities, government, environment groups and First Nations groups is critical. Conversations need to be honest and independently facilitated.
- **Government and political leadership and support is crucial**, alongside consistent policy frameworks and investment to enable a just transition in regional Queensland.

# Introduction

The Central Queensland Energy Futures Summit was held on 21st and 22nd April 2021 at the CQUniversity Marina Campus in Gladstone. The objective of the Summit was to bring regional leaders together to explore energy trends in Central Queensland, responding to the need for a broader public conversation about the changes that are unfolding across the energy sector which include new developments around renewable energy zones and hydrogen production, as well as increasing speculation about the future of coal.

The Summit was inspired by conversations across the region over the last 12 months and the need for greater coordination across the region. The two-day event was designed to help stakeholders to work together to identify the issues and examine what the region needs to overcome the challenges and take advantage of the opportunities.






**Top row:** Matthew Cooke, Port Curtis Coral Coast; Luke Sinclair CQUniversity; Dr Amanda Cahill, The Next Economy

**Second row:** Prof. Frank Jotzo, ANU; Prof Ross Garnaut, University of Melbourne; Dr Chris Briggs, University of Technology Sydney

## Thank you to the sponsors

The Summit was hosted by The Next Economy and would not have been possible without the generous support of the sponsors Stanwell, CleanCo, Australian Conservation Foundation (ACF), CQUniversity and the Clean Energy Finance Corporation (CEFC).

## Who attended?

The event attracted over 140 senior delegates from:

- Energy companies, primarily Stanwell, CleanCo, CS Energy, NRG Power Station, as well as several renewable energy and fossil fuel-based energy companies
- Industry players, including Rio Tinto, Gladstone Ports, Cement Australia, key hydrogen proponents and industry groups such as GILG and the Gladstone Engineering Alliance
- State Government departments: DEPW, State Development, Treasury, Regional Development and Manufacturing, DESBT, DES, DPC and the Coordinator General's Office
- Local Government Councillors, CEOs and managers from Gladstone, Banana, Rockhampton, Central Highlands, and Livingstone Councils, as well as CQROC representatives
- Education institutions including CQUniversity, Energy Skills Queensland and TAFE Queensland
- Economic development organisations, including RDA, TIQ, EDQ and Chambers of Commerce
- Unions including ETU, MEU, AMWU, TSU, ACTU, and QCU
- Environment groups including the Gladstone Conservation Council, ACF, WWF and Beyond Zero Emissions
- Traditional Owner Groups from Central Queensland.

The first day of the event comprised a mix of keynote speakers that are experts in the field, covering current and future energy trends, opportunities to strengthen and diversify industries, and the range of jobs and training needs related to the energy transition. The Summit also included three panel discussions on these topic areas, featuring key regional and national stakeholders (please find the Summit

prospectus attached). The afternoon comprised a series of interactive breakout workshop sessions to explore the following six key topic areas:

- Ensuring a Secure and Stable Energy System
- Developing a Green Hydrogen Future
- Diversifying the Regional Economy Beyond Energy
- Workforce Support and Development
- Land and Water Management and Infrastructure Development
- Managing Community Impacts and Benefit Sharing.

The workshops provided the opportunity for participants to analyse the topics covered in the morning keynotes and panel discussions. The aim was for participants to explore:

- What are the opportunities for the region if change is managed well?
- What is already happening across the region to make things happen?
- What are the challenges associated with making progress and addressing the issue?
- What ideas do people have to address any challenges and gaps, and who is responsible?
- What would good coordination look like in this area and what resourcing is needed?

The focus of the second day of the Summit was to share an overview of the workshop findings from Day 1, explore how the region can better coordinate changes that are happening in the energy sector, and to consider next steps for the Central Queensland region.

*"A great event surpassed my expectations. It was a great start. Hopefully it will lead to more summits."*

**Summit Participant**

# PROGRAM - DAY 1

| | |
|---|---|
| 8:15 | **Registration, Tea & Coffee** |
| 8:45 | **Welcome to Country**<br>Michael Eggmolesse, Byellee Elder |
| 8:55 | **Aspirations for the Region**<br>Matthew Cooke, Trust Director for the Port Curtis Coral Coast |
| 9:05 | **CQUniversity Welcome** |
| 9:15 | **Context Setting: The Path Before Us**<br>Dr Amanda Cahill-The Next Economy |
| 9:30 | **The Energy Sector: Current & Future Trends**<br>Professor Frank Jotzo -ANU |
| 9:55 | **Energy Sector Panel Discussion**<br>Richard Van Breda-Stanwell, Maia Schweizer-CleanCo,<br>Chris Evans-Powerlink, Nicky Ison-WWF |
| 10:30 | **MORNING TEA** |
| 10:50 | **Beyond Energy: Economic Opportunities**<br>Professor Ross Garnaut, University of Melbourne |
| 11:15 | **Industry Panel**<br>Maia Schweizer-CleanCo, Richard Jeffery-Stanwell,<br>Gloria Chan-CEFC, Dr Heidi Edmonds-BZE |
| 11:50 | **Energy Jobs: Now and in the Future**<br>Dr Chris Briggs, UTS |
| 12:15 | **Workforce Development Panel**<br>Prof Steve Hall-CQU, Richard Cary-TAFE Qld, Peter McDuff-DESBT,<br>Gavan McFadzean-ACF, Michael Clifford-Qld Council of Unions |
| 12:50 | **LUNCH** |
| 1:45 | **Introduction to the Working Group Sessions**<br>Dr Emma Whittlesea-The Next Economy |
| 2:00 | **Working Group Session 1**<br>1. Ensuring a Secure and Stable Energy System<br>2. Developing a Green Hydrogen Future<br>3. Diversifying the Regional Economy Beyond Energy |
| 3:00 | **AFTERNOON TEA** |
| 3:30 | **Working Group Session 2**<br>1. Workforce Support and Development<br>2. Land and Water Management and Infrastructure Development<br>3. Managing Community Impacts and Benefit Sharing |
| 4:30 | **Whole Group Reflection, Recap and Overview for Day 2**<br>Dr Amanda Cahill |
| 5:00 | **Social Networking Event - Drinks & Canapes - Flavours Marina** |

# PROGRAM - DAY 2

| | |
|---|---|
| 8:15 | **Registration, Tea & Coffee** |
| 8:45 | **Welcome Back and Overview from Day 1**<br>Dr Amanda Cahill-The Next Economy |
| 9:00 | **Working Group Presentations & Summary of Recommendations**<br>Working Group Representatives |
| 10:10 | **MORNING TEA** |
| 10:30 | **Transition Planning Approaches: Taking the Conversation Forward**<br>Karen Cain - Latrobe Valley Authority<br>Warrick Jordan - Hunter Jobs Alliance<br>Joe James - Hunter Joint Organisation |
| 11:00 | **Breakout groups to analyse the different planning and coordination models**<br>Discuss the best way forward for Central Queensland |
| 12:00 | **Review Coordination Options**<br>Report back and summary of the feedback from the breakout group sessions |
| 12:45 | **Next Steps & Priority Actions**<br>Dr Amanda Cahill |
| 1:30 | **LUNCH & SUMMIT CLOSE** |

The Next Economy

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# Keynote Speakers and Panel Discussions

**Welcome to Country and Aspirations for the Region**
Michael Eggmolesse, Byelle Elder and Matthew Cooke, Trust Director for the Port Curtis Coral Coast

View recording and Q&A

The day began with a Welcome to Country by Michael Eggmolesse, a Byelle Elder. This was followed by a presentation by Matthew Cooke on Traditional Owner aspirations for the region and what they want to see in terms of how the energy transition plays out across the region.

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**CQUniversity Welcome and Housekeeping**
Luke Sinclair, Associate Vice President for Gladstone and Wide Bay Regions, CQUniversity and Alison Murdoch, Campus Coordinator

View recording and Q&A

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**Context Setting: The Path Before Us**
Dr Amanda Cahill, The Next Economy

View recording and Q&A

Dr Amanda Cahill presented on the broader context that inspired the Summit, provided an outline of the program and aims of the Summit. An overview of what is involved in managing the energy transition was also covered to provide a framework for discussions.

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**The Energy Sector: Current & Future Trends**
Professor Frank Jotzo, Australian National University

View recording and Q&A

Professor Frank Jotzo's presentation provided an overview of global energy market shifts and the implications for Australia. It included analysis of thermal and metallurgical coal, gas, hydrogen, domestic electricity generation and renewable energy trends. The presentation touched on the increased demand for and production of renewable energy, pressure on coal fired electricity generation, demand for thermal and metallurgical coal exports, the role of gas in Australia's energy mix into the future, and potential of the green hydrogen industry.

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**Energy Panel**
Richard Van Breda, Stanwell; Maia Schweizer, CleanCo;
Chris Evans, Powerlink; Nicky Ison, WWF

View recording and Q&A

The discussion was facilitated by Dr Amanda Cahill and provided the opportunity for some of the energy generators in the region to talk about what they are doing to ensure energy security into the future. The panel considered the expansion of renewable energy and the development of Renewable Energy Zones in the region, what needs to be done to address some of the technical challenges (eg: transmission and storage options), and the potential for Central Queensland to export renewable energy to the world. The panel also considered energy generation and the changes to the energy sector in Central Queensland, including the likelihood of coal plants closing before the end of their technical life and what is being done to manage the transition from fossil fuels to renewable energy. The panel discussion drew out the complexity of the issue but also demonstrated that there is already a lot of work happening to manage change.

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**Beyond Energy: Economic Opportunities**
Professor Ross Garnaut, University of Melbourne and
CEO of Sunshot Energy

View recording and Q&A

Professor Ross Garnaut presented on the range of economic opportunities for Australia to build new industries given the increasing availability of renewable energy. He touched on a range of industries including green hydrogen, metals processing and other manufacturing opportunities that could diversify the CQ economy.

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**Industry Panel**
Richard Jeffery, Stanwell; Maia Schweizer, CleanCo;
Gloria Chan, CEFC; Dr Heidi Edmonds, BZE

View recording and Q&A

The panel discussion was facilitated by Dr Emma Whittlesea and provided the opportunity for key industry players to reflect on what is happening regionally and what the emerging opportunities are for Central Queensland as a whole, particularly in relation to the development of the green hydrogen industry; potential for other manufacturing and new industries to become established in the region; support for heavy industries to adapt to the changes in the energy sector (eg: secure energy supply, transmission, storage, electrification, shared infrastructure, etc); and the range of financial mechanisms that are emerging to support industry to adapt. The session highlighted the potential for a wide range of

industry opportunities (not just green hydrogen), and also to explore what it would take in terms of coordination, investment, infrastructure and market /supply chain development to support existing and attract new industries to the area.

**Energy Jobs: Now and in the Future**
Dr Chris Briggs, University of Technology Sydney

View recording and Q&A

Dr Chris Briggs presented on the different types of work that needs to be undertaken across the energy sector to manage the transition, as well as to develop new industries. He explored the impact of changes on current jobs and the range of energy jobs needed, including where there are current shortages and implications for how we skill up current and future workforce.

**Workforce Development Panel**
Gavan McFadzean, ACF; Prof Steve Hall, CQU;
Michael Clifford, Queensland Council of Unions;
Richard Cary, TAFE Qld; Peter McDuff, DESBT

View recording and Q&A

The panel discussion was facilitated by Dr Amanda Cahill to consider what is happening regionally to support workers as the energy sector transitions and to ensure that we have an appropriately skilled workforce both now and into the future. The panel discussed how we need to work together and engage with a broader range of stakeholders; how we need to support workers through the changes that are already starting to happen; what new approaches we should be taking to skill up both the current and future workforce; what is under way regionally; and what role the State Government plays in supporting all aspects of workforce support, training and development.

*"Keep things progressing while they are fresh and front of mind now that you have kick started the conversation in CQ."*

**Summit Participant**

# Workshop Findings

In the afternoon of Day 1, delegates had the opportunity to attend workshops to explore different aspects of the energy transition. The following section of this report summarises the topics that were explored in each workshop, how they were run, and the findings that emerged.

