

Queensland Competition Authority

# Stakeholder Survey 2025

## Report on Findings

July 2025

**FINAL**

## Quality and Compliance Statement

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This project was conducted in accordance with the international quality standard ISO 20252, the international information security standard ISO 27001, as well as the Australian Privacy Principles contained in the Privacy Act 1988 (Cth). ORIMA Research also adheres to the Privacy (Market and Social Research) Code 2021 administered by the Australian Data and Insights Association (ADIA).

## Acknowledgments

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ORIMA pays respect to Aboriginal and Torres Strait Islander Peoples past and present, their cultures and traditions and acknowledges their continuing connection to land, sea and community.

We would also like to acknowledge and thank all the participants who were involved in our research for their valuable contribution.

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**Appendix A** – Survey questionnaire

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## Executive Summary

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### Key findings

In 2025, 29 out of 110 key stakeholders invited to participate in the survey took the opportunity to voice their opinions about the performance of the Queensland Competition Authority (QCA) over the past three years. This equates to a 26% response rate (down from 44% in 2022).

The 2025 survey results were broadly positive overall and generally consistent with previous results from the 2022 survey, with moderate variability in some areas. The key performance measure relating to the QCA's effectiveness in **electricity regulation** showed the strongest improvement since 2022 (70 index points (ip) in 2025, up 10ip from 60ip in 2022). Moderate improvements were also observed in relation to:

- **Overall impressions** of the QCA (72ip, up 4ip from 68ip); and
- Perceptions of the QCA's **fees** (67ip, up 4ip from 63ip).

However, there were three areas that were generally rated lower by stakeholders compared to 2022:

- The perceived effectiveness of the QCA in regulating access to:
  - **rail network services** (66ip, down 32ip from 98ip); and
  - **port services** (75ip, down 15ip from 90ip); and
- The QCA's **regulatory processes** (64ip, down 12ip from 76ip).

The survey results also indicated that, on average:

- Stakeholders held positive views of the QCA's effectiveness in regulating access to port services, moderately positive views of electricity and rail access regulation, slightly positive views regarding the QCA's effectiveness in contributing to water regulation, and were neutral about the QCA's effectiveness in providing advice and investigating complaints about competitive neutrality.
- Stakeholders had positive overall impressions of the QCA and the effectiveness of their engagement with stakeholders, and moderately positive views in terms of QCA's fees and regulatory processes.
- Government entities reported the most favourable views of the QCA's effectiveness across stakeholder groups, while ratings from regulated entities and non-regulated entities differed in specific areas but were broadly similar overall.
- Electricity and competitive neutrality stakeholders had the most favourable impressions of the QCA's overall performance and stakeholder engagement, while water, rail and ports stakeholders held slightly to moderately positive views of these aspects.

## Introduction

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### Background and research objectives

It is widely recognised better practice for statutory authorities to obtain feedback regularly from their stakeholders. Consistent with this, the Queensland Competition Authority (QCA) commissioned ORIMA Research to obtain feedback from its key stakeholders in relation to key performance areas specified in the QCA's Performance Framework.

This report presents the findings from the research conducted with key stakeholders in relation to the QCA's performance over the past three years (2022 to 2025). The research will inform annual reporting to Parliament. It will also inform management action planning for areas identified for continuous quality improvement.

### Research methodology

#### Questionnaire development

The data collection method for the research was an online self-completion survey. The questionnaire was developed in consultation with the Queensland Competition Authority (QCA) and targeted QCA's external stakeholder group, which included staff from regulated and non-regulated entities in the ports, rail, water and electricity sectors, competitive neutrality stakeholders, and Queensland Government departments and agencies.

A copy of the questionnaire is presented in **Appendix A**.

#### Sampling design

The sampling frame (population list) for the survey consisted of key external stakeholders identified by the QCA as being knowledgeable observers who were in a position to provide an informed view about the QCA's effectiveness. The sampling frame included staff from Queensland Government departments and stakeholders from the water, ports, electricity, and rail sectors. The survey was implemented as an attempted census of all stakeholders in the sampling frame. Accordingly, the survey results are not subject to statistical sampling error.

#### Online survey fieldwork

The survey was conducted online between Tuesday, 13 May and Friday, 6 June 2025. The deadline was initially set as Monday, 2 June, but was extended for an additional 4 days to give more stakeholders an opportunity to respond.

To encourage participation in the survey, an introductory email was sent by the QCA to all stakeholders selected to participate in the survey, providing a brief background to the survey and noting that ORIMA Research was conducting the survey on behalf of the QCA. This was followed by an invitation email sent by ORIMA Research to all stakeholders, which contained instructions on how to access the online survey and a secure web link to the survey, unique to each stakeholder. This unique survey link enabled stakeholders to save their responses part-way through completion and return to the survey when it was convenient, as well as ensuring that all stakeholders could only answer the questionnaire once.

#### Response rates

A response rate management strategy was implemented with the aim of maximising the response rate to the online survey. This included:

- The QCA correcting bounced email addresses, removing stakeholders from the sample list where an alternative email address could not be found (e.g. if they had left the organisation), or inviting alternative stakeholders to participate in the survey;
- ORIMA sending 2 reminder emails during the fieldwork period to those who were invited to participate in the survey but had not yet submitted a response; and
- ORIMA extending the survey deadline and sending an email to stakeholders who had not completed the survey notifying them of the revised due date and encouraging participation.

The final response rates achieved are outlined in Table 1 below.

**Table 1. Survey response rates**

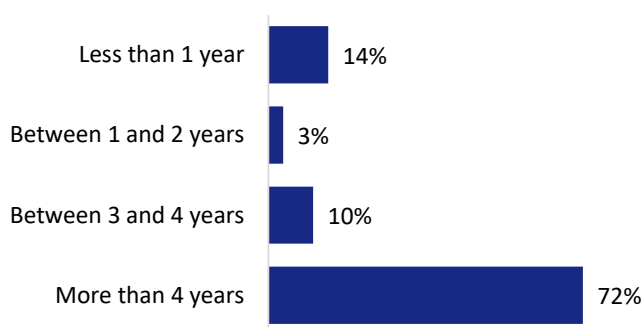
|                          |                        | Number invited | Number completed | Response Rate |
|--------------------------|------------------------|----------------|------------------|---------------|
| <b>All Stakeholders</b>  |                        | <b>110</b>     | <b>29</b>        | <b>26%</b>    |
| <b>Stakeholder Types</b> | Regulated entities     | 66             | 16               | 24%           |
|                          | Non-regulated entities | 30             | 8                | 27%           |
|                          | Government entities    | 19             | 6                | 32%           |
| <b>Functions</b>         | Electricity            | 57             | 11               | 19%           |
|                          | Water                  | 24             | 10               | 42%           |
|                          | Ports                  | 10             | 2                | 20%           |
|                          | Rails                  | 24             | 5                | 21%           |
|                          | Competitive neutrality | 10             | 2                | 20%           |

### Profile of respondents

The majority (72%) of stakeholders that completed the survey had personally had dealings with the QCA for more than four years (see Figure 1).

**Figure 1. Length of time dealing with the QCA**

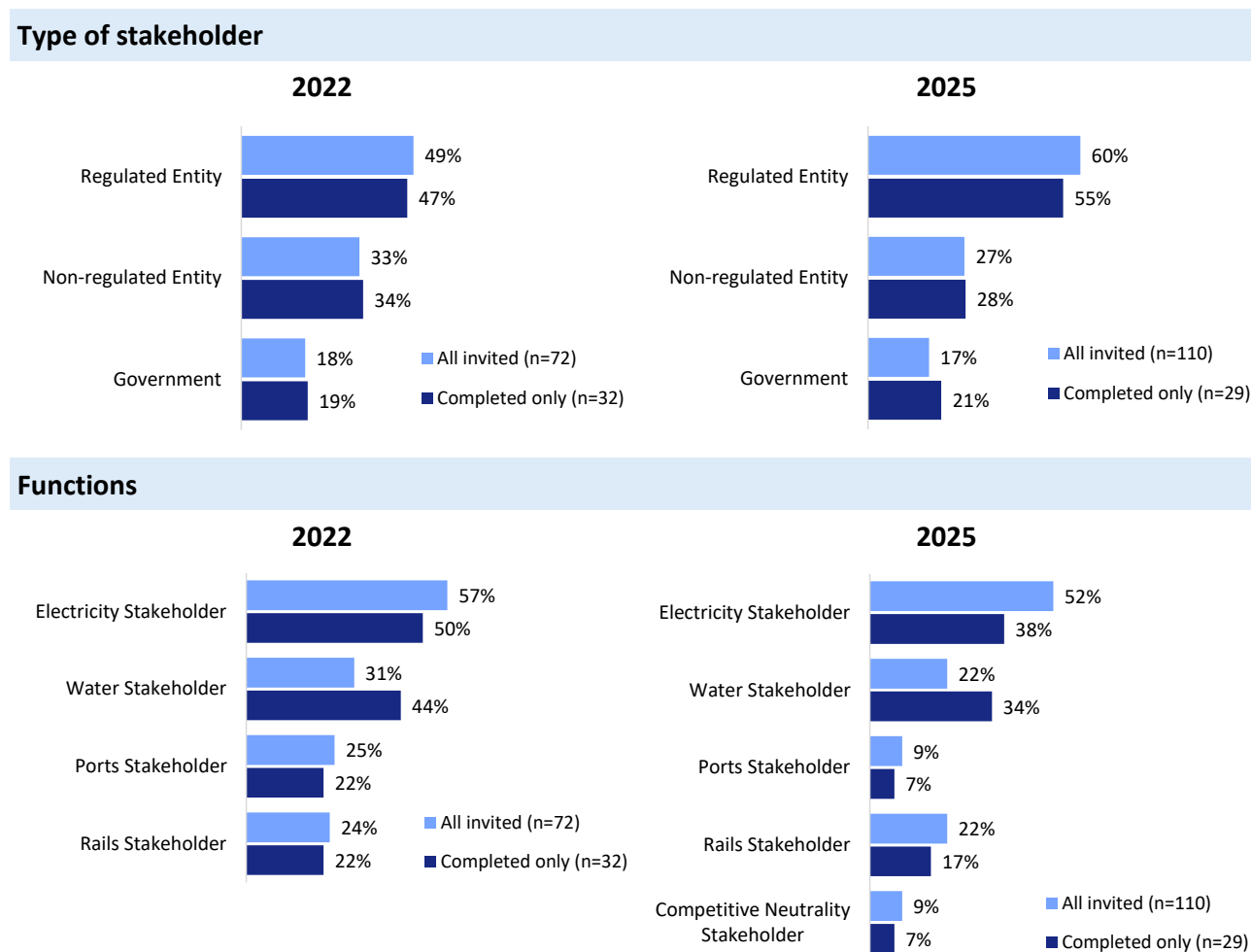
(Base: All stakeholders in 2025)