WORKSHOP:

# Ensuring a Secure and Stable Energy System

The purpose of this session was to explore ways to ensure a secure, stable and affordable energy supply as renewable energy generation and storage expands and coal plants reduce their generation capacity over time. Participants were divided into groups of 6-8 people to discuss and brainstorm their ideas against a series of questions. Each group identified a note taker and ideas were tracked by the groups on flipchart paper.

The discussion focussed on two main aspects:

1. How to manage the retirement of coal plants well to minimise disruption
2. How to increase renewable energy generation and storage in a sustainable way.

The insights and findings that were generated by the groups are collated and summarised here by question.

## What do we know about the future of existing coal plants across the region?

- **Uncertain future and will eventually retire,** likely to shut down before expected end of technical life (based on economics and emissions, not reliability).
- **Opportunities exist for transition** as they are reliable large employers with a strong workforce, have unique and transferable skill sets, could continue to use the existing infrastructure and skills.

## What is likely to impact on the timing of when different coal fired electricity plants retire?

- **Economics and price:** profit, maintenance, technology reinvestment, price of competition, renewables becoming cheaper, international taxes, security of supply, subsidies.
- **Practical issues** such as age, closure of other plants, minimum demand challenges, ability to continue to provide secure reliable power and system services, technical ability and flexibility to adjust, changes in power flows affecting dispatch, system needs.

- **Societal pressures:** workers leaving the industry and region, customer requirements, international and Australian trade.
- **Environmental drivers:** renewable energy targets, right to operate, legislation changes.
- **Political** direction and support.

## What would ensure that the process of retirement is well-managed?

- **Strategic planning:**
  - An agile plan on the energy transition and on jobs pathways
  - Include dates, stakeholders, skills assessments, retraining, identify where and when future jobs will be available, virtual reality, trigger points, repurposing assets, site rehabilitation, plan early and for the worst.
- **Coordination** to manage big picture closure rather than individual plants and renewable energy projects.
- **Collaboration and consultation:** community engagement, manage expectations.
- **Economics:** costs, market settings and investment certainty in reliable alternative energy supply.
- **Political will**: durability and government appetite.

## What role can Renewable Energy Zones and transmission upgrades play in ensuring an orderly transition?

- **Coordinate** renewable energy and investment, supply and demand.
- **Manage energy reliability**, security, access to capacity, firming 24/7, make use of existing transmission, generation to be near load, flexible demand (acting like a battery for the grid).
- **Expression of Interest process can act as an enabler**, Integrated Systems Plan proposals pushed forward, facilitation of supply and demand.
- **Employment pathways.**
- **Confidence** to build, confidence in the market.
- **Cost effective** and competitive, part of solution, competitive $/MW for construction.

*"Everyone was willing to listen to everyone's point of view."*

**Summit Participant**

## What challenges are renewable energy projects encountering in the region?

- **Grid connection**, lack of coordination of projects into the grid, time to get connection agreement, off-take agreements – need to create new demand, capacity to provide infrastructure.
- **Resource constraints** / Powerlink and government investment.
- **Skills and workforce development**, remove uncertainty.
- **Planning and environmental constraints**, visibility of projects.

## How do we ensure a secure, stable and affordable energy supply to all users (industry, business and households) as things change?

- **Planning and coordination** (plan early, clear transition plan, be ready before we need to be):
  - Coordination and whole industry approach
  - Demand and supply management, energy efficiency, shift demand, incentives
  - Grid coordination – plan for diverse energy generation sources
  - Firming (5pm-9pm) problem is bigger than any of the proposed solutions
  - Coordination of markets
  - Create efficiencies and avoid duplication of assets
  - Infrastructure (incl. transmission, storage) and technology – shared costs and responsibilities ($/MW not $/project)
  - Economics, right energy mix at the right price, take advantage of renewables cost curve (REZs and REIPs – new electricity supply)
  - Timeliness – orderly exit / timely entry
  - Coordination role for regulators / market managers e.g. Energy Security Board, AEMO.
- **Workforce transition**
  - Work out where the jobs will be between projects / future jobs
  - Retraining and government assistance
  - Shifting load / change in traditional working hours
  - Lifestyle and alternative secure employment
  - Improve industry minimum standards for employment.

- **Strong Policy**
  - Policy direction to manage transition (base load provision from power stations)
  - Government incentives to ensure smooth transition / revenue certainty / more opportunities to secure PPAs
  - Important to balance stimulus between renewables and conventional coal
  - Pumped hydro for storage.
- **Transparency**
  - Visibility of project locations
  - Demand and growth
  - Timeline of thermal generation closures and developments.

## Who is responsible?

- Federal, State and Local government
- AEMC / AER / ESB / AEMO (need better coordination between regulators)
- Powerlink (transmission and need for cost efficient connection).

## What would better coordination look like?

- Clear plan (plan for worst case!) and employment pathways
- Collaboration and engagement between ALL stakeholders including government, regulators, industry, community and Traditional Owners
- Better coordination and planning is needed (e.g. industry – future opportunities; State Government – regulation and coordination; LGA – climate resilience)
- Energy Security Board taking on a larger coordination role (review if it is working and how could we improve?)

WORKSHOP:

# Developing a Green Hydrogen Future

The purpose of this session was to explore the work that needs to be done to build the green hydrogen industry, so everyone benefits across the region.

Participants were divided into groups of 6-8 people to discuss and brainstorm their ideas against a series of questions. Each group identified a note taker and ideas were tracked by the groups on flipchart paper. The insights and findings that were generated by the groups are collated and summarised here by question.

## What is the scale of the opportunity for Central Queensland if the green hydrogen and ammonia industry were to take off?

- **Huge potential** – realistic export post 2025, 10% into local market in Gladstone (blended into gas)
  - 700% renewable energy opportunity nationally according to WWF
  - Japanese investors picture a Curtis Island equivalent in Gladstone from 2030.
- **Need to drive demand** to realise the opportunity and fully understand the scale
  - Could underpin existing heavy industry and value add for manufacturing.
- **Caution that it is not as big as we think** for export as many nations will self-produce, will a copper cable to Asia diminish the opportunity, may not replace coal export, and if exported may make it too expensive for domestic use (e.g. the LNG experience).

*"The value of the networking sessions during and after each day should not be underestimated. I think we all gained something from them."*

**Summit Participant**

## What needs to happen so that Central Queensland can take full advantage of this opportunity?

- **Financing** – much more needs to be done on the critical question of financing
- **Low-cost power** /electricity
- **Reduce price** to be competitive with natural gas (electrolyser / blend)
- **Supportive policy** / REZ policy / local collaboration to interpret/ tailor REIPs
- **State planning and infrastructure investment** e.g. road, port capacity, transmission (electricity/gas), liquefaction/NH3
- **Stakeholder engagement** and local advocates/champions
- **Skills /workforce development** (secondary, tertiary, Registered Training Organisations), train the trainer programs
- **Explore green energy** opportunities to support existing industry via green energy and grow
- **Domestic commercial demonstration** and market approach – lay foundation for export, Ammonia could be a catalyst
- **Water availability** and access
- **Vision** for future direction
- **Learn from others** and case studies (e.g. Taranaki, Latrobe Valley).

## What are the main challenges in getting the industry off the ground?

- **Short term policy** and policy frameworks for green certification and safety regulation
- **Public perception** and buy-in
- **Funding / investment** / investors' confidence / concessions or grants that catalyse investment
- **No transition planning** and central coordination (industry is already ahead of government) – risk of not planning and forced to expedite / rush
- **Existing infrastructure** adaptation versus new e.g. pipelines
- **Local workforce capacity and skills**, transitioning workforces – learning from the industrial gases industry
- **Value add** priority and de-risking projects
- **Practical issues** such as scalability of the technologies, storage, transport, energy carriers (NH3), water

- **Domestic production**, develop domestic market incubator for expansion for export, domestic cost versus overseas competitors
- **Dynamic between players** – big and new players (without background)
- **Power Agreements** (price too low, tenure too short)
- **Common user liquefaction facility** at the Port
- **Water security** – where will the water for hydrogen production come from?

## What are some of the potential negative impacts of developing the green hydrogen industry that need to be considered and managed?

- **Caution** – money/benefits go offshore, rushing the policy framework, over investment due to competing technologies / batteries, hydrogen may not win across all applications, boom/bust cycle, all the supply chain is imported, "murky" (green/brown/blue) hydrogen
- **Workforce availability and conditions** / overheating labour and housing markets
- **Duplication of infrastructure and lack of coordination** e.g. shipping / water resource limits and competition
- **Economic dynamics** – budget black hole for revenue / royalties / tariffs?
- **Social licence and community impacts** without the benefits (need benefit sharing), how do we make sure the benefits stay in communities? (ie: jobs, profits)
- **Coexistence** – how can we use the land so renewables / agriculture can coexist?
- **Opportunity cost** of land use and water use
- **Network design** – how smart can the grid operate?

## What kind of financing and resourcing is needed?

- Private enterprise / sectoral funds and traders e.g. Shell / Industry users (domestic applications)
- Gas pipeline (AGL, AGIG, Jemena)
- Shared enabling infrastructure between companies – common user – but only if there is coordination
- Funding the current gap and end users willing to pay
- Need a mix of large scale and smaller scale projects that prove it can be done
- Central hubs more efficient

- International investment / US / International government credit export agencies (UK)
- Local / international banks
- ARENA / CEFC / NAIF (for financing early stage / financing linkages between projects), and CEFC CleanCo and ARENA if projects near commercial
- Pension funds (still early?) Federal / State Government / Government Owned Corporations (e.g. Stanwell) – Role for government = ownership? Is there a role for using revenue from GOCs to finance energy transition? Government contribution in terms of staff to develop industry? Joint Federal/state funding to attract foreign investment
- Resources to coordinate and curate the industry's development over the next decade
- May need different streams for domestic market versus international market
- Users?
- How does Queensland maximise benefits – jobs, revenue, manufacturing opportunities
- Tax incentives / underwriting mechanism.

## What groups exist to help coordinate the development of the green hydrogen industry?

| Stakeholder Group | Existing Groups |
|---|---|
| **Government** | Federal Government: Austrade (export), Ministerial Energy Council – Industry and sub-committees (Chair; Peta Ashworth)<br>Queensland Government: Trade and Investment Queensland, Hydrogen Delivery Unit – Qld Hydrogen Taskforce, Qld Ministerial Council – hydrogen roundtable<br>Local Government: LGAQ – Lead Economic Group |
| **Industry** | Government Owned Corporations generators / NRG / OCG / GEA / GIL |
| **Education /Training / Research** | TAFE Queensland, Private training and research organisations, Central Queensland University, Cooperative Research Centres (eg: Future Fuels) |
| **Infrastructure** | Queensland Transport Council / Gladstone Ports Corporation |

| Stakeholder Group | Existing Groups |
|---|---|
| **Community** | Traditional Owners |
| **Energy** | NERA / ARENA / CEFC / NAIF (not sure if they coordinate) – NERA H2Q Cluster, Australian Hydrogen Council, Gas Network Operators / Gladstone Area Water Board / Electricity transmission |
| **Regional groups** | GREDAG (Gladstone Region Economic Development Advisory Group)<br>Do we need to bring back the GEIDB? (Gladstone Economic Industry Development Board)? This had power and a charter, autonomy but the ear of government. The GREAG (Gladstone Region Economic Advisory Group) acts as a volunteer GEIDB, has the right people in the room but doesn't have the resource to support the necessary investment attraction activities.<br>Regional Development Australia<br>CQROC is an important forum for collaboration for the broader region.<br>NQ Hydrogen Working Group / Local CQ Hydrogen Working Group? |

*"I want to pursue work on supporting the transformation of CQ and working with project developers to see where we can facilitate projects reaching success."*

**Summit Participant**

## What would good coordination look like?

- **Clear frameworks**, setting rules
- **Managing demand for domestic versus export**, need to meet domestic demand but domestic and export have different coordination requirements
- **Shared infrastructure** between companies, built by government (finance)
- **Cross sector representation** from government, industry, unions, civil society (NGOs), Traditional Owners, Local government Associations, academia
- **Terms of Reference** – industry to input into this
- **Regulation** / landowners (risk "red" in DA)
- **Transparency of information** – release of Queensland Government hydrogen study on Gladstone and Townsville (2020)
- **Coordinate demand within a region**
  - States and local governments have key role
  - Circular economy resources
  - Regional targets
  - Central hubs = efficient
  - Workforce / skills.

## What other questions do we have that we need to explore further?

- Learning from the LNG experience: replicate the successes, not the mistakes. Should there be a half day event that looks back on LNG sector development?
- Oil and gas majors are thinking about the future and need engaging. Will they solve for technical issues / markets / applications?
- Can we get a consensus on a future vision for Gladstone and position to lead and capture the H2 opportunity?
- Is Japans H2 strategy going to happen – will offshore wind beat it?

WORKSHOP:

# Diversifying the Regional Economy Beyond Energy

The purpose of this session was to explore the strengths and assets of Central Queensland, that could help create new economic opportunities to diversify and strengthen the regional economy in terms of developing new industries.

The workshop was facilitated, and people were split into groups of 6-8 people to discuss and brainstorm their ideas against a series of questions. Each group identified a note taker and ideas were tracked by the groups on flipchart paper. The insights and findings that were generated by each group have been collated and summarised here by question.

## What are the key strengths / assets of each place that we could build on to create new economic opportunities?

- **Location and accessibility**, transport connectivity
- **Existing base support infrastructure** – ports, road, rail, transmission lines
- **Built infrastructure** that could be repurposed, transmission network
- **Land availability** – State development Land
- **Abundance of natural resources** e.g. sun, water, minerals
- **Skilled workforce** and training
- **Open to new industries/projects** coming to the region – CQ communities and economies are accustomed / supportive
- **Diverse suppliers and services** that support industries
- **Lifestyle** – liveability across region, leverage Covid opportunities
- **Learning from the past** from 'boom and bust' cycles
- **Incentives** – development and finance
- **Localised capacity to network** with communities, industry, local government and other sectors in hubs across the region, active inter-agency body.

*"Don't have it as a one off summit"*

**Summit Participant**

## In addition to hydrogen, what other opportunities exist to diversify and strengthen the regional economy in terms of developing new industries?

- **Training and education**, coordinated with registered training organisations and industry institutions, skills audit to meet different phases of projects and industries, existing training courses need to be consolidated and made relevant for the future
- **Repurposing and rehabilitating** energy generation sites and mines
- **Manufacturing and advanced manufacturing opportunities** and niches e.g. alumina, steel, green chemicals, ammonia, digital, drones, robotics, automation, renewable energy componentry
- **Retrofitting existing industries** for energy efficiency
- **Recycling and resource renewal**, waste management
- **Renewable energy** – wind / solar / green hydrogen
- **Defence opportunities** e.g. maintenance, servicing etc. (permanent military presence)
- **Support industries** – health, aged care, education
- **Tourism / Eco-tourism** – cruise ships, could tie in with renewable energy
- **Local agriculture** production and technology e.g. agriculture, aquaculture, carbon sequestration, bioeconomy
- **Strengthen existing:** Container port, inland rail, cement factory, Gladstone Hospital.

## What support is needed to build on existing industries/develop new industries?

- **Plan / roadmap / coordination**, build capacity and in-region expertise
- **Role of Government** to bring opportunities together, especially for common user infrastructure
- **Steering committee** to coordinate training and educational needs
- **Less FIFO** – local jobs, local content, encourage employees to be residents, local industries to be given financial incentives to provide local jobs
- **Funding:** finance and capital investment
- **Identify opportunities:**
  - Investment prospectus, market the region and target key proponents, provide key services
  - Map direct versus indirect job opportunities for local supply and manufacture

- **Direct and indirect job analysis** needs to be done and insights shared as part of coordinated strategies
- **Assisting land holders** to develop land as RE assets
- **Hospital** – Gladstone and other regional areas not well serviced
- **Lack of effective state policy** and changing Federal policy
- **Knowledge sharing**, facts, community education and awareness
- **Area of Disagreement** – Information needs to be accurate – a lot of it is non-specific and confuses community perspective – e.g. People not realising solar being the cheapest form of new energy, questioning whether this is only for certain contexts
- **Huge risks** in communities closing down with power generator closure – Federal and Queensland Governments should talk to communities about maintaining skills, attracting new industries and providing capacity e.g. Biloela where two coal mines and a power generator is 60% of the revenue of the region.

## What programs / organisations exist to support economic development across the region?

- Coordination of different stakeholders at sub-regional scale. E.g. Gladstone networks, Fitzroy Basin association, Mackay network etc.
- State government – Trade and Investment Queensland, Department of State Development CQROC (council collaboration and stakeholders)
- GDA
- Jobs QLD
- TIQ
- Clean Energy Finance Corporation
- NERA
- Commonwealth support (funding) for advanced manufacturing etc.
- Regional Development Australia
- Universities e.g. CQ University, University of Queensland
- Economic development agencies (regional) / Economic Development QLD
- Fitzroy Basin Association
- Peak industry bodies, Industry networks e.g. Mining resources network (Based out of Mackay), Gladstone Engineering Alliance, Gladstone Industry Leadership Group
- All levels of government: local, state and federal
- Local agencies e.g. CQROC, C-Res, Chambers of Commerce, Traders' groups
- Industry and companies e.g. BHP, Stanwell

## What would better coordination and planning in relation to economic diversification look like?

- **Centralised visible strategy and coordination that is regional/place based:**
  - Regionally led, coordinated and developed goals
  - Includes local government, industry, community and First Nations
  - State (and Federal) governments invest in the region's capacity, to empower and support development and implementation of a strategy
  - Get clarity on what government departments can provide (a one-stop-shop for government approach would really help)
- **Government leadership and certainty**
- **Proactive early engagement and collaboration** – continuation of the conversation / energy summits
- **Royalties** should go back to the regions (e.g. In 2020 $4.5billion went out of the region for coal exports) and what replaces the royalties generated by coal?
- **First Nations collaborations** could be a point of difference – this could be a game changer for all sectors of the CQ economy
  - Recognise the importance of long-term knowledge and experience – First Nations knowledge around land use and food production so we can avoid deficits of boom and bust of previous industries
  - Multigenerational – roots going back generations and grounding future plans in that knowledge and long-term thinking.

WORKSHOP:

# Workforce Support and Development

The purpose of this session was to explore the different aspects of supporting and developing workers throughout the transition. The workshop was facilitated, and people were split into groups. The activity was run as a world café, with participants having the opportunity to work on multiple questions and add their thoughts to what the previous group had written. Each group identified a note taker and ideas were tracked on flipchart paper. The insights and findings that were generated by each of the groups have been collated and summarised here by question.

## What do we need to do to support workers in industries that are in decline before, during and after closures?

- **Research, data, and determining the detail** – clarity on what is changing and is planned
- **Identify the industries impacted by transition** including rates and phases of decline
- **Map industry opportunities and jobs of the future** by region, skills gaps and demand (noting this benefits communities and local economies as much as workers)
- **Skills mapping**, workers skills assessments, identify transferable skills and gaps, understand aspirations and what workers want
- **Research and learn** from other examples and insights of transition that have worked or haven't worked e.g. Taranaki, Newcastle, Germany
- **Planning and coordination**: an entity such as a regional learning and skills partnership; broker between government and industry; coordinate awareness of options and opportunities within and across industries; independent facilitation of skills collaboration and transfer (e.g. outplacement services, redeployment pools, flexible talent pool); early community engagement and planning not leaving it until the last minute (7 years of planning for the closure of Liddell Power Station in the Hunter); industries to form coalitions

- **Structured training, skills development** (individual and business) and local training facilities; use the existing talent and skilled workforce to prepare the new workforce e.g. Recognition of Prior Learning (RPL), train the trainer, apprenticeships, trainees, micro credentials
- **Industry and employment terms, conditions and incentives**: commitment to job security (e.g. income protection, relocation support, good pay and conditions); retain workers while they are needed; ensure local job benefits from new industry – need agreements from industry to invest in and source employees locally; legislation e.g. enterprise bargaining agreements; pooled redundancy scheme (within zones)
- **Advise and guide the workforc**e providing them with information and financial advice to plan future work pathways; career coaching and mentoring; 1:1 career counselling
- **Engagement** that is open and honest with workers; build trust; good communication and conversations, understand anxiety points and maintain community (no camps).

## How do we ensure that current and future regional workers have the right mix of skills for the jobs of the future?

- **Training and skills development**, training for a job – not just for training's sake: future focus that identifies and facilitates skills upgrades needed to move to emerging industries and to fill gaps; balance construction with operations and maintenance; recognise the changing demographic (age/retirees); leverage the older skilled workforce to train the younger ones; training facilities and resources located in the regions and practical to fit in with peoples lives; identify transferable skills and qualifications; cross industry placement and secondment. Need to develop soft skills as well for people facing change e.g. resilience.
- **Transition training pathways**: need to understand how we can transfer existing skills and workers from existing industries to new industries. Need sustainable employment and skills training pathways that are clear and information on employment trends and opportunities that is made available to communities.
- **Communicate and give people confidence** via regular communications, stories of those who have transitioned, give people confidence about the economic and industry transition, promote and facilitate these opportunities such as a virtual jobs expo for future jobs.

*"Industry used to do a lot more training and offer more apprenticeships – lack of this makes it more difficult to grow the skills base now."*

**Summit Participant**

- **Planning and coordination**: centralised body to coordinate industry and workforce planning for the longer term; potential for Renewable Energy industries to pool workforce in Renewable Energy Zones and help keep workforce and income within region; recognise the cyclical nature of jobs and need for flexibility (related to fluctuating commodity prices); need to plan now to make sure the skilled workforce is available; secure funding for reskilling and to match and develop existing skills to future needs.
- **Supply and demand job and skills analysis** to understand existing and new occupations and roles including indirect jobs; project pipeline and supply chain considerations and other sectoral impacts; avoid putting people into roles they are under-skilled to do or under-training staff (why only training to certificate 2 or 3 when the same job used to be an apprenticeship); need to analyse and forecast jobs/skills of the future e.g. Greater Whitsunday Alliance Future Skills Roadmap report.
- **Conditions and considerations** such as small-town impacts and loss of skills to FIFO; need to entice/attract workers to stay in region; ensure displaced employees do not lose job security and conditions during the transition process; have agreements in place to ensure new project jobs are offered to locals first; better regulation of renewable energy industry to ensure minimum skills and training standards and avoid using unskilled labour.

## What else is needed to ensure to attract, develop and support the Central Queensland workforce?

- **Employment stability** and secure local work (radius 80%) that is meaningful and builds sense of community; decent benefits and conditions; diversity of industries with long term future opportunities; retention of existing workforce and value add of regional hubs.
- **Community and social infrastructure** such as schools and day care; aged care; spousal employment opportunities; hospitals and healthcare; recreation and entertainment facilities and opportunities; NBN and phone coverage; safety and sense of community.
- **Lifestyle and connectivity** considerations such as family connections and orientations; attractiveness and quality of the natural environment; travel connectivity that is affordable and fast; available housing and affordable living conditions.
- **Education and training** opportunities including local registered training facilities and decentralised work in regions; industry open days and entrepreneurial and small business support; increase local apprenticeships and vocational work; exchanges as an opportunity to work in a region; subsidies to support vocational education training (VET) and financial support.

*"Need to be ahead of the curve to make sure the skilled workforce is available."*

**Summit Participant**

WORKSHOP:

# Land and Water Management & Infrastructure Development



The purpose of this session was to explore different parts of the energy transition in terms of managing impacts on land and water resources, as well as infrastructure needs. This included:

- Repurposing assets as coal plants retire, this includes consideration of what happens to the equipment/infrastructure, land and water assets attached to plants.
- The impacts of increased renewable energy generation, transmission and storage on land and water systems and need for shared infrastructure.
- The impacts of the emerging green hydrogen / ammonia industry on land and water systems and identifying what shared infrastructure is needed. This includes consideration of waste management.