As shown in Figure 2, more than half (55%) of the 29 stakeholders that responded to the 2025 survey were from regulated entities, while 28% were from non-regulated entities and 21% were from Queensland Government agencies. This closely aligns with the proportions of regulated, non-regulated and government entities amongst all stakeholders invited to the survey, suggesting that despite the small sample size, the survey respondents are representative of the broader stakeholder group at an overall level. This was also the case in 2022, as shown in Figure 2.

In terms of the different functions, in both 2022 and 2025, water stakeholders were overrepresented in the group of stakeholders that responded to the survey, whereas all other functions were slightly underrepresented, particularly electricity stakeholders.

**Figure 2. Profile of all stakeholders invited to the survey compared to those that completed the survey in 2022 and 2025**



### Statistical precision of quantitative results

As this survey was an attempted census of all key stakeholders applicable to QCA, the survey is not subject to sampling error. It is, however, subject to non-sampling measurement error. Unlike sampling error, non-sampling error is generally not mathematically measurable. The main non-sampling error risk with this survey is the potential for non-response bias to affect results. Non-response bias arises if the people who respond to the survey differ systematically to non-respondents in terms of characteristics relevant to the survey.

Reported results for each section are based on responses from informed high-level observers. While the total number of respondents to each section can be low, consistent with the sampling design, the reliability and validity of results remain high.

Reported percentages are based on the total number of valid responses made to the particular issue being reported on. The total number of valid responses occasionally differs from the total number of completed survey questionnaires because of omissions in the completed questionnaires. The results reflect the responses of people who had a view and for whom the questions were applicable.

For some survey questions where this is appropriate (i.e. where there is a possibility of an appropriately selected stakeholder not being in a position to answer a particular question), survey respondents have been provided with the option of providing a 'don't know' or 'not applicable' response. This has been done to maximise data quality. For the survey results to be meaningful and reliable, it is important that only the ratings/ responses of stakeholders in a position to provide an informed response are taken into account. In the absence of a 'don't know' or 'not applicable' option, survey respondents who are not in a position to provide a rating (due to a lack of knowledge or experience of a particular interaction/ matter) tend to opt for the middle/ neutral point of the rating scale, which results in measurement error.

In the calculation of performance metrics, 'Don't know/not applicable' responses have been excluded.

Percentage results throughout the report may not add up to 100% due to rounding.

### Calculation and interpretation of index scores

The survey questionnaire contained groups of questions addressing stakeholder perceptions of the QCA's performance in several key areas. Composite index measures or 'summary scores' were constructed to assess stakeholders' overall perceptions of the QCA's performance in each area. Each reported index is formulated based on the average of individual stakeholders' responses for questions that address that measure. The index for a question is the mean (average) response for the question across respondents (using the numerical score from the original 5-point response scale) transformed into a 0 to 100 point scale.

The aggregate indices have the following properties:

- index scores of **0-19** indicate that, on average, respondents held **highly negative** views of the QCA's effectiveness against a measure;
- index scores of **20-29** indicate that, on average, respondents held **negative** views of the QCA's effectiveness against a measure;
- index scores of **30-39** indicate that, on average, respondents held **moderately negative** views of the QCA's effectiveness against a measure;
- index scores of **40-49** indicate that, on average, respondents held **slightly negative** views of the QCA's effectiveness against a measure;
- an index score of **50** indicates that, on average, respondents held **neutral** views of the QCA's effectiveness against a measure;
- index scores of **51-60** indicate that, on average, respondents held **slightly positive** views of the QCA's effectiveness against a measure;
- index scores of **61-70** indicate that, on average, respondents held **moderately positive** views of the QCA's effectiveness against a measure;
- index scores of **71-80** indicate that, on average, respondents held **positive** views of the QCA's effectiveness against a measure;
- index scores of **81-100** indicate that, on average, respondents held **highly positive** views of the QCA's effectiveness against a measure;
- the higher the index score, the more positive the average respondent's perceptions of the QCA's performance;
- if all respondents provided the most positive rating possible to all the questions covering an area of performance, the index score would be 100; and
- if all respondents provided the least positive rating possible to all the questions covering an area of performance, the index score would be 0.



## Summary of Performance Measures

**Table 2.** Summary of Performance Measure results

| Performance Measure  | Overall results by year (index points, ip)                      |   |   |
|--|---|---|---|
|  | 2025  | 2022  | 2020  |
| Overall impressions of the QCA   | <b>72ip</b><br>(Base: All stakeholders, n=29)                   | <b>68ip</b><br>(Base: All stakeholders, n=32)         | <b>66ip</b><br>(Base: All stakeholders, n=45)         |
| The QCA's effectiveness in electricity regulation  | <b>70ip</b><br>(Base: Electricity stakeholders, n=9)            | <b>60ip</b><br>(Base: Electricity stakeholders, n=12) | <b>63ip</b><br>(Base: Electricity stakeholders, n=19) |
| The QCA's effectiveness in contributing to water regulation  | <b>60ip</b><br>(Base: Water stakeholders, n=9)                  | <b>61ip</b><br>(Base: Water stakeholders, n=11)       | <b>54ip</b><br>(Base: Water stakeholders, n=16)       |
| The QCA's effectiveness in regulating access to rail network services                                  | <b>66ip</b><br>(Base: Rail stakeholders, n=4)                   | <b>98ip</b><br>(Base: Rail stakeholders, n=6)         | <b>76ip</b><br>(Base: Rail stakeholders, n=14)        |
| The QCA's effectiveness in regulating access to port services  | <b>75ip</b><br>(Base: Port stakeholders, n=2)                   | <b>90ip</b><br>(Base: Port stakeholders, n=5)         | <b>75ip</b><br>(Base: Port stakeholders, n=10)        |
| The QCA's effectiveness in providing advice and investigating complaints about competitive neutrality* | <b>50ip</b><br>(Base: Competitive neutrality stakeholders, n=1) | -   | -   |
| The QCA's fees   | <b>67ip</b><br>(Base: Regulated entities, n=14)                 | <b>63ip</b><br>(Base: Regulated entities, n=14)       | <b>61ip</b><br>(Base: Regulated entities, n=19)       |
| The QCA's regulatory processes   | <b>64ip</b><br>(Base: Regulated entities, n=16)                 | <b>76ip</b><br>(Base: Regulated entities, n=14)       | <b>61ip</b><br>(Base: Regulated entities, n=20)       |
| The QCA's engagement with stakeholders   | <b>72ip</b><br>(Base: All stakeholders, n=28)                   | <b>71ip</b><br>(Base: All stakeholders, n=31)         | <b>65ip</b><br>(Base: All stakeholders, n=47)         |

\*Note: Questions around competitive neutrality were asked for the first time in 2025.

|   |               |
|---|---------------|
| Result is higher (green) or lower (red) than overall 2025 result: | <b>10ip +</b> |
|   | <b>5ip +</b>  |
|   | <b>5ip -</b>  |
|   | <b>10ip -</b> |

## Detailed results

This section provides an overview of stakeholders' perceptions of the QCA's performance overall and in specific areas that the QCA regulates. Due to the small number of respondents in some sections, year-on-year ratings vary widely and should be interpreted with caution.

### The QCA's overall performance

Overall, stakeholders' impressions of the QCA have improved since the 2022 survey (72ip in 2025, up from 68ip in 2022 – see Table 3). Across the three underlying aspects of the QCA's overall performance, stakeholders were most likely to perceive that the QCA's work ensures that those who need to use key Queensland services and infrastructure can do so fairly (76ip).