Having three different topics lent itself to a world café set up, so that participants could explore the same types of questions in relation to different topics. Participants were split into groups of 6-8 people to discuss and brainstorm their ideas against one of the three topics. Participants had the opportunity to move to another table and topic, to add their thoughts to what the previous group had written. Each group identified a note taker and ideas were tracked on flipchart paper.

The insights and findings that were generated by the groups have been collated and summarised by the three topics and their questions:

- Coal Plant Retirement
- Renewable Energy and
- Green Hydrogen/Ammonia.

*"I have gained a range of new industry, government, union, council and community group contacts, which I greatly value and I am engaging with now. I also appreciated hearing from the Government Owned Corporations, from Stanwell, CleanCo, and Powerlink especially, about their technical insights into the energy transition."*

**Summit Participant**





# Coal Plant Retirement

## What needs to be considered in relation to the decommissioning of coal plant infrastructure?

- Site rehabilitation (station sites/mine voids) – depending on the age of the asset, the rehabilitation process is different
- Re-use of assets and infrastructure (voids for hydroelectricity e.g. Kidston; connection and transmission assets; synchronous condenser; manufacturing use rail loop and grid)
- Repurposing assets and infrastructure for new economic opportunities e.g. install a big battery, move to Hydrogen, Water, Biogen, Steam, sugar industry waste
- Historical ecotourism – diversify local economy
- Community impacts including workforce and jobs
- Funding and investment
- Firming supply.

## How would the retirement of existing plants impact on the land and water assets surrounding them?

- Contamination
- Impact on water assets
- How could this be managed:
  - Rehabilitation of the land (bioenergy crops, timber)
  - Tendering / auctioning
  - Utilise existing workforce – retrain/reskill
  - Opportunity to repurpose
  - Ongoing environmental impact management.

## What impact would the retirement of existing coal plants have on other infrastructure?

- Infrastructure utilisation e.g. grid, transmission, railway lines, water pipelines (could be repurposed for renewable generation or alternative industry operations on sites)
- Supply chain disruption – coal mines e.g. fly ash
- Potential grid instability
- Stranded assets e.g. dams – could they be re-purposed?
- Identity of towns and communities will change, stress and health issues.

## How do we ensure that the decommissioning process is properly resourced and where should the resources come from?

- State as asset owner
- The companies e.g. Stanwell
- Do it locally with expertise – not a new industry / resources come from existing workforce
- Community through elected officials
- Repurpose machinery
- Use the land e.g ash dam (cement), could cap and solar.

## Who are the different stakeholders that need to be involved in managing the decommissioning process, including any rehabilitation of sites and repurposing of assets?

- Asset owners
- EPA / Regulators
- Traditional Owners
- Community
- Suite of authorities
- Queensland government.





## Renewable Energy

### What needs to be considered in relation to the planning of the renewable energy zones and transmission upgrades?

- Location – local planning scheme, co-location opportunities and proximity to customers, generation versus use
- Community and regional impacts and what are the local benefits (environmental, social, employment and impact on the LGA budget)
- Can be a cost to councils / ratepayers to maintain infrastructure
- Existing grid constraints, need fair and equitable grid access and the “sweet spot” of grid capacity and timeframes
- Land tenure
- State versus Federal Government approach, strategic referral?

### What additional infrastructure is needed to support the appropriate development of additional renewable energy generation and storage options?

- Land
- Pipelines, water
- H2 gas pipelines
- Port upgrades
- Liquefaction plants, ammonia
- Firming grid and storage power – batteries, pumped hydro, existing coal generation
- Transmission infrastructure
- Access roads.

## Potential Renewable Energy Impacts on the Environment:

| How are renewable energy projects impacting on land and water systems around the region? | How could these impacts be better addressed? | Whose job is it to oversee, monitor and coordinate to minimise/ protect against negative impacts? |
|---|---|---|
| • Co-existence<br>• Land and land use limitations e.g. clearing / arable land-use for solar (expense of agriculture?)<br>• Water consumption and management, impact on waterways / water grid – plan<br>• Biosecurity<br>• End of life (how)<br>• Importance of bringing both traditional and current landowners together | • End of Life planning<br>• Wind / solar – clear codes<br>• Mitigation<br>• Dual-use?<br>• Hydrogen – desalination?<br>• Qld Govt coordination<br>• Governance / compliance framework for approvals<br>• Certainty – grid and market | • Consortium for Hub (e.g. Hunter valley Alliance)<br>• Membership – TOs, LGs<br>• Federal and State Governments |

## How could renewable energy developments be better coordinated?

- Regional Hubs
- Shared infrastructure
- Information Portal
- Articulate the vision
- Break down silos
- Coherent regulation
- Integrated strategic planner.


# Green Hydrogen and Ammonia

## What key pieces of shared infrastructure are needed to support the development of the green hydrogen/ammonia industry and other potential industries?

- Water source
- Transmission lines
- Wind / Solar
- Port
- Manufacturing (blades, turbines etc.)
- Services
- Pipelines Control system for different energy systems
- Storage (power, hydrogen, ammonia)
- Transport infrastructure
- Liquefaction
- Skills and knowledge
- Land (state development land)

## How can this infrastructure be funded and by whom?

- Uniform investment – sustained industry
- Private / Private energy
- Public contribution e.g. Hydrogen for transport
- Terra carta agreement? Pollinator group.
- NAIF
- Government scheme for industries / incentives
- Funding priorities of the State to promote industry
- CEFC.

## Potential Impacts of Hydrogen on the Environment:

| What are the potential impacts of the hydrogen/ammonia industry on land and water systems? | How could negative impacts be managed/avoided? |
|---|---|
| • Water availability / security:<br>- De-salination impacts<br>- Fitzroy Pipeline<br>- Water allocation to different industries<br>- Long-term view<br>- Waste water (recycling) – industry use<br>- Water requirements Vs availability<br>• Contamination?<br>- Dams, weirs, corridors<br>• Infrastructure needs<br>- Storage<br>- Shipping<br>- Transport systems<br>• Opportunity cost of land<br>• Opportunity cost of using water and land for hydrogen instead of agriculture and horticulture | • Water and materials recycling – industry use<br>• Management and regulation (technology)<br>• Studies / research<br>• Rehabilitation and protection of waterways, land, wildlife<br>• Environmental and cultural water flows need to be part of these conversations and planning considerations<br>• Sharing benefits locally:<br>- Change "royalties" payment to the local area e.g. W.A.<br>- Local jobs<br>- Skill development |

## Who needs to oversee, monitor and coordinate activities to minimise / protect against negative impacts?

- Local / State Government to kick start the process
- Policy / regulations
- Industry driven (self-monitoring).

*"I'd really like to see other industries brought into the discussion. For example; Defence, Water, Tourism – other major regional players that can also play a role in a positive transformation. I also think there is value bringing business minds to the table – manufacturers, developers etc."*

**Summit Participant**

## What would support better coordination of the development of the green hydrogen/ammonia industry?

- Research and data e.g. market analysis / demand, impact study, cost benefit analysis
- Understanding what are the critical success factors for those industries
- Supply chain development
- Enablers
- Economics
- Regional body to ensure benefits stay in region
- A regional plan – how to make this a reality?
- Need to understand the impact on government revenue
  - Reduced Royalties
  - Reduced Electricity Revenue.


WORKSHOP:

# Managing Community Impacts and Benefit Sharing

The purpose of this session was to explore the impacts of changes in the energy sector on all parts of the community and the opportunities for benefit sharing. The workshop was facilitated, and people were split into place-based groups of 6-8 people to discuss and brainstorm their ideas against a series of questions. The groups were split by Gladstone, Banana Shire, Rockhampton and Livingstone Shires. Each group identified a note taker and ideas were tracked on flipchart paper. These results represent the combined findings and insights that were generated and are summarised here by question.

## What are the potential negative impacts on different parts of the community as old industries are phased out and new industries develop?

- Economic and local service decline
  - Reduced tax revenues /royalties – what will replace them?
  - Lose rate base (e.g. 30% for Banana Shire)
  - Lose Gross Local Product (e.g. 60% for Biloela)
  - Reduced local services and business closure
  - Impact on vulnerable businesses / industry off-takers / users
- Job losses
  - Significant local job losses and high skill/high pay with no replacements e.g. 270+ jobs lost direct in Banana Shire, 8% mine workers in Livingstone (automation is also threatening jobs)
  - Renewable energy doesn't provide long term jobs and often imports workers
  - Domestic solar demand reaching saturation
  - Reduced disposable income
- Social consequences
  - Broad socio-economic decline, loss of sponsorships for community/ social inclusion
  - Decline in living standards and area attractiveness to draw people/ businesses

- Fall in house prices
- Loss of people – direct and indirect
- De-skilling community (direct and service)
- Increased mental health risks and drug abuse (e.g. after LNG bust).

- Infrastructure
  - Impact on Gladstone Port and regional infrastructure as use decreases.

## What benefits can we capture?

- Training and skills development
  - Re-train the community, support new skills development and RTO delivery (strategic policy and pathway)
  - Drive to address skills shortage (beyond construction, adapt to technology change)
  - Re-design education and training and jobs pathways.
- New jobs/economic opportunities
  - Attract new / key industries (play to strengths / resources / good connectivity)
  - Mine rehabilitation and find better ways to use voids e.g. wattle seedlings, agricultural technology
  - Easy job transferability; existing jobs to new jobs where the skill sets align OR remuneration; employment as a result of orderly transition including opportunities for long-term unemployed
  - Require local employment and procurement for development proponents (state approval)
  - Funding for the jobs transition
  - New economy e.g. retain a technology based economy after closure

*"Thank you for Next Economy for having the courage to put the event on and the presence to pull it off!"*

**Summit Participant**

- Cheaper energy leads to opportunities for industries to continue, which leads to jobs
- Decentralising – opportunities for community-owned power projects
- Engagement of Traditional Owners and broader community
- Address social issues beyond jobs and improve liveability
- Future proofing and resilience – jobs, sustainable regional communities and industries
- Clean/green thinking to reduce carbon emissions across sectors.

## What can be done to ensure those already economically marginalised are not further disadvantaged?

- Train and employ locals – RTOs with clear briefs, train the trainers early, identify new industry skill requirements and opportunities (direct / indirect), government coordination
- Invest in regional areas and tax reforms and wealth distribution
- Local self-sufficiency – invest in local manufacturing (e.g. electrolysers, Hydrogen, Fuel cells), industrial precincts and improve self-sufficiency rating of manufacturing / supply chain (Australia is poor)
- Renewable Energy Industrial Precincts – to improve cost, capability, capacity and manufacturing interventions
- Local content mandates – requires funding to boost capacity and capability
- More engagement and conversations to ensure community ownership of the problem and solution
- First Nations engagement and self-determination
- Flexible working mechanisms to support productivity and flexibility so can work to suit lifestyles
- Enable and facilitate innovation and opportunity
- Plan / manage the change – expertise, assistance and research needed (learn from previous experiences).

## What other support is needed for broader community development?

- Clear strategy and place-based planning for new opportunities and what industries they want to attract (with both government and industry contributing and responding)
  - CQROC could be a key contributor (but local issues/personalities can get in the way), plus local businesses and NGOs
  - Specialist regional development expertise needed
- State and Federal government support/funding to assist the change including access to research/expertise e.g. German plan, $500M, Biden's big spend!
- Education and reskilling at local/regional level that is funded (free versus paid training), address skills retention needs
- Infrastructure
- Joined up thinking – focus and engage wider community, not just employees
- Recognise different communities within the region have different needs i.e. the work needs to be place based.

*"... perhaps some more workshop time, and idea-sharing, to discuss, frame-up and consolidate what was worked-up as a group. That said, overall the event was very well put together with a lot of ground covered."*

**Summit Participant**

# Coordination Options: Taking the Conversation Forward

Consultation with many of the participants in the lead up to the Summit revealed the need for much better coordination across the region to manage changes to the energy sector so that the region could take advantage of emerging opportunities. To enable an informed discussion about what good coordination could look like across the region, Summit participants watched a short recording of interviews with Karen Cain from the Latrobe Valley Authority (VIC), Joe James from the Hunter Joint Organisation (NSW) and Warrick Jordan from the Hunter Jobs Alliance (NSW), see: https://youtu.be/6lPf6MtgTQI



Karen Cain, Latrobe Valley Authority; Warrick Jordan, Hunter Jobs Alliance; Joe James, Hunter Joint Organisation

This was followed by an open panel and Q&A discussion with all three interviewees where the audience had the opportunity to ask questions about how regional leaders could better plan and manage the changes the region is experiencing.

Participants were then presented with different options that could help facilitate better coordination of the energy transition across the region, based on the experience of other regions across Australia and the world:

1. **CURRENT APPROACH:** Continue the current approach of individual companies and councils developing internal transition plans but set up regular mechanisms for representatives to meet and share information. This could include establishing a regular meeting or working groups to come together around specific themes.

2. **WORKING GROUPS:** Establish regional working groups around specific themes (for example workforce development, economic diversification, infrastructure planning, etc), with relevant representation from government, industry, unions, education institutions, environment and social service organisations and Traditional Owners.

3. **COMMUNITY ALLIANCE:** Establishing a community-led, grassroots alliance to engage the broader community to identify issues, develop a positive vision for the region and advocate for priorities.

4. **COUNCIL COORDINATION:** CQROC (regional alliance of Councils) takes a leading role in developing region-wide strategies and coordinating different stakeholders to manage different aspects of the transition, which may include hosting working groups.

5. **REGIONAL TRANSITION AUTHORITY:** Establishing a CQ Regional Transition Authority (RTA), with paid staff tasked with bringing together all levels of government, industry, investors, workers, education institutions, environment groups, social services and Traditional Owners to plan and manage all aspects of the transition. The RTA would be responsible for several tasks including coordination, research, community engagement, policy development, economic planning, attracting investment and providing seed funding for initiatives. A regional transition authority could take the form of a statutory authority (linked to government) or an independent development board registered as a company.

# Breakout Group Findings: Coordination Options

Participants were split randomly into three breakout groups to explore the different planning and coordination models and to discuss the advantages and disadvantages of each. The analysis of the five identified coordination options, as generated by all three groups, are summarised on the following pages, with the addition of one extra option that was added by one of the groups.

## BREAKOUT GROUP 1:

# The Current Approach

**(with more communication)**

### What are the advantages and disadvantages of continuing the current approach?

| Pros | Cons |
|---|---|
| Building on and acknowledging existing coordination system and processes, leverages established working groups rather than forming something new | Lack of holistic strategy – no coordinated overall energy transformation plan, or plan for future jobs in the region |
| Cheaper, quicker and easiest option – no barriers and doesn't require additional resources or workload | Groups are not communicating enough, no consistency or opportunity to collaborate, conflicting agendas and geographical space between localities leads to silos. Inefficient due to duplication by different groups |
| Local, accessible, led by community and already existing consensus and trust | Lack of common understanding of the issues and problem, conflicting information/ messages, no alignment on coal withdrawal and cause of grid security problems |
| Allowing the current situation to develop with more communication | Existing system does not represent all groups, lack of community engagement and no buy in |
| Unions have a line of sight to the issues workers face and have a good connection with the Labor government | Lack of formal structure and leadership, no one has the mandate to take it on, no responsibility / authority or accountability |
| Answer skill and jobs questions, could have broader expertise | Reactive not proactive, no drive, no change, too slow. Being reactionary means lost opportunity for innovation |
| | Relies on government and existing political structure and support, potential for dislocation with a change in government |
| | Relies heavily on personalities, energies, time and may not have enough funds / security |

## Do any groups/networks/committees already exist that are taking on this role?

| Stakeholder Group | Existing Stakeholders |
|---|---|
| Government | • 3x levels of government<br>• Each Council |
| Regional coordination / economic | • Capricorn Enterprise<br>• Gladstone Industry Leaders Group (GILG)<br>• CQROC<br>• The former GEIDB |
| Environmental Groups | • Gladstone Healthy Harbour Partnership – already engage multiple stakeholders council, QAL etc. (an existing partnership model)<br>• Landcare<br>• QCC<br>• Fitzroy Basin<br>• ACF/Conservation groups |
| Community | • First Nations / All Traditional Owner Groups x 4<br>• Social services |
| Industry / business | • Generators<br>• Private competitors<br>• Ports Corporation<br>• Industry Groups<br>• GOCs<br>• Agforce |
| Jobs, skills and training | • Council of Unions (QCU).<br>• CQU & training organisations.<br>• Unions<br>• Learning institutions<br>• VET |

*"Tough decisions won't get made until it's too late (reactive not proactive)."*

**Summit Participant**

## Who would need to be represented on / lead this kind of coordination to make it work?

- Major employers / employers
- Community / TOs / Residents & ratepayers
- Industry
- VET / Learning / RTOs
- Training and education institutions
- High School
- Tertiary education
- Workers (direct & indirect)
- Unions
- Energy users (large and small)
- Energy customers
- Industry – suppliers
- Environment (conservation) groups
- Youth
- Transport
- Unemployed
- Chamber of Commerce
- Government: Local, state (including agencies), Federal (e.g., health, training, education

## How would this option be resourced and where would the funding come from?

- Community
- Councils
- Government
- State government due to their income from region via royalties and pay roll tax
- Industry levies
- Local business voluntary contributions
- The hydrogen industry.

## What are the next steps?

- Expanding and doing a deep dive on Professor Briggs jobs' data to contextualise this for Central Queensland
- Share resources from today / Seek key takeaway from each individual attendee groups
- Attendees do a post on LinkedIn – 'A chorus of voices' – Tell three people about this summit including your CEO
- Another summit and setting the next / Invitation to ongoing discussion
- Deeper dive conversations via zoom / A zoom call or combined meetings in Brisbane and Gladstone to discuss specific steps / town hall meetings
- People to volunteer for specialised working groups
- Developing the pathway from a current role to an emerging role e.g., underground local operator to a renewables/hydrogen career.

## BREAKOUT GROUP 2:

# Thematic Working Groups

### What are the advantages and disadvantages of thematic working groups?

| Pros | Cons |
|---|---|
| Expertise, knowledge sharing and can choose experts – need the right people at the table | Informal, no clear coordination or accountability, can have limited action |
| Dedicated, motivated and some choose to drive | Lack of representation and hard to manage conflicts of interest, managing who sets the group and crowds the microphone, potential to be a singular voice |
| Specific focus and improved issue visibility | Lack of authority, unbranded recognition, can identify solutions but inability to follow through |
| Effective if well-coordinated, ability to delegate, definite outcomes and end date | Scope can lack clearly defined objectives / funding and can be hard to sustain (voluntary) |
| Relationship building and flexibility for open discussions | Silos – each group separate |
| Can be used to influence those with power and report to more formal groups/structures | |

*"I gained an understanding of how ready and keen the vast majority of stakeholders are to engage, but how very political the topic still is in Queensland... "*

**Summit Participant**

## Do any groups/networks/committees already exist that are taking on this role?

| Stakeholder Group | Existing Stakeholders |
|---|---|
| Government / Energy | • Queensland Government Hydrogen Task Force<br>• Hydrogen Ecosystems<br>• NERA |
| Regional coordination / economic | • RDA<br>• GILG<br>• CQROC<br>• RDR<br>• Gladstone Economic Development Group |
| Jobs, skills and training | • Unions |
| Industry / business | • GEA<br>• Chamber of Commerce<br>• Proponent groups |

## Who would need to be represented on / lead this kind of coordination to make it work?

- Workers
- Industry (Current/Future)
- Community
- Government
- Regulators
- Social services
- Education and training.

## How would this option be resourced and where would the funding come from?

- Government (fed, state, local)
- Industry / developers
- Community funding.

BREAKOUT GROUP 3:

# Establishing a Community Led Alliance

## What are the advantages and disadvantages of a community led alliance?

| Pros | Cons |
|---|---|
| More responsive to community needs, community led and owned / buy-in and social licence (community jury) | Community needs defining – remarkably diverse, can get dominated by a few and not all voices are heard |
| Local and regional views and voice (effected individuals), credibility / sustain heritage | Vested and competing interests, different agendas – can become fragmented and hijack discussions, which challenges impartiality and representativeness |
| More flexible and open to create conditions to flush out opportunities | Silo effect and old biases can come in and not see future potential |
| Target and focus on key topics and solutions, get to the core of the issue / problem | Potential lack of skills, information and bigger picture to address issues (can become inward looking) |
| Less political and not constrained by regulatory burdens and timeframes, but may have less political influence | Lack of leveraging opportunity, decision making powers and ability to implement, could result in no action or less favourable outcomes |
| Create the social licence and conditions for something more formal like a coalition / consortium to emerge | Community may not see this as a priority now (no urgency) and may not be enduring |
| Ability to react (mobilise) quicker and lobby | Can have a loose focus if only volunteers and no progress, adverse to outside expertise/influence |
| Can have working groups, good at setting an agenda, strong independent leadership is key | Lack of resources and funds, needs an experienced coordinator/driver, escalation and resolution process |

## Do any groups/networks/committees already exist that are taking on this role?

| Stakeholder Group | Existing Stakeholders |
|---|---|
| Government | • Gladstone Council |
| Regional coordination / economic | • GREDAG (mostly state, Gladstone, local government)<br>• CQROC (RDA central Queensland)<br>• Capricorn Enterprise<br>• CQH2<br>• Council economic development practitioners' network<br>• Biloela Enterprise<br>• Central Highlands Development Council |
| Jobs, skills and training | • Jobs Now Capricornia<br>• Training Reference Groups<br>• Education organisations |
| Environment Groups | • Fitzroy Basin Association<br>• Capricorn Conversation<br>• Environmental Groups |
| Industry / business | • Private companies MoUs<br>• Gladstone engineering alliance<br>• Gladstone Industry Leadership Group (GILG)<br>• Gladstone Engineering Alliance<br>• Chambers of Commerce<br>• Industry<br>• Small business associations |
| Community | • Ratepayers' groups<br>• Progress associations<br>• Traditional Owners, (Government bodies) |

*"Funding less important than removing roadblocks (but still useful)..."*

**Summit Participant**

## Who would need to be represented on / lead this kind of coordination to make it work?

- Workers and workers reps (Unions)
- Traditional Owners
- Community (general)
- Greenies (we need noise!!)
- Special interest groups
- Tiers of government
- Business & Service providers
- Educators
- Councils
- Gladstone Ports Corporation and Government Owned Corporations
- State Government (DPC)
- Industry

## How would this option be resourced and where would the funding come from?

- Federal and State e.g. match in-kind contributions with State / Federal support / support and assistance (not necessarily dollars)
- Individuals e.g. Twiggy Forrest / Gina Reinhart
- Industry-led / large businesses (multinational capitalists)
- Gambling fund
- Townsville Development Board or Bell Bay Advanced Manufacturing
- Relies on groups contributing (who?)

## What are the next steps?

- Form a coordination group / umbrella organisation and working groups on specific themes
- Develop a statement of intent/terms of reference, in consultation with key local organisations (work with community to make this formal)
- Explore support from government eg: supporting and funding the formation of a secretariat
- Confirming who has the big mission – enabling an orderly transition and capturing emerging opportunities.