As in 2022, government stakeholders held the most favourable overall impressions of the QCA this year (85ip, up from 79ip), while those from regulated (68ip, down from 73ip) and non-regulated (70ip, up from 55ip) entities had moderately positive perceptions (refer to the Red-Green Table (RGT) in **Appendix B** for the 2025 summary scores by stakeholder type and function).

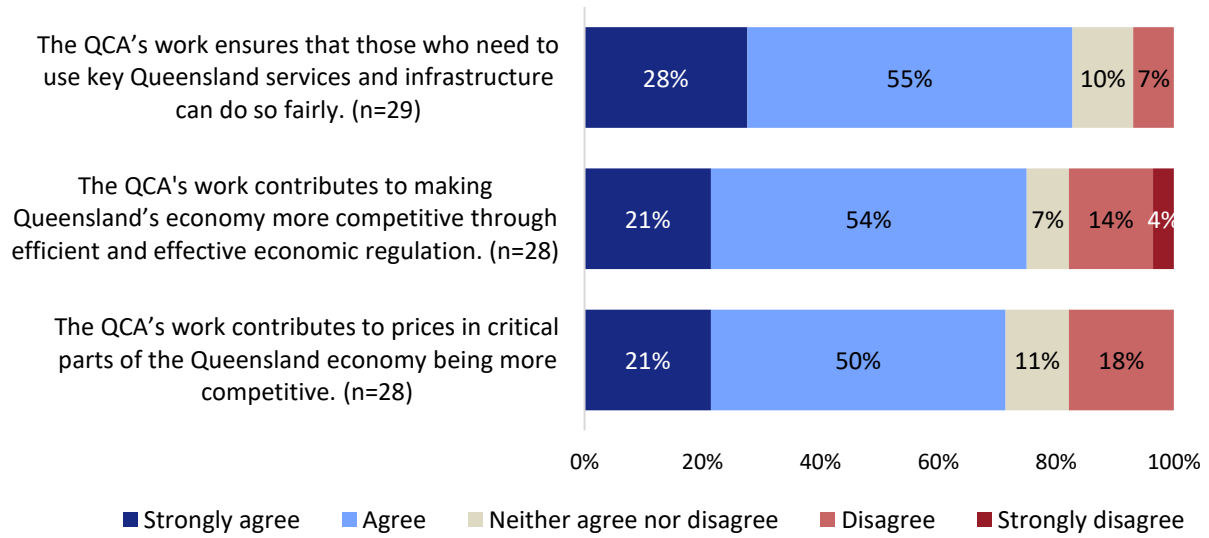
Overall impressions of the QCA improved compared to 2022 for electricity (77ip, up from 55ip) and water (71ip, up from 64ip) stakeholders, but declined for rail (62ip, down from 81ip) and ports (71ip, down from 84ip) respondents. Competitive neutrality stakeholders were the most positive overall in relation to the QCA's performance (79ip).

**Table 3. Summary of the QCA's overall performance**

|   | Results by year (index points, ip) |             |             |
|---|------------------------------------|-------------|-------------|
|   | 2025                               | 2022        | 2020        |
| <b>Summary score: Overall impressions of the QCA</b>  | <b>72ip</b>                        | <b>68ip</b> | <b>66ip</b> |
| The QCA's work contributes to making Queensland's economy more competitive through efficient and effective economic regulation. | 69ip                               | 67ip        | 59ip        |
| The QCA's work contributes to prices in critical parts of the Queensland economy being more competitive.                        | 69ip                               | 67ip        | 69ip        |
| The QCA's work ensures that those who need to use key Queensland services and infrastructure can do so fairly.                  | 76ip                               | 70ip        | 68ip        |

**Figure 3. Overall impressions of the QCA**

(Base: All stakeholders)



## The QCA's effectiveness in electricity regulation

Respondents were moderately positive in relation to the QCA's effectiveness in electricity regulation (70ip), an improvement from 2022 (60ip), as shown in Table 4. The aspect perceived to be the most effective was the QCA's monitoring of offers from electricity retailers and the compliance of distributors (75ip). Ratings were moderately positive regarding the effectiveness of the QCA in determining regional retail electricity prices and solar feed in tariffs for Ergon Energy (69ip), and engaging with electricity retailers, distributors and other stakeholders (67ip).

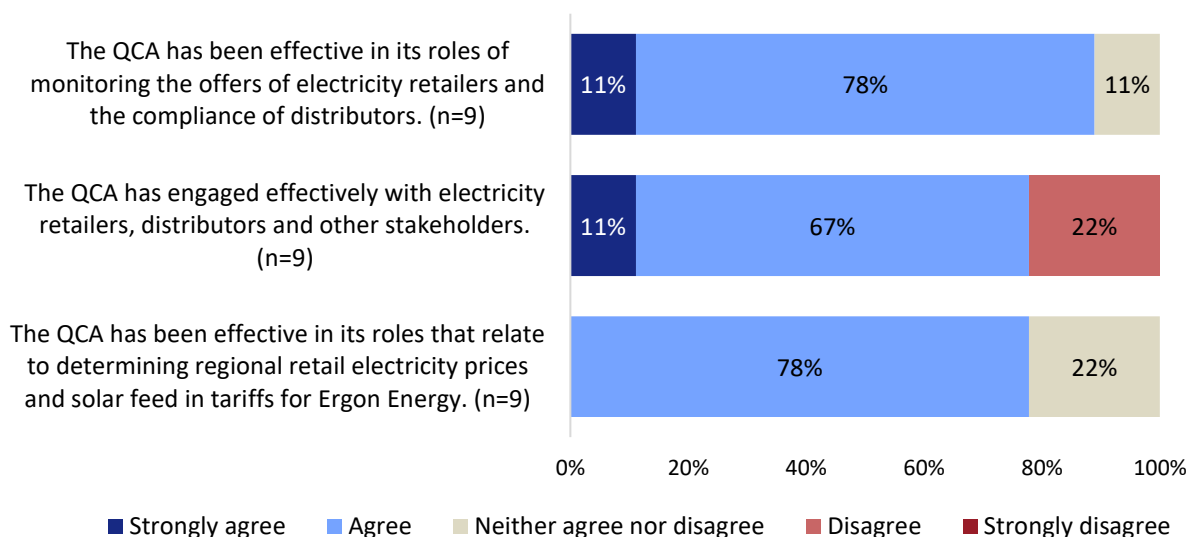
Respondents from regulated entities had the most positive views of the QCA's effectiveness in electricity regulation (75ip), while government (67ip) and non-regulated entity (63ip) stakeholders had more moderate perceptions.

**Table 4. Summary of the QCA's effectiveness in electricity regulation**

|   | Results by year (ip) |             |             |
|---|----------------------|-------------|-------------|
|   | 2025                 | 2022        | 2020        |
| <b>Summary score: The QCA's effectiveness in electricity regulation</b>   | <b>70ip</b>          | <b>60ip</b> | <b>63ip</b> |
| The QCA has been effective in its roles that relate to determining regional retail electricity prices and solar feed in tariffs for Ergon Energy. | 69ip                 | 54ip        | 60ip        |
| The QCA has been effective in its roles of monitoring the offers of electricity retailers and the compliance of distributors.                     | 75ip                 | 67ip        | 71ip        |
| The QCA has engaged effectively with electricity retailers, distributors and other stakeholders.  | 67ip                 | 60ip        | 61ip        |

**Figure 4. Impressions of the QCA's effectiveness in electricity regulation**

(Base: Electricity stakeholders)



## The QCA's effectiveness in contributing to water regulation

As shown in Table 5, stakeholders' views of the QCA's effectiveness in contributing to water regulation were somewhat positive (60ip) and in line with 2022 results (61ip). While perceptions that the QCA has been effective in its role related to recommending irrigation prices in Queensland have improved slightly since 2022 (66ip, compared to 63ip), scores for the other three aspects decreased, particularly in relation to the QCA's roles in recommending Seqwater prices in Queensland (55ip, down from 68ip) and Gladstone Area Water Board price monitoring (50ip, down from 61ip).