*"I learnt that there are a lot of people focussed on supporting the transformation, that it is complicated and there are a number of subsets of people whom are directly effected, and that a lot of work still needs to be done on career pathway for workers currently in fossil fuels."*

**Summit Participant**

## BREAKOUT GROUP 4:

# Council Led Coordination

(e.g. CQROC)

### What are the advantages and disadvantages of regional council led coordination?

| Pros | Cons |
|---|---|
| Local councils have an understanding of local issues which are already managed within local government – voice of community | Just local politicians and council focussed (credibility?), political influence (party/State) and reactive politics, another layer of bureaucracy, political instability – could fall apart |
| Existing entity that already has a structure and local credibility (?) | Inequitable representation of issues and perspectives, doesn't facilitate other stakeholders' involvement (e.g. industry, interest groups etc.) and not regionally focussed |
| Regional planning and greater negotiating power (not just individual Councils) and ability to accelerate decisions/process | Competition within the group and competing interests |
| Connections/networks (but not as drivers) | Availability and access to appropriate skills, not well resourced and lacks strong project management |

### Do any groups/networks/committees already exist that are taking on this role?

| Stakeholder Group | Existing Stakeholders |
|---|---|
| Regional coordination / economic / Government | • CQROC exists – new structure<br>• No subgroups – informal flow of information<br>• Captures the whole of CQ<br>• GAPDL (Gladstone area promotion and development) and other similar groups<br>• Economic development officers |

## Who would need to be represented on / lead this kind of coordination to make it work?

- CQROC > Industry subcommittee> energy/mining
- Small business
- Community services
- Environment
- Cultural heritage
- Training
- State government advisory
- Industry
- Workers
- Educational institutions
- All stakeholders
- First Nations

## How would this option be resourced and where would the funding come from?

- Resourced locally
- Funded by government and industry levies
- Funds needed for coordination of projects
- Paid dedicated staff
- Federal and State funding.

## BREAKOUT GROUP 5A:

# Regional Transition Authority (A) Attached to Government

### What are the advantages and disadvantages of a RTA attached to government?

| Pros | Cons |
|---|---|
| Capacity to engage all stakeholders and have a multi-agency and multi-sector approach (holistic) with intergovernmental cooperation (departmental) | Politics and government could hinder this authority, red tape could slow things down and vulnerable to election cycles, could get politically weaponised and Government have power to close the authority |
| Opportunity to mandate community leadership, place based and coordination of local voices / local jobs, community champion could lead | Need clarity regarding the model and governance, whether the model can get around local bias and achieve community oversight, and make crucial decisions |
| Access to funding, paid staff, board approach, succession planning and can resource community engagement | Concerns it will not be effective, could be seen as a 'think tank' and not doing, lack of accountability and transparency will mean poor outcomes |
| Established visible entity and central authority, with a clear mandate – legitimacy and presence | Poor engagement capacity is a massive risk, need to get all levels of government on board, industry and community – barriers for commercial interests to engage, what is the incentive? |
| Accountability, transparency and responsibility to deliver outcomes (debate about legislation) | Misalignment between mandate and community, perception (potential) of a top-down approach |
| Acceptance of coordination and planning and can support coordinated action | Lack of flexibility and agility, could be limited with insufficient teeth, capacity, and resources |

| Pros | Cons |
|---|---|
| Direct line to decision makers and Government but can determine the model for engagement (e.g. market development role) – can make it resilient to political will | Regional animosity and conflict, not just an issue for Gladstone – relevant to other areas |
| Base on previous experience and existing models to model the approach e.g. Latrobe Valley | Lack of a trigger for this region – no Hazelwood |

## Do any groups/networks/committees already exist that are taking on this role?

| Stakeholder Group | Existing Stakeholders |
|---|---|
| Government | • DESBT Just Transition Unit<br>• LGAQ |
| Regional coordination / economic | • Regional economic development orgs.<br>• CQROC (may not have the capacity to succeed) |
| Env / Ag Groups | • Fitzroy Basin Association |
| Jobs, skills and training | • Unions<br>• RTO networks |
| Industry / business | • Chamber of Commerce<br>• Industry bodies |

## Who would need to be represented on / lead this kind of coordination to make it work?

- Traditional Owners
- Industry – across supply chain
- Unions
- Government – three levels
- Community and Environment Groups
- Industry bodies
- REDD
- Business / Industry

## How would this option be resourced and where would the funding come from?

- Government – primary from state, LGA in kind
- Grants
- Direct funding
- Contributions
- Project specific funding
- Partnerships
- Industry levy
- How is Latrobe financed?

## What are the next steps?

- Queensland Government needs to decide if it is best to target local regions in isolation or state-wide?
- Clarity and focus about what's being targeted. Overlay of economic aspirations of regional Queensland and energy transition. How to focus / frame this?
- Need to establish the boundary of a regional transition authority. No control over triggers. E.g., coal port closure, new renewable energy / firming generation
- Economic analysis
- Given economic piece is so important here (market development) is this part of a Regional Transition Authority's role or best done by State/Federal governments? What is the model for engaging economic development? Alongside an RTA government needs to do more market development – timing, place, integrated – can be considered by a Regional Transition Authority
- How would we ensure all important views and voices are heard?
- Gladstone's port/export opportunities, research, teaching, industry skills, make it a flagship that other regions in Queensland could learn from
- The conversation should focus on process more than the outcomes. The process could include:
    1. Gladstone community calls on Queensland government to setup an authority
    2. Government consults with community on best model for authority
    3. Set up an authority with community (scope and determine who needs to be involved)
- An authority by itself is not enough. Need to pull other levers.

## BREAKOUT GROUP 5B:

# Regional Transition Authority (B) Independent Body

### What are the advantages and disadvantages of a RTA as an independent body?

| Pros | Cons |
|---|---|
| Place based, community and local representation and decision making, more accepting and responsive to local input/issues | Effectiveness is dependent on the structure, board, terms of reference and scope, power/authority delegated from government, transparency and accountability are essential |
| Drives collaboration of a wide range of stakeholders and interests, reducing duplication of effort and utilising knowledge/ experience, and developing common ground and a combined voice | Perceived or real risk of politicisation including risks and strings attached to funding, red tape and election cycle impacts when dealing with a long-term issue. Need to remove from politics |
| Funding for resources and pre-endorsed (through funds) by Federal and State governments | Engaging all stakeholders and getting the right representation, driven locally including early and true leadership and engagement from community |
| An accountable entity/structure with a plan for transformation that provides clarity on issues, outcomes, resolution and who does what | Timing, could take a long time to establish but if done too quickly it may not achieve agreements, have the right terms of reference, resources, and conditions to make it work |
| Independent with defined governance (scope, rules) and a clear mandate for action /from government | Vested interests could sway direction and reinforce local bias, should not be based on old ideas and structures – emerging voices are important |
| Divest outward from government, remove from politics and cut through political divide (“would be good if politics was different”) | Need to define the problem, how to make it work and who all the stakeholders are |

## Do any groups/networks/committees already exist that are taking on this role?

| Stakeholder Group | Existing Stakeholders |
|---|---|
| Government | • Gladstone Council: commencing transition planning journey<br>• Other councils: no formal activity yet<br>• Hydrogen Taskforce |
| Regional coordination / economic | • CQROC understands there is a problem. Coal is the reason CQROC is engaged – no action yet<br>• GREDAG<br>• State development, GPC, EDQ, GRC, CQU, RDA<br>• Gladstone Hydrogen group<br>• EDPN – Economic Development Practitioners' Network<br>• GILG<br>• GADPC |
| Jobs, skills and training | • Jobs Qld Networks |
| Industry / business | • GEA<br>• Gladstone Chamber of Commerce and industry (GCCI) |

## Who would need to be represented on / lead this kind of coordination to make it work?

- Traditional Owners
- Unions
- Environment groups
- Councils – CQROC
- Industry (small, medium, large, cross section)
- Employer groups (CCIQ, GEA, etc)
- Employers (tourism, manufacturing, etc)
- Civil society organisations and community representatives
- Universities/TAFE/ Vocational Education
- Industry Alliances
- Peak bodies
- Capricorn Enterprise
- Federal Government Regional Development Australia
- QLD Government agencies – local, Brisbane based?
- Agricultural reps – AGFORCE

### How would this option be resourced and where would the funding come from?

- State and Federal allocation from existing grants and funds
- Does Queensland Reconstruction Authority have a role?
- Local, State and Federal governments
- Universities
- Industry
- Unions
- Environment groups
- First Nations
- Memberships? (will this conflict with charter).

### What are the next steps?

- Identify and clarify the issues to be addressed
- Who are the stakeholders?
- Working group to determine terms of reference (needs to be able to be flexible & agile), governance and funding
- Who should lead the above actions? (Joint: local & state government and industry).

*"There needs to be a vision. Planning early will help. All parties need to be part of the economic transformation conversation. Coal to clean energy is coming, we just need to harness all the opportunities and provide solutions and certainty to the communities affected. Communities need to have their say."*

**Summit Participant**

## BREAKOUT GROUP 6:

# State Government Led Model

An additional state government led option was generated from some of the discussions.

### What are the advantages and disadvantages of a state government led model?

| Pros | Cons |
|---|---|
| State government lead process (with regional and local working and advisory groups) | Not a single ENTITY making decision |
| Identifying opportunities / common use – coordination of common infrastructure reduces costs and stay cost competitive | Potential perception of top-down approach (which can also be pro) and does not have community/local approach |
| Leveraging state resources and processes to support solving problems that are too big for the region | Will the State coordinate and identify opportunities that focus on what benefits local community, leveraging public ownership of energy assets |
| Clear plan and pathway for transformation – helps current players know their role | Risk of lack of political durability (needs bilateral support) |
| Gives industry certainty and energy mix – catalyst for economic activity | May be too slow |

### Do any groups/networks/committees already exist that are taking on this role?

- Specific groups for hydrogen
- Local councils
- Different state agencies working on specific issues
- Considerations:
  - Who pulls together each specific group/networks?
  - Needs someone to take a central coordination role and bring it all together (bring all sub-groups together).

## Who would need to be represented on / lead this kind of coordination to make it work?

- Central government coordinator
  - A local that can manage and work in all the groups
- Is empowered to work with all groups
- Can provide one point for
  - (a) local groups & community/industry
  - (b) government department, government levels.

## How would this option be resourced and where would the funding come from?

- Government funded state lead
- Existing local groups use existing
- New players also need to bring dollars to the table to be part of the solution. They also need to understand what the community's expectations are.

## What are the next steps?

- Government needs to put out a clear plan and communicate their vision for the future
- Educate on the plan and communicate to the community:
  - opportunities involved
  - how it comes together and how it all compliments
  - how they can be accessed
- Queensland government to appoint central government coordinator to develop and get agreement with the community
- Develop a Terms of Reference for developing regional approach.

# Wrap Up and Next Steps

In the final session, participants were asked to indicate their preference for which coordination options should be developed further. There was near unanimous support for three options to be progressed simultaneously for the region – a Regional Transition Authority, broader community engagement and local government leadership:

**Regional Transition Authority:** nearly all participants agreed that a regional transition authority should be formed to coordinate all aspects of the energy transition to ensure that:

- Energy security and affordability is maintained as things change.
- The existing workforce is supported well and that new skills are developed for future industries.
- Industry is supported to adapt to changes.
- Land and water resources are protected and regenerated.
- The regional economy is diversified to ensure that the whole region benefits from new industries, not just Gladstone.
- Groups that are already economically marginalised benefit from the changes.

While participants agreed that bodies existed to coordinate some aspects of the energy transition, there needs to be a representative body established to bring all of the aspects together, and that it has enough independence to make decisions and fund initiatives as needed.

There was no clear consensus on whether the regional transition authority should be a statutory authority attached to government, or an independent corporate structure, although there was strong agreement that it needed to be supported by state and/or federal governments to be effective. It was also agreed that this body needed to represent all stakeholders from across the entire Central Queensland region, including all levels of government, industry, education institutions, unions, environment groups, social services and Traditional Owners.

The Next Economy offered to hold a follow up workshop with key stakeholders to facilitate a more detailed discussion on the design of a transition authority after the release of the Summit report.

**Broader Community Engagement:** Alongside the formation of a regional transition authority, the overwhelming majority of participants agreed that there was an urgent need to engage the rest of the community in a more public conversation about changes to the energy sector so that more people across the region could understand what is happening and the ways forward. The Australian Conservation Foundation announced that they would support this action, starting with providing training for local leaders on how to start the conversation. Representatives from some councils and companies also announced that they would be reporting back to their organisations to keep the conversation going across the region.

**Regional Council Leadership:** There was strong agreement that the formation of a regional transition authority did not replace the need for strong leadership from local government, and that CQROC would play an important role in taking the conversation forward. The role of CQROC was unclear and so needs to be explored further with all CQROC members. To support this, The Next Economy has been asked by some councils to offer workshops with their members and CQROC and over the coming months.

In the final session, participants were asked to volunteer what actions they would commit to after the summit.

## Participants committed to supporting the ongoing process by:

- Reporting back to their respective organisations and to general members of the public, as well as tell at least three people about this event to create 'a ripple effect'.
- Including and sharing stories about the summit in local newsletters, local media and social media.
- Following up with The Next Economy to organise workshops and briefings with key leaders and organisations across the region.
- Facilitating meetings and briefings with key state and federal politicians.
- ACF starting a community engagement process with hundreds of conversations across the region, and openly inviting other organisations to get involved.
- CQ University committing to continue work on skills development and research. They intend to continue with transition work and are open to partnering with others and liaising with Traditional Owners to find ways to work together more closely.

- Beyond Zero Emissions (BZE) offered to share useful resources and are running online forums for Gladstone and on specific topics such as Renewable Energy Industry Precincts.
- Everyone to work on getting clarity on how we take this forward, to get to action, not just talk.
- Traditional Owners want equity in the process and discussion, and to consider social impacts up front.
- ARUP have been commissioned by the Department of Industry, Science, Energy and Resources to deliver the first National Hydrogen Infrastructure Assessment (NHIA) which includes stakeholder engagement over the next 6 months.
- WWF have resources that could be useful to Summit attendees including a collaboration of organisations launched to drive reductions in embodied carbon in the building and construction industry – the Materials Embodied Carbon Leadership Alliance (MECLA) – https://www.wwf.org.au/what-we-do/climate/mecla

### The Next Economy committed to supporting the ongoing process by:

- Finalising and sharing the report before the end of May.
- Sharing individual contact emails where approval has been provided and following up with those who identified themselves to be engaged in the next steps (particularly local councils and those interested in organising more public forums).
- Organising webinars to share the report findings with participants and the broader public.
- Following up with the councils, CQROC and other organisations that had requested additional briefings and workshops.
- Meeting with key ministers and State and Federal government representatives to report on what happened at the Summit.
- Organising a webinar series to share the experiences of people in other parts of Australia and the world who have been trying to manage changes to the energy sector.
- Organising a workshop with key representatives to explore the concept of a regional transition authority in more detail.

## Timeline of Next Steps

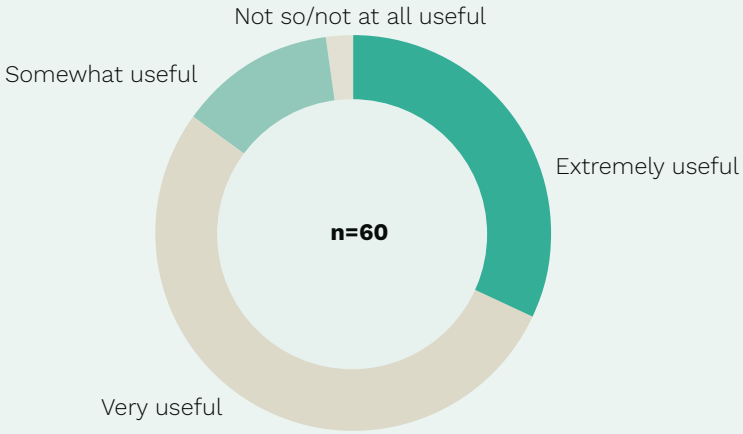
| | May | Jun | July | Aug |
|---|---|---|---|---|
| Analyse findings and Summit feedback form | ● | | | |
| Organise Ministerial Briefings | ● | | | |
| Organise and promote webinars to share the report finding | ● | | | |
| Produce and distribute Summit report | ● | | | |
| Deliver Ministerial Briefings | | ● | | |
| Follow up with key regional stakeholders including the Councils and CQROC | | ▬ | ▬ | |
| Deliver webinars to share the report findings | | ▬ | ▬ | |
| Deliver a webinar series to share experiences from other parts of Australia and the world that are managing changes to the energy sector | | | ▬ | ▬ |
| Organise regional workshops with key stakeholders | | | ● | |
| Deliver regional workshops with key stakeholders | | | | ● |

# Appendix 1: Summit Feedback

All delegates were sent a link to the online survey form and 61 people participated, representing 44% of the delegates. The CQ Energy Futures Summit got an average rating of 4.1 (4 Very Good and 5 Excellent).

**4.1**
**AV. RATING**

**54% found the event very useful and 31% extremely useful.**




**What I liked most about the event was...**
*the quality and transparency of the speakers and panel members, up to date information and frank speaking about the challenges.*

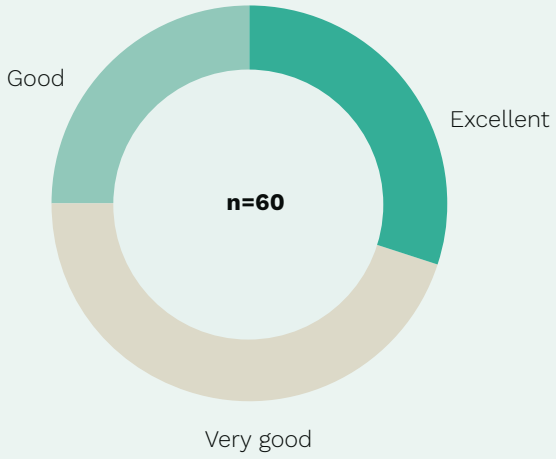
## What people most liked about the event was:

- The diversity and calibre of representation at the event and the range of stakeholders and interest groups coming together.
- The collaborative nature of the event, high level of networking and open conversations.
- The constructiveness of group discussions, knowledge sharing and the engagement of individuals in the workshops.
- The outcome focus, positive energy and genuine interest on the energy transformation and economic future of the region.
- The moderate viewpoint and genuine approach of the event, facilitators and attendees.

## Ideas on what we could have done better and how future events could be improved:

- A large proportion commented there was nothing to add or skipped this question
- For those who did comment, suggestions included that there needs to be a more inclusive approach for all of Central Queensland, not just Gladstone. Suggestions included more:
  - Discussions in other areas of Central Queensland
  - Active role from local, state and federal Government
  - Input from locals, industry and the private sector
  - Factual detail and real-life examples
  - Time for Q&A and workshop discussions
  - Participation from all Traditional Owner Interests – all 17 Apical Families
  - Digital presence and online access, and use of technology for engagement.

## The facilities were rated Excellent by 31%, Very Good by 44% and Good by the remaining 25%.




*I would like to see presentations of say a couple of hours, in similar venues to the one we used for the general public.*

**Summit Participant**

## 61% of respondents found the event to be Very Organised and 36% found it Extremely Organised.

## What did you learn or gain by attending the Summit:

- Meeting and connecting with a diverse range of stakeholders engaged in the CQ energy transition,
- An appreciation of the issues through different and local perspectives and an understanding of:
  - The opportunities and challenges
  - The need to plan early and advance the discussion
  - The appetite for change but still some fear
  - Challenges around future jobs and career pathways for workers
  - Technical and community insights into the energy transition
  - How political the topic is in Queensland
  - The importance of Indigenous relations
  - The rate of change in the energy sector and how much needs to be done with limited resourcing and funding.

**Quotes from Summit Attendees:**

*"I gained a better appreciation of how far industry and unions have moved towards accepting the necessity to move away from fossil fuels and how much work they have already done to achieve that goal."*

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*"Understanding of how ready and keen the vast majority of stakeholders are to engage, but how very political the topic still is in Queensland."*

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*"The sense of willingness throughout industry to work together to identify the best way forward for CQ's energy transformation."*

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## Follow up suggestions and recommendations for The Next Economy:

- Summarise and circulate the outcomes, particularly with political leaders to get State government on board
- Need to get all local councils on the same page
- More big companies and balanced industry representation in future discussions
- Keep the conversation going
- Set up local and regional networks
- Hold a follow up or annual Summit and facilitate periodic and annual review of progress
- Further engagement with Unions
- Do a reality check on project developments and timelines
- Regional pathway and coordination needed to implement recommendations from the Summit
- Hold smaller more regular keynote presentations and seminars and webinars to bring together local leaders.
- Follow up discussions with identified stakeholders on capacity and impact
- Set up a resource sharing portal

## What actions are you planning on taking after the Summit?

- Ongoing engagement with stakeholders, including reporting back to colleagues and Boards
- Pursuing more hard data on numbers
- Developing plans and strategies
- initiating conversations and furthering discussions in the community
- Follow up and further collaboration with new and existing contacts and follow up with regional hubs
- Understanding the role Traditional Owners can play
- Leveraging support
- Explore new job opportunities and training needs
- Contribute in a meaningful way to achieve the vision

**Quotes from Summit Attendees:**

*"Enter discussion on the future jobs in the energy sector that will require different skills and education than in current jobs, so training requirements need to be assessed to address the rapidly growing renewable economy to assist education in schools for future workforce work ready."*

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*"Keep the broader community sentiment and narrative front of mind when thinking about the energy transition – focus on the whole economic transformation."*

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## Is there anything else you would like to feedback about the CQ Energy Futures Summit?

The overall sense given by participants in their feedback was that the event was well run and participants are keen to be involved and the next steps need to move beyond theory and into the substance.

There were only two participants that expressed dissatisfaction with the event, giving it an overall rating of poor and finding the event not useful, commenting that there was "little to no idea of the national electricity grid by the vast majority of attendees, therefore workshops were a complete waste of time and very frustrating" and "I seriously pity future generations that will be reliant on welfare when we destroy what's left of our manufacturing and mining, whilst China and India are marching onwards using our natural resources creating vast wealth in their respective countries".

The rest of the participants were very positive about the event, the discussions and content presented over the two days.

If you would like to see the full suite of anonymous responses to the Summit feedback survey and the full detail, please visit: https://www.surveymonkey.com/results/SM-7VG7F3FL9/

# Appendix 2: Media Coverage

The Summit was held in the same week as two major media moments – the Federal Government's announcement it was investing $500 million on developing four hydrogen production hubs in regional areas, including Gladstone; and the US President Joe Biden's virtual climate summit. Both events heightened the level of media interest in the CQ Energy Futures Summit.

27/04/2021 Australia's third-largest carbon emitter says it must transition to renewables and curtail coal plants | Energy | The Guardian

News Opinion Sport Culture Lifestyle

Energy

**Australia's third-largest carbon emitter says it must transition to renewables and curtail coal plants**

Ben Smee

@BenSmee

Wed 21 Apr 2021 03.30 AEST

Australia's third-largest greenhouse gas emitter and Queensland's largest power generator, Stanwell Corporation, has revealed plans to transition its business from fossil fuels to renewables, including curtailing the output of its coal-fired power plants.

Climate Media Centre worked with The Next Economy to coordinate media interest in the summit.

There were several radio interviews held whilst the Summit was running including ABC Morning Radio Capricornia, ABC Radio News National, ABC North Queensland Drive. Channel 7 also covered the Summit as part of their nightly news coverage. There was considerable press coverage including a feature-length story in the Guardian that reached over 173,000 viewers and sparked widespread interest in the Summit.

Cairns Post

GLADSTONE

**Summit finds co-ordination to seize clean energy needed for CQ**

150 stakeholders discussed the clean energy future of Central Queensland at Gladstone summit.

RODNEY STEVENS, Gladstone Observer

Subscriber only | April 23, 2021 10:20am

The Central Queensland Energy Summit at Central Queensland University, Gladstone.

Calls for co-ordination across the energy sector to seize clean energy opportunities across Central Queensland came from stakeholders at the final day of the Energy Futures Summit.

Community conversation to broaden the understanding of the transformation of the energy sector was regarded as an important step in taking advantage of the opportunities on offer.

Central Queensland University Gladstone played host to 150 stakeholders, who discussed what needed to be done to manage the energy transformation, to better prepare the region and take advantage of economic opportunities, like green hydrogen.

The Gladstone Observer summarised the summit and the positive outcomes for regional communities, which was syndicated in Cairns Post, Townsville Bulletin and Courier Mail.