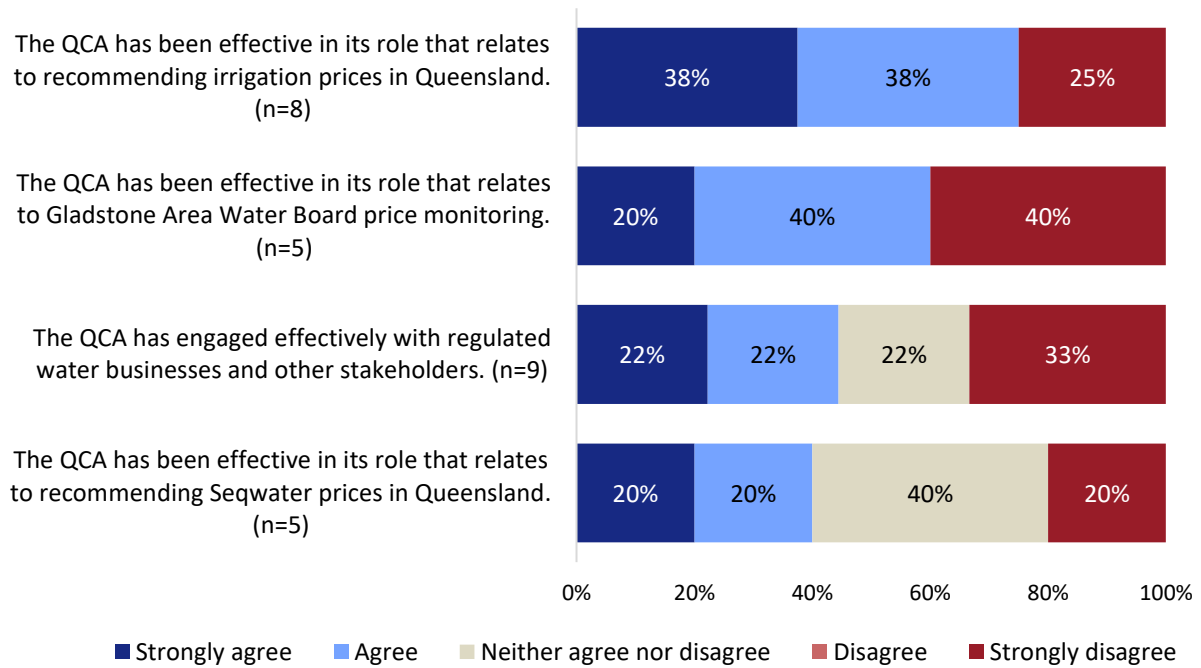
Non-regulated entity (83ip) and government stakeholders (81ip) were very positive about the QCA's contributions to water regulation. In contrast, stakeholders from regulated entities had quite negative views in this area (39ip).

**Table 5. Summary of the QCA's effectiveness in contributing to water regulation**

|  | Results by year (ip) |             |             |
|--|----------------------|-------------|-------------|
|  | 2025                 | 2022        | 2020        |
| <b>Summary score: The QCA's effectiveness in contributing to water regulation</b>                    | <b>60ip</b>          | <b>61ip</b> | <b>54ip</b> |
| The QCA has been effective in its role that relates to recommending irrigation prices in Queensland. | 66ip                 | 63ip        | 52ip        |
| The QCA has been effective in its role that relates to recommending Seqwater prices in Queensland.   | 55ip                 | 68ip        | 63ip*       |
| The QCA has been effective in its role that relates to Gladstone Area Water Board price monitoring.  | 50ip                 | 61ip        | -           |
| The QCA has engaged effectively with regulated water businesses and other stakeholders.              | 50ip                 | 52ip        | 48ip        |

*\*In 2020, this question asked about both recommending Seqwater prices and monitoring prices. In 2022 an extra question was created so that pricing and monitoring could be separately assessed.*

**Figure 5. Impressions of the QCA's effectiveness in contributing to water regulation**  
(Base: Water stakeholders)



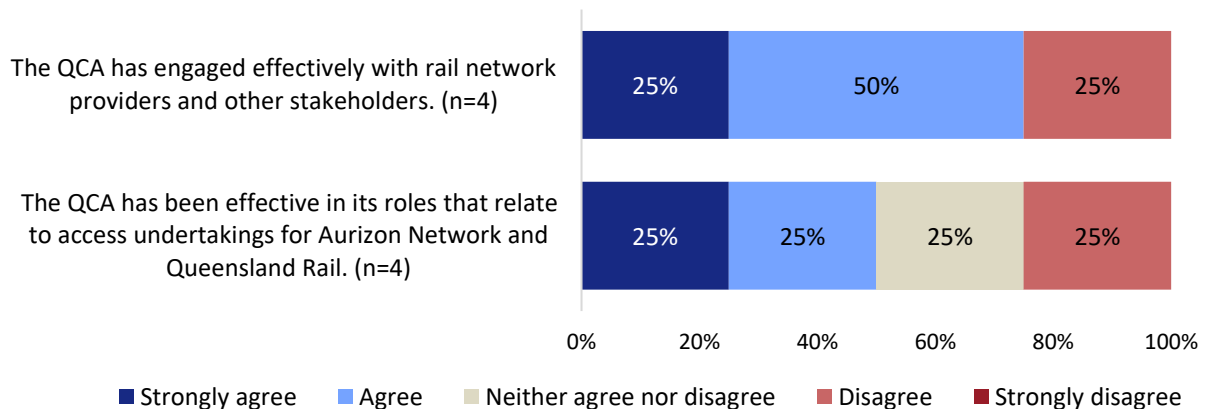
## The QCA's effectiveness in regulating access to rail network services

The QCA's effectiveness in regulating access to rail network services was rated much lower in 2025 compared to the previous survey (66ip, down from 98ip in 2022 – see Table 6), although perceptions were nonetheless moderately positive overall. There was no substantial difference in ratings about the regulation of access to rail network services from regulated entity stakeholders (67ip) compared to the one non-regulated entity stakeholder (63ip).

**Table 6. Summary of the QCA's effectiveness in regulating access to rail network services**

|   | Results by year (ip) |              |             |
|---|----------------------|--------------|-------------|
|   | 2025                 | 2022         | 2020        |
| <b>Summary score: The QCA's effectiveness in regulating access to rail network services</b>                         | <b>66ip</b>          | <b>98ip</b>  | <b>76ip</b> |
| The QCA has been effective in its roles that relate to access undertakings for Aurizon Network and Queensland Rail. | <b>63ip</b>          | <b>96ip</b>  | <b>77ip</b> |
| The QCA has engaged effectively with rail network providers and other stakeholders.                                 | <b>69ip</b>          | <b>100ip</b> | <b>75ip</b> |

**Figure 6. Impressions of the QCA's effectiveness in regulating access to rail network services**  
(Base: Rail stakeholders)



## The QCA's effectiveness in regulating access to port services

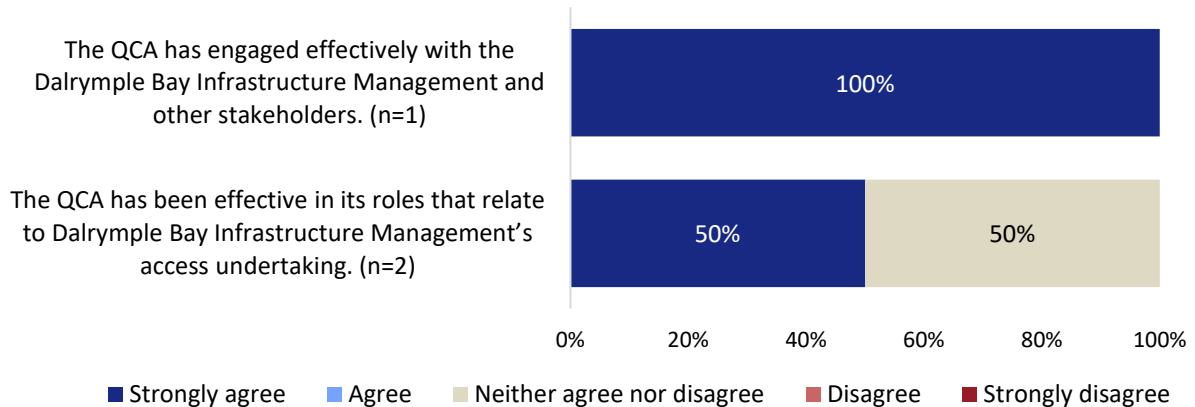
As shown in Table 7, perceptions of the QCA's effectiveness in regulating access to port services were largely positive (75ip, down from 90ip in 2022), noting that only two stakeholders provided feedback in this area. One stakeholder strongly agreed that the QCA has been effective in both engaging with the Dalrymple Bay Infrastructure (DBI) Management and other stakeholders, and in its roles that relate to DBI Management's access undertaking, while another stakeholder had more neutral views.

**Table 7. Summary of the QCA's effectiveness in regulating access to port services**

|  | Results by year (ip) |             |             |
|--|----------------------|-------------|-------------|
|  | 2025                 | 2022        | 2020        |
| <b>Summary score: The QCA's effectiveness in regulating access to port services</b>                                  | <b>75ip</b>          | <b>90ip</b> | <b>75ip</b> |
| The QCA has been effective in its roles that relate to Dalrymple Bay Infrastructure Management's access undertaking. | 75ip                 | 90ip        | 70ip        |
| The QCA has engaged effectively with the Dalrymple Bay Infrastructure Management and other stakeholders.             | 100ip                | 90ip        | 78ip        |

**Figure 7. Impressions of the QCA's effectiveness in regulating access to port services**

(Base: Port stakeholders)





## The QCA's effectiveness in providing advice and investigating complaints about competitive neutrality

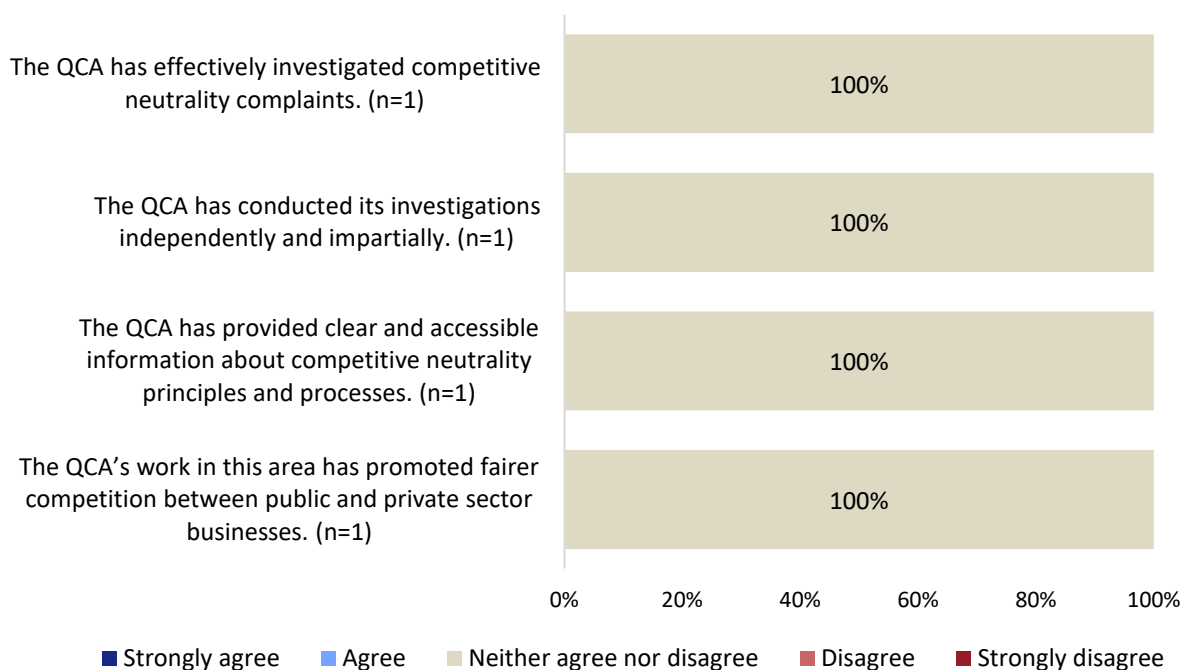
2025 was the first year in which stakeholders were asked about their perceptions of the QCA's effectiveness in providing advice and investigating complaints about competitive neutrality. Only one stakeholder provided feedback in this area, and their impressions were neutral across all aspects, resulting in a summary score of 50ip.

**Table 8. Summary of the QCA's effectiveness in providing advice and investigating complaints about competitive neutrality**

|   | Results by year (ip) |      |      |
|---|----------------------|------|------|
|   | 2025                 | 2022 | 2020 |
| <b>Summary score: The QCA's effectiveness in providing advice and investigating complaints about competitive neutrality</b> | <b>50ip</b>          | -    | -    |
| The QCA has effectively investigated competitive neutrality complaints.   | 50ip                 | -    | -    |
| The QCA has conducted its investigations independently and impartially.   | 50ip                 | -    | -    |
| The QCA has provided clear and accessible information about competitive neutrality principles and processes.                | 50ip                 | -    | -    |
| The QCA's work in this area has promoted fairer competition between public and private sector businesses.                   | 50ip                 | -    | -    |

**Figure 8. Impressions of the QCA's effectiveness in providing advice and investigating complaints about competitive neutrality**

(Base: Competitive neutrality stakeholder)



## The QCA's fees

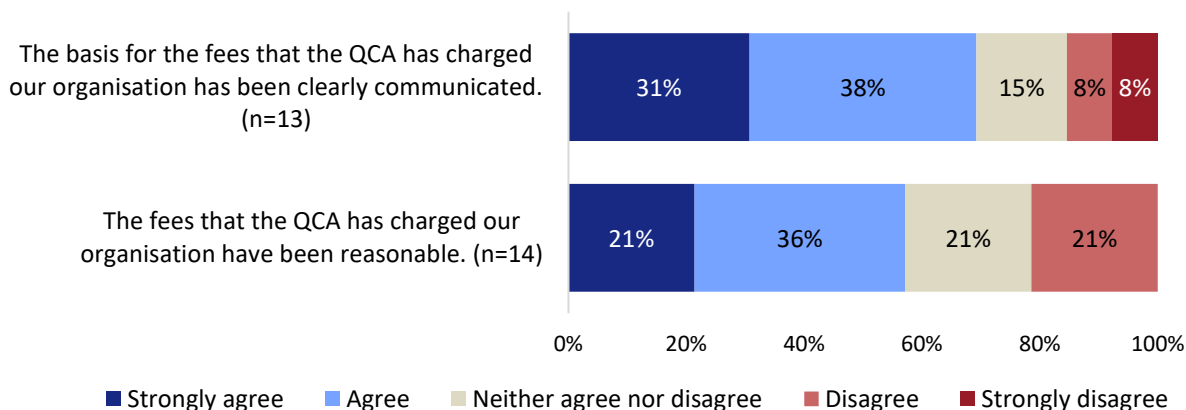
Overall, stakeholders had moderately favourable views of the QCA's fees (67ip), a modest improvement from 2022 (63ip). As in previous years, respondents were more likely to indicate that the basis for the fees had been communicated clearly (69ip) than they were to agree that the fees the QCA charged were reasonable (64ip). Looking at the differences between stakeholder groups, ports (100ip) and rail (88ip) stakeholders were very positive about the reasonableness and communication around the QCA's fees, while electricity stakeholders were quite positive (71ip) and water stakeholders were less satisfied (52ip).

**Table 9. Summary of the QCA's fees**

|   | Results by year (ip) |             |             |
|---|----------------------|-------------|-------------|
|   | 2025                 | 2022        | 2020        |
| <b>Summary score: The QCA's fees</b>  | <b>67ip</b>          | <b>63ip</b> | <b>61ip</b> |
| The fees that the QCA has charged our organisation have been reasonable.                        | 64ip                 | 60ip        | 47ip        |
| The basis for the fees that the QCA has charged our organisation has been clearly communicated. | 69ip                 | 66ip        | 72ip        |

**Figure 9. Impressions of the QCA's fees**

(Base: Regulated entities)



## The QCA's regulatory processes

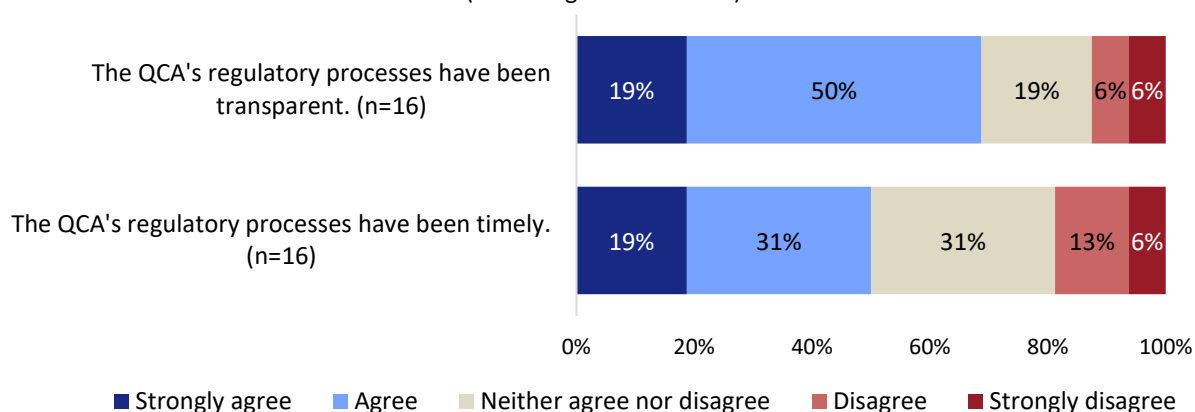
Stakeholders were less positive about the QCA's regulatory processes compared to 2022 (64ip, down from 76ip). While still the most highly rated aspect, perceptions of the transparency of the QCA's regulatory processes dropped the most (67ip, down from 82ip). The perceived timeliness of regulatory processes also declined (61ip, down from 70ip). Consistent with feedback on the QCA's fees, ports (100ip) and rail (75ip) stakeholders provided the most favourable ratings in relation to regulatory processes. Electricity stakeholders were generally positive in their assessments (71ip), while water stakeholders held slightly negative views (44ip).

**Table 10. Summary of the QCA's regulatory processes**

|   | Results by year (ip) |             |             |
|---|----------------------|-------------|-------------|
|   | 2025                 | 2022        | 2020        |
| <b>Summary score: The QCA's regulatory processes</b>  | <b>64ip</b>          | <b>76ip</b> | <b>61ip</b> |
| The QCA's regulatory processes have been transparent. | 67ip                 | 82ip        | 65ip        |
| The QCA's regulatory processes have been timely.      | 61ip                 | 70ip        | 58ip        |

**Figure 10. Impressions of the QCA's regulatory processes**

(Base: Regulated entities)



## The QCA's engagement with stakeholders

Stakeholders' impressions of the QCA's engagement with them were moderately positive overall (72ip, consistent with 71ip in 2022 – see Table 11). On average, stakeholders most favourably viewed aspects related to timeliness – i.e. the QCA responding in an appropriate time frame to issues or concerns (79ip), and timely provision of information (77ip) – and effective communication (78ip). Ratings were more moderate in relation to whether the QCA adequately understood stakeholders' organisations operating environments (67ip), kept stakeholders informed on important regulatory matters (68ip), and provided sufficient information to them (69ip).