News about the positive outcome of the Summit and Queensland's potential to lead as a renewable superpower reached a national audience through a five-minute television interview on ABC 24 – The World – Regional News, as well as during a 6-minute interview on ABC Newcastle, which was syndicated across the ABC network and featured in both South Australia and West Australian ABC radio news programs.

On the Saturday following the Summit, the CEO of Stanwell announced his resignation, sparking a further two weeks of national media interest in the Summit and the need for more open discussions about changes in the energy sector.

# Appendix 3: Summit Participants

| First Name | Last Name | Company/Organisation | Position/Role |
|---|---|---|---|
| Jai | Allison | University of Newcastle | Researcher/practitioner |
| Leigh | Amos | CS Energy | Executive General Manager Plant Operations |
| Josh | Appelboom | Rio Tinto | Civil Society Engagement |
| Richard | Austin | Department of Regional Development and Manufacturing | Executive Director, Regional Development |
| Tony | Bainbridge | Bechtel | BD Manager – Aust |
| Darren | Bambrick | Queensland Alamine | Process Engineer |
| Michael | Banks | NRGGOS, TSU | Operator |
| Sonia | Barber | Livingstone Shire Council | Acting Manager Economy and Places |
| Alana | Barlow | Sumitomo Australia Pty Ltd | Assistant Manager, Mineral Resources and Energy |
| Kim | Best | CS Energy | Head of People and Culture |
| Sonal | Bhutra | Cement Australia | Production Performance Engineer |
| Thomas | Bidstrup | DESBT | Director |
| Jacqui | Blackman | Gidarjil Development Corporation Ltd | Administrator |
| Kerry | Blackman | Gidarjil Development Corporation Ltd | Gurang Traditional Owner |
| Darryl | Branthwaite | Gladstone Regional Council | Councillor |
| Andrew | Bray | Re-Alliance | National Director |
| Hugh | Bridge | Gladstone Conservation Council | Vice President |
| Chris | Briggs | Institute for Sustainable Futures, University of Technology | Research Principal |
| Shane | Brunker | CFMEU Mining and Energy Division | District Vice President |
| Matt | Burnett | Gladstone Regional Council | Mayor |
| Amanda | Cahill | The Next Economy | CEO |
| Karen | Cain | Latrobe Valley Authority | CEO |
| Chris | Cantwell | Attexo Group | Partner & Principal Consultant |
| John | Carey | Stanwell Corporation Limited | Community Relations Manager |
| Brenda | Carson | Stanwell Corporation Limited | General Manager People & Culture |
| Richard | Cary | TAFE Queensland | TAFE Teacher Renewable Energy |
| Gloria | Chan | CEFC | Director – Clean Futures |
| Kellie | Charlesworth | Arup | Associate |
| Sheila | Charlesworth | Burnett Mary Regional Group | Chief Executive Officer |
| Ashfaque | Chowdhury | CQUniversity Australia | Academic Lead, Engineering Foundation |
| Glenn | Churchill | Gladstone Regional Council | Councillor |
| Michael | Clifford | Queensland Council of Unions | General Secretary |
| Matthew | Cooke | PBC Executive Chairman | PCCC Trust Director |
| Rachael | Cronin | CleanCo | Corporate Sustainability Specialist |
| David | Cross | Energy Skills Queensland | CEO |
| Megan | Daniels | Central Highlands Regional Council | Councillor |
| Kate | Davies | Climate Media Centre | Senior Media Advisor |
| Cale | Dendle | Livingstone Shire Council | CEO |

| First Name | Last Name | Company/Organisation | Position/Role |
|---|---|---|---|
| Cairan | Dillon | ACCIONA | Project Developer |
| Karen | Dixon | Dept. Employment, Small Business and Training | Senior Field Officer |
| Leisa | Dowling | Gladstone Regional Council | Chief Executive Officer |
| Peter | Dowling | Central Highlands Development Corporation | Business Investment & Attraction Manager |
| Paulette | Dupuy | Gidarjil Development Corporation Ltd | Business Development |
| Vincent | Dwyer | Energy Estate | Principal |
| Heidi | Edmonds | Beyond Zero Emissions | Project Manager, Queensland Projects |
| Michael | Eggmolesse | Byelle Elder | Welcome to Country |
| Chris | Evans | Powerlink | General Manager, Business Development |
| Nick | Farrington | Pace Energy Pty Ltd | Director |
| Neville | Ferrier | Banana Shire Council | Mayor |
| John | Fitzgerald | TAFE Queensland | Back to Work Job Seeker Officer |
| Tony | Gambling | RDA Central and Western QLD | Director of Regional Development |
| Anthony | Garnaut | ZEN Energy Retail | CEO |
| Ross | Garnaut | University of Melbourne | Professor |
| Jackson | Gerard | CleanCo | Strategy Consultant |
| Phil | Golby | Australian Manufacturing Workers Union | Organiser, Gladstone Region. |
| Kahn | Goodluck | Gladstone Regional Council | Deputy Mayor |
| Christina | Green | Ergon Energy, Part of Energy Queensland | Manager Strategic Advice and Modelling |
| Steve | Hall | CQUniversity | Dean of the School of Engineering and Technology |
| Richard | Haward | Gladstone Ports Corporation | Sustainability Specialist |
| Ben | Hayden | CS Energy | General Manager – Callide Power Station |
| Shawn | Higgins | ETU | Organiser |
| Sandra | Hobbs | CQROC | Executive Officer |
| Allison | Holt | CQUniversity Australia | Campus Administration Assistant |
| Stephen | Hoult | CS Energy | Principal Consultant IPPA and Trading |
| Sarah | Hunter | Gladstone Regional Council | Manager Strategic Business Planning |
| Angela | Huston | Gidarjil Development Corporation Ltd | Business Development |
| Sam | Ingram | CleanCo Queensland | Forecasting Specialist |
| Nicky | Ison | WWF – Australia | Energy Transition Manager |
| Jakes | Jacobs | Energy Skills Queensland | Industry Workforce Planner and Project Manager – Industry Skills Advisory Services |
| Joe | James | Hunter Joint Organisation | CEO |
| Victoria | Jefferies | Cement Australia | Sustainability Specialist CQ/NQ |
| Richard | Jeffery | Stanwell Corporation Limited | General Manager Commercial Strategy Delivery |
| Warrick | Jordan | Hunter Jobs Alliance | Coordinator |
| Frank | Jotzo | ANU | Professor of Climate Change Economics |
| Francois | Joubert | Bechtel | Project Manager |
| Peter | Kafka | Burnett Mary Regional Group | Digital Transformation Manager |
| Rebecca | Kelly | CS Energy | Head of Corporate Affairs |
| Geoff | Kerr | Trade & Investment Queensland | Principal Trade & Investment Officer |
| Rosie | King | Energy Estate | Director, Engagement & Culture |

| First Name | Last Name | Company/Organisation | Position/Role |
|---|---|---|---|
| Donna | Kirkland | Rockhampton Regional Council | Councillor |
| Jeff | Krause | Fitzroy Basin Association | Partnerships Manager |
| Chantale | Lane | Gladstone Engineering Alliance Inc | General Manager |
| Heidi | Lee | Beyond Zero Emissions | CEO |
| Dane | Linforth | Gladstone Ports Corporation | Port Planning & Development Manager |
| John | Mackay | Australian Energy Market Commission | Director |
| Richard | Mackie | Goldwind Australia | Head of Acquisitions and Development |
| Joshua | Maroske | Queensland Treasury | Principal Economist |
| Michelle | Matthews | Trade and Investment Qld | Project Manager |
| Jaclyn | McCosker | Australian Conservation Foundation | Community Campaigner |
| Sue | McCosker | Department of State Development, Manufacturing, Infrastructure and Planning | A/Regional Director |
| Tony | McCray | NRGGOS | Superintendent Engineering and Risk Management |
| Colin | McDonald | Department of State Development, Infrastructure, Local Government and Planning | Manager |
| Peter | McDuff | Department of Employment, Small Business and Training | Regional Director |
| Gavan | McFadzean | Australian Conservation Foundation | Program Manager – Climate & Energy |
| Brent | McLellan | Gidarjil Development Corporation Ltd | Manager |
| Stephanie | McMahon | Stanwell Corporation Limited | General Manager Strategy & Engagement |
| Matt | Morris | Economic Development Queensland | Development Manager |
| Nik | Mungilwar | CQUniversity | Sustainability Officer |
| Alison | Murdoch | CQUniversity Australia | Campus Coordinator Gladstone Campus |
| Natalia | Muszkat | Gladstone Regional Council | Councillor |
| Michael | Myer | Sunshine Hydro | Chairman |
| Rimu | Nelson | CleanCo | Principal Advisor, Regulatory |
| Kate | O'Connell | Powerlink | Government Relations Advisor |
| Desley | O'Grady | Gladstone Regional Council | Councillor |
| John | Palmer | Rockhampton Regional Council | Senior Executive Industry Engagement |
| Greig | Partridge | CleanCo Queensland | Origination & Product Manager |
| Owen | Pascoe | CEFC | Associate Director – Research |
| Christopher | Peet | Stanwell Corporation Limited | Manager Business Origination |
| Gabrielle | Powell | DP Energy Australia | Consents Manager |
| Carly | Quinn | Gladstone Regional Council | General Manager Strategy and Transformation |
| Luke | Reade | Energetic Communities Association | Policy Advocate (Energy and Climate Change) |
| Matt | Rebbeck | RES | CEO |
| Kellie | Reeves | Queensland Treasury | Manager |
| Mark | Roberts | Department of Energy and Public Works | Manager, Renewable Energy Zones |
| Georgine | Roodenrys | | Executive Director, Climate Change and Sustainable Futures |
| Emma-Kate | Rose | The Next Economy | Program Director |
| Mark | Rowles | CS Energy, TSU | Operations Technician |
| Nick | Sankey | United Green | Country Head |

| First Name | Last Name | Company/Organisation | Position/Role |
|---|---|---|---|
| Garry | Scanlan | Gladstone Regional Council | Economic Development Specialist |
| Maia | Schweizer | CleanCo | CEO |
| Luke | Sinclair | CQUniversity Australia | Associate Vice President Gladstone and Wide Bay Burnett Regions |
| Paul | Sinclair | Australian Conservation Foundation | Campaigns Director |
| Adam | Slean | NRGGOS | Operational Services Superintendent |
| Brett | Smith | CS Energy | Project Consultant |
| Stephen | Smyth | CFMEU Mining and Energy Division | District President |
| David | Stolz | Office of the Coordinator-General | Assistant Coordinator-General |
| Kaitlyn | Stutz | Department of the Premier and Cabinet Qld | A/Principal Policy Officer |
| Elisa | Terry | Trade and Investment Qld | Director International Investment Attraction Unit |
| Tresna | Tunbridge | Bechtel | Commercial Manager |
| Thomas | Upton | Banana Shire Council | Chief Executive Officer |
| Richard | Van Breda | Stanwell Corporation Limited | CEO |
| Mark | Wakeham | ACTU | Senior Advisor, Climate, Energy and Just Transitions |
| Rhodes | Watson | Livingstone Shire Council | Councillor |
| Emma | Whittlesea | The Next Economy | Community Transitions Program Manager |
| Ariane | Wilkinson | WWF – Australia | Great Barrier Reef Program Manager |
| Stacey | Williams | Gladstone Industry Leadership Group | CEO |
| William | Wilson | Calliope Cattle Company | Manager |
| Zoe | Wilson | Calliope Cattle Company | CFO |
| Peter | Woodall | Stanwell Corporation Limited | Production Manager |
| Daniel | Woodfield | Rio Tinto | Manager – Climate Change and Energy |
| Matheus | Yeo | Queensland Government | A/Director, Strategic Energy Reforms |
| Jason | Young | Electrical Trades Union | State Organiser |
| Angie | Zahra | Stanwell Corporation Limited | Site Manager Stanwell Power Station |

The Next Economy

## About The Next Economy

The Next Economy is a not-for-profit organisation established to transform economic systems to enable both people and planet to thrive. In pursuit of this goal, we provide policy and strategic advice to all levels of government and industry, as well as provide training, planning and project management support to regional areas confronting economic challenges.

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