Government stakeholders had the most positive perceptions of the QCA's engagement across all aspects, with an overall score of 83ip, compared to the more moderate ratings provided by regulated entities (70ip overall) and non-regulated entities (69ip).

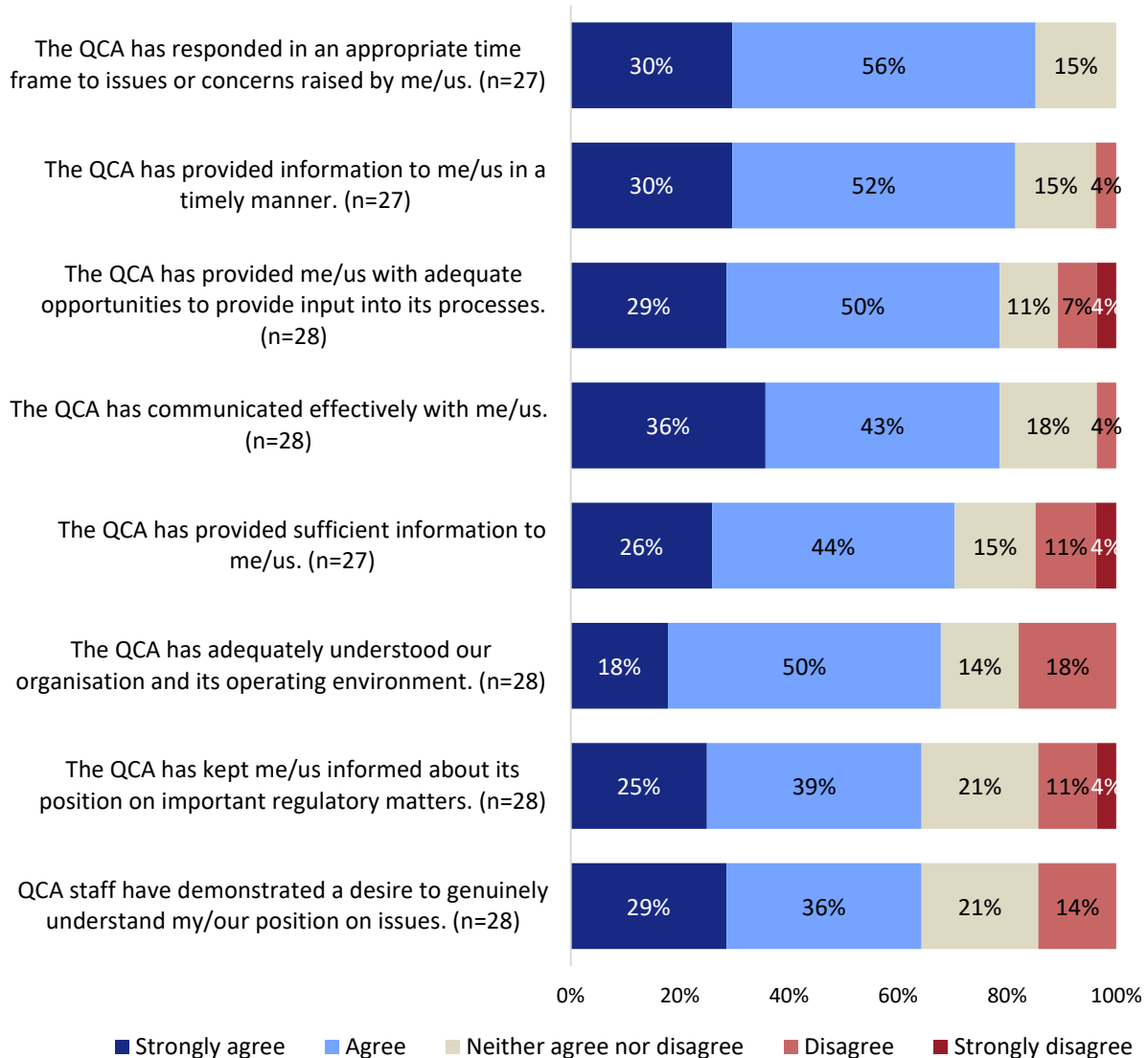
Similarly, competitive neutrality stakeholders were highly positive about the QCA's engagement with them (84ip), while ports (69ip), water (70ip), rail (71ip) and electricity (74ip) stakeholders had more mixed views but were broadly positive overall.

**Table 11. Summary of the QCA's engagement with stakeholders**

|   | Results by year (ip) |             |             |
|---|----------------------|-------------|-------------|
|   | 2025                 | 2022        | 2020        |
| <b>Summary score: The QCA's engagement with stakeholders</b>                                | <b>72ip</b>          | <b>71ip</b> | <b>65ip</b> |
| The QCA has provided me/us with adequate opportunities to provide input into its processes. | 73ip                 | 75ip        | 69ip        |
| The QCA has communicated effectively with me/us.  | 78ip                 | 73ip        | 68ip        |
| The QCA has kept me/us informed about its position on important regulatory matters.         | 68ip                 | 71ip        | 55ip        |
| The QCA has adequately understood our organisation and its operating environment.           | 67ip                 | 66ip        | 59ip        |
| QCA staff have demonstrated a desire to genuinely understand my/our position on issues.     | 70ip                 | 68ip        | 64ip        |
| The QCA has provided sufficient information to me/us.                                       | 69ip                 | 73ip        | 68ip        |
| The QCA has provided information to me/us in a timely manner.                               | 77ip                 | 72ip        | 66ip        |
| The QCA has responded in an appropriate time frame to issues or concerns raised by me/us.   | 79ip                 | 73ip        | 68ip        |

**Figure 11. Impressions of the QCA's engagement with stakeholders**

(Base: All stakeholders)



Queensland Competition Authority

# Stakeholder Survey 2025

## **Report Appendices**

July 2025

Our ref: #5959

## Contents

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**Appendix A** – Survey questionnaire

**Appendix B** – Red-Green ‘heat map’ Table (RGT)

## **Appendix A – Survey Questionnaire**

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Queensland Competition Authority

## Stakeholder Survey 2025

***FINAL***

1 May 2025

## Introduction

Thank you for taking the time to participate in this survey to provide feedback on the Queensland Competition Authority's (QCA's) performance. The QCA values the views of key stakeholders on its performance. The feedback will give the QCA an indication of what it is doing well and where it could improve.

The QCA will publish the results from the survey in its annual report to Parliament. The reporting might quote your responses to the survey (anonymously) to ensure stakeholder perspectives are captured in their full nuance.

### Who is conducting the survey?

The QCA has engaged an independent market and social research firm, ORIMA Research, to conduct the research. ORIMA Research will treat all your responses, comments and information as strictly confidential. Your email contact details were provided to ORIMA Research by the QCA solely for the purposes of this survey.

### Is my participation voluntary?

We encourage all stakeholders to complete the survey so your views can be taken into account. However, please be aware that participation is voluntary. You can choose to answer all or some of the questions and you can decide to stop at any time. The usefulness of the survey depends on how closely it reflects your actual views. Please note that your answers will only be used for the purposes of the research.

### Are answers treated as confidential?

Unless you indicate otherwise, your completed questionnaire will be provided to the QCA. If you would prefer for your response to remain anonymous, please indicate this in the section at the end of the questionnaire. Anonymous responses will only be seen by ORIMA Research and will only be presented in aggregate form so that the identification of your responses by the QCA will not be possible.

ORIMA's report to the QCA on the survey results will focus on common themes that were identified among the stakeholders surveyed and important issues that were raised. The report will also contain some unattributed and de-identified quotes from the open-ended responses to this survey.

### How long will the survey take?

This questionnaire should take 10–15 minutes to complete, depending on what comments you include when invited to provide additional information. Please complete the survey by **COB Monday 2 June 2025**.

If you have any questions or require further information about the survey, please do not hesitate to contact Sharon Ibardolaza, Director Corporate Services, QCA on (07) 3222 0505 (email: [sharon.ibardolaza@qca.org.au](mailto:sharon.ibardolaza@qca.org.au)).

If you have any technical questions about the survey, please contact Tyler Forrester of ORIMA Research on (03) 9526 9000 (email: [Tyler.Forrester@orima.com](mailto:Tyler.Forrester@orima.com)).

## SECTION A: Association with the QCA

1. Please indicate how long you have personally had dealings with the QCA:

- 1 Less than 1 year
- 2 Between 1 and 2 years
- 3 Between 2 and 3 years
- 4 Between 3 and 4 years
- 5 More than 4 years

## SECTION B: Overall impressions of the QCA

The QCA regulates businesses that provide vital infrastructure in Queensland, such as railways and ports, or that deliver essential services, such as water and energy. The QCA ensures that prices in these critical parts of the economy are competitive, and those who need to use services can do so fairly. The QCA's purpose is to enhance efficiency and growth in the Queensland economy. The QCA is also responsible for competitive neutrality and can investigate and report on any complaints received relevant to State and Local Government businesses.

Please answer the following questions taking into account the role of the QCA as independent regulator and the purpose of the QCA.

2. Please rate your level of agreement or disagreement with the following statements:

|   | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know/not applicable |
|---|-------------------|----------|----------------------------|-------|----------------|---------------------------|
| a The QCA's work contributes to making Queensland's economy more competitive through efficient and effective economic regulation. | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| b The QCA's work contributes to prices in critical parts of the Queensland economy being more competitive.                        | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| c The QCA's work ensures that those who need to use key Queensland services and infrastructure can do so fairly.                  | 1                 | 2        | 3                          | 4     | 5              | 6                         |

3. If you chose 'strongly disagree' or 'disagree' at any item in question 2, please provide further detail.

{TEXT}

4. If you would like to provide additional comments, please do so here.

{TEXT}

## SECTION C: The QCA's effectiveness in electricity regulation

**[ONLY ASKED OF RESPONDENTS FLAGGED AS ELECTRICITY STAKEHOLDERS AS INDICATED IN THE SURVEY SAMPLE]**

5. Please rate your level of agreement or disagreement with the following statements concerning the QCA's regulation of retail **electricity** prices and service levels over the past 3 years:

|   | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know/not applicable |
|---|-------------------|----------|----------------------------|-------|----------------|---------------------------|
| a The QCA has been effective in its roles that relate to determining regional retail electricity prices and solar feed in tariffs for Ergon Energy. | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| b The QCA has been effective in its roles of monitoring the offers of electricity retailers and the compliance of distributors.                     | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| c The QCA has engaged effectively with electricity retailers, distributors and other stakeholders.  | 1                 | 2        | 3                          | 4     | 5              | 6                         |

6. If you chose 'strongly disagree' or 'disagree' at any item in question 5, please provide further detail.

{TEXT}

7. If you would like to provide additional comments in relation to the QCA's effectiveness in electricity regulation, please do so here.

{TEXT}

## SECTION D: The QCA's effectiveness in contributing to water regulation

**[ONLY ASKED OF RESPONDENTS FLAGGED AS WATER STAKEHOLDERS AS INDICATED IN THE SURVEY SAMPLE]**

8. Please rate your level of agreement or disagreement with the following statements concerning the QCA's investigations and recommendations in relation to **water** supply over the past 3 years:

|  | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know/not applicable |
|--|-------------------|----------|----------------------------|-------|----------------|---------------------------|
| a The QCA has been effective in its role that relates to recommending irrigation prices in Queensland. | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| b The QCA has been effective in its role that relates to recommending Seqwater prices in Queensland.   | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| c The QCA has been effective in its role that relates to Gladstone Area Water Board price monitoring.  | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| d The QCA has engaged effectively with regulated water businesses and other stakeholders.              | 1                 | 2        | 3                          | 4     | 5              | 6                         |

9. If you chose 'strongly disagree' or 'disagree' at any item in question 8, please provide further detail.

{TEXT}

10. If you would like to provide additional comments in relation to the QCA's effectiveness in contributing to water regulation, please do so here.

{TEXT}

## SECTION E: The QCA's effectiveness in regulating access to rail network services

**[ONLY ASKED OF RESPONDENTS FLAGGED AS RAIL STAKEHOLDERS AS INDICATED IN THE SURVEY SAMPLE]**

11. Please rate your level of agreement or disagreement with the following statements concerning the QCA's regulation of access to **rail network** services over the past 3 years:

|   | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know/not applicable |
|---|-------------------|----------|----------------------------|-------|----------------|---------------------------|
| a The QCA has been effective in its roles that relate to access undertakings for Aurizon Network and Queensland Rail. | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| b The QCA has engaged effectively with rail network providers and other stakeholders.                                 | 1                 | 2        | 3                          | 4     | 5              | 6                         |

12. If you chose 'strongly disagree' or 'disagree' at any item in question 11, please provide further detail.

{TEXT}

13. If you would like to provide additional comments in relation to the QCA's effectiveness in regulating access to rail network services, please do so here.

{TEXT}

## SECTION F: The QCA's effectiveness in regulating access to port services

**[ONLY ASKED OF RESPONDENTS FLAGGED AS PORT STAKEHOLDERS AS INDICATED IN THE SURVEY SAMPLE]**

14. Please rate your level of agreement or disagreement with the following statements concerning the QCA's regulation of access to **port** services over the past 3 years:

|  | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know/not applicable |
|--|-------------------|----------|----------------------------|-------|----------------|---------------------------|
| a The QCA has been effective in its roles that relate to Dalrymple Bay Infrastructure Management's access undertaking. | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| b The QCA has engaged effectively with the Dalrymple Bay Infrastructure Management and other stakeholders.             | 1                 | 2        | 3                          | 4     | 5              | 6                         |

15. If you chose 'strongly disagree' or 'disagree' at any item in question 14, please provide further detail.

{TEXT}

16. If you would like to provide additional comments in relation to the QCA's effectiveness in regulating access to port services, please do so here.

{TEXT}



## SECTION G: The QCA's effectiveness in providing advice and investigating complaints about competitive neutrality

**[ONLY ASKED OF RESPONDENTS WHO ARE FLAGGED AS COMPETITIVE NEUTRALITY STAKEHOLDERS IN THE SURVEY SAMPLE]**

17. Please rate your level of agreement or disagreement with the following statements about the QCA's processes around **competitive neutrality** over the past 3 years:

|  | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know/not applicable |
|--|-------------------|----------|----------------------------|-------|----------------|---------------------------|
| a The QCA has effectively investigated competitive neutrality complaints.                                      | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| b The QCA has conducted its investigations independently and impartially.                                      | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| c The QCA has provided clear and accessible information about competitive neutrality principles and processes. | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| d The QCA's work in this area has promoted fairer competition between public and private sector businesses.    | 1                 | 2        | 3                          | 4     | 5              | 6                         |

18. If you chose 'strongly disagree' or 'disagree' at any item in question 17, please provide further detail.

{TEXT}

19. If you would like to provide additional comments in relation to the QCA's effectiveness in providing advice and investigating complaints about competitive neutrality, please do so here.

{TEXT}

## SECTION H: The QCA's fees

**[ONLY ASKED OF RESPONDENTS WHO ARE FLAGGED AS REGULATED ENTITIES THAT HAVE BEEN CHARGED FEES IN THE SURVEY SAMPLE]**

20. Please rate your level of agreement or disagreement with the following statements about the QCA's fees over the past 3 years:

|   | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know/not applicable |
|---|-------------------|----------|----------------------------|-------|----------------|---------------------------|
| a The fees that the QCA has charged our organisation have been reasonable.                        | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| b The basis for the fees that the QCA has charged our organisation has been clearly communicated. | 1                 | 2        | 3                          | 4     | 5              | 6                         |

21. If you chose 'strongly disagree' or 'disagree' at any item in question 20, please provide further detail.

{TEXT}

22. If you would like to provide additional comments in relation to the QCA's fees, please do so here.

{TEXT}

## SECTION I: The QCA's regulatory processes

**[ONLY ASKED OF RESPONDENTS WHO ARE FLAGGED AS REGULATED ENTITIES IN THE SURVEY SAMPLE]**

23. Please rate your level of agreement or disagreement with the following statements about the QCA's regulatory processes over the past 3 years:

|   | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know/not applicable |
|---|-------------------|----------|----------------------------|-------|----------------|---------------------------|
| a The QCA's regulatory processes have been transparent. | 1                 | 2        | 3                          | 4     | 5              | 6                         |
| b The QCA's regulatory processes have been timely.      | 1                 | 2        | 3                          | 4     | 5              | 6                         |

24. If you chose 'strongly disagree' or 'disagree' at any item in question 23, please provide further detail.

{TEXT}

25. If you would like to provide additional comments in relation to the QCA's regulatory processes, please do so here.

{TEXT}

## SECTION J: The QCA's engagement with stakeholders

26. Please rate your level of agreement or disagreement with the following statements about the QCA's engagement with you/your organisation over the past 3 years:

|   | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree | Don't know |
|---|-------------------|----------|----------------------------|-------|----------------|------------|
| a The QCA has provided me/us with adequate opportunities to provide input into its processes. | 1                 | 2        | 3                          | 4     | 5              | 6          |
| b The QCA has communicated effectively with me/us.  | 1                 | 2        | 3                          | 4     | 5              | 6          |
| c The QCA has kept me/us informed about its position on important regulatory matters.         | 1                 | 2        | 3                          | 4     | 5              | 6          |
| d The QCA has adequately understood our organisation and its operating environment.           | 1                 | 2        | 3                          | 4     | 5              | 6          |
| e QCA staff have demonstrated a desire to genuinely understand my/our position on issues.     | 1                 | 2        | 3                          | 4     | 5              | 6          |
| f The QCA has provided sufficient information to me/us.                                       | 1                 | 2        | 3                          | 4     | 5              | 6          |
| g The QCA has provided information to me/us in a timely manner.                               | 1                 | 2        | 3                          | 4     | 5              | 6          |
| h The QCA has responded in an appropriate time frame to issues or concerns raised by me/us.   | 1                 | 2        | 3                          | 4     | 5              | 6          |

27. If you chose 'strongly disagree' or 'disagree' at any item in question 26, please provide further detail.

{TEXT}

28. If you would like to provide additional comments in relation to the QCA's engagement with stakeholders, please do so here.

{TEXT}

## SECTION K: Conclusion

29. Are there any general comments you wish to make about the issues covered in the survey?

{TEXT}

The information from the survey will best help the QCA improve its performance if the QCA can obtain a copy of your completed questionnaire (in addition to ORIMA's aggregated report on the survey findings).

However, the QCA and ORIMA recognise that some respondents may prefer that their individual responses not be provided to the QCA. Please indicate in the next question whether or not you give your consent that ORIMA Research can provide a copy of your completed questionnaire to the QCA.

30. Consent that these answers can be provided to the QCA:

1 [I consent](#)

2 [I do not consent](#)

This is the end of the survey.

Please click Submit to finish, or the back arrow to return to previous sections of the survey and make any changes.

**Thank you, your participation is greatly appreciated.**

ORIMA Research will not disclose any identifiable research information for a purpose other than conducting our research unless we have your express prior consent or are required to do so by an Australian law.

Our Privacy Policy is available at [Privacy policy - ORIMA](#) and contains further details regarding how you can access or correct information we hold about you, how you can make a privacy related complaint and how that complaint will be dealt with. Should you have any questions about our privacy policy or how we will treat your information, you may contact our Privacy and Ethics Manager, Tyler Forrester, on (03) 9526 9000.

Unless we de-identify our research records, you have the right to access the information that we hold about you as a result of this survey. You may request at any time to have this information de-identified or destroyed.

This project was conducted in accordance with the international quality standard ISO 20252, the international information security standard ISO 27001, as well as the Australian Privacy Principles contained in the Privacy Act 1988 (Cth). ORIMA Research also adheres to the Privacy (Market and Social Research) Code 2021 administered by the Australian Data and Insights Association (ADIA).

ORIMA pays respect to Aboriginal and Torres Strait Islander Peoples past and present, their cultures and traditions and acknowledges their continuing connection to land, sea and community.

## **Appendix B – Red-Green Table (RGT)**

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Queensland Competition Authority (QCA)  
2025 Stakeholder Survey  
Red-Green Table

|  |        |
|--|--------|
| Cohort result is higher (green) or lower (red) than overall 2025 result: | 10ip + |
|  | 5ip +  |
|  | 5ip -  |
|  | 10ip - |

| Queensland Competition Authority (QCA)<br>2025 Stakeholder Survey<br>Red-Green Table   |  |  | 2025 only   |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
|--|--|--|-------------|-------|-------|--------------------------------------|----------------------|-------------------|-------------------------------|-------------------|-------------------|-------------------|------------------------------------|---|-------------------|--|--|--|--|--|
|  |  |  | Overall     |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
|  |  |  | Survey Year |       |       | Stakeholder Type [Multiple Response] |                      |                   | Functions [Multiple Response] |                   |                   |                   |                                    | q1 @ @. Please indicate how long you have personally had dealings with the QCA. |                   |  |  |  |  |  |
|  |  |  | 2025        | 2022  | 2020  | Regulated Entity                     | Non-Regulated Entity | Government Entity | Electricity Stakeholder       | Water Stakeholder | Rails Stakeholder | Ports Stakeholder | Competitive Neutrality Stakeholder | 4 years or less   | More than 4 years |  |  |  |  |  |
| Cohort result is higher (green) or lower (red) than overall 2025 result:   |  |  | 10ip +      | 5ip + | 5ip - | 10ip -                               |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| Overall base size n=   |  |  | 29          | 32    | 47    | 16                                   | 8                    | 6                 | 11                            | 10                | 5                 | 2                 | 2                                  | 8   | 21                |  |  |  |  |  |
| Overall Impressions of the QCA   |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q2. Please rate your level of agreement or disagreement with the following statements:   |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q2a_i. The QCA's work contributes to making Queensland's economy more competitive through efficient and effective economic regulation.   |  |  | 69          | 67    | 59    | 65                                   | 63                   | 88                | 73                            | 68                | 60                | 63                | 88                                 | 68  | 69                |  |  |  |  |  |
| q2b_i. The QCA's work contributes to prices in critical parts of the Queensland economy being more competitive.  |  |  | 69          | 67    | 69    | 63                                   | 66                   | 88                | 75                            | 70                | 50                | 63                | 88                                 | 64  | 70                |  |  |  |  |  |
| q2c_i. The QCA's work ensures that those who need to use key Queensland services and infrastructure can do so fairly.  |  |  | 76          | 70    | 68    | 72                                   | 81                   | 79                | 77                            | 75                | 75                | 88                | 63                                 | 78  | 75                |  |  |  |  |  |
| Summary score: Overall impressions of the QCA  |  |  | 72          | 68    | 66    | 68                                   | 70                   | 85                | 77                            | 71                | 62                | 71                | 79                                 | 73  | 71                |  |  |  |  |  |
| Total (n=)   |  |  | 29          | 32    | 45    | 16                                   | 8                    | 6                 | 11                            | 10                | 5                 | 2                 | 2                                  | 8   | 21                |  |  |  |  |  |
| The QCA's effectiveness in electricity regulation  |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q5. Please rate your level of agreement or disagreement with the following statements concerning the QCA's regulation of retail electricity prices and service levels over the past 3 years:     |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q5a_i. The QCA has been effective in its roles that relate to determining regional retail electricity prices and solar feed in tariffs for Ergon Energy.   |  |  | 69          | 54    | 60    | 75                                   | 63                   | 63                | 69                            | -                 | -                 | -                 | -                                  | 75  | 68                |  |  |  |  |  |
| q5b_i. The QCA has been effective in its roles of monitoring the offers of electricity retailers and the compliance of distributors.   |  |  | 75          | 67    | 71    | 75                                   | 75                   | 75                | 75                            | -                 | -                 | -                 | -                                  | 75  | 75                |  |  |  |  |  |
| q5c_i. The QCA has engaged effectively with electricity retailers, distributors and other stakeholders.  |  |  | 67          | 60    | 61    | 75                                   | 50                   | 63                | 67                            | -                 | -                 | -                 | -                                  | 75  | 64                |  |  |  |  |  |
| Summary score: The QCA's effectiveness in electricity regulation   |  |  | 70          | 60    | 63    | 75                                   | 63                   | 67                | 70                            | -                 | -                 | -                 | -                                  | 75  | 69                |  |  |  |  |  |
| Total (n=)   |  |  | 9           | 12    | 19    | 5                                    | 2                    | 2                 | 9                             | -                 | -                 | -                 | -                                  | 2   | 7                 |  |  |  |  |  |
| The QCA's effectiveness in contributing to water regulation  |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q8. Please rate your level of agreement or disagreement with the following statements concerning the QCA's investigations and recommendations in relation to water supply over the past 3 years: |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q8a_i. The QCA has been effective in its role that relates to recommending irrigation prices in Queensland.  |  |  | 66          | 63    | 52    | 44                                   | 83                   | 100               | -                             | 66                | -                 | -                 | -                                  | 69  | 63                |  |  |  |  |  |
| q8b_i. The QCA has been effective in its role that relates to recommending Seqwater prices in Queensland.  |  |  | 55          | 68    | -     | 44                                   | -                    | 100               | -                             | 55                | -                 | -                 | -                                  | 56  | 50                |  |  |  |  |  |
| q8c_i. The QCA has been effective in its role that relates to Gladstone Area Water Board price monitoring.   |  |  | 50          | 61    | -     | 38                                   | -                    | 88                | -                             | 50                | -                 | -                 | -                                  | 58  | 38                |  |  |  |  |  |
| q8d_i. The QCA has engaged effectively with regulated water businesses and other stakeholders.   |  |  | 50          | 52    | 48    | 20                                   | 83                   | 75                | -                             | 50                | -                 | -                 | -                                  | 38  | 60                |  |  |  |  |  |
| 2020 only: The QCA has been effective in its roles that relate to recommending and monitoring bulk water prices and services in Queensland.  |  |  | -           | -     | 63    | -                                    | -                    | -                 | -                             | -                 | -                 | -                 | -                                  | -   | -                 |  |  |  |  |  |
| Summary score: The QCA's effectiveness in contributing to water regulation   |  |  | 60          | 61    | 54    | 39                                   | 83                   | 81                | -                             | 60                | -                 | -                 | -                                  | 55  | 65                |  |  |  |  |  |
| Total (n=)   |  |  | 9           | 11    | 16    | 5                                    | 3                    | 2                 | -                             | 9                 | -                 | -                 | -                                  | 4   | 5                 |  |  |  |  |  |
| The QCA's effectiveness in regulating access to rail network services  |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q11. Please rate your level of agreement or disagreement with the following statements concerning the QCA's regulation of access to rail network services over the past 3 years:                 |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q11a_i. The QCA has been effective in its roles that relate to access undertakings for Aurizon Network and Queensland Rail.  |  |  | 63          | 96    | 77    | 67                                   | 50                   | -                 | -                             | -                 | 63                | -                 | -                                  | -   | 63                |  |  |  |  |  |
| q11b_i. The QCA has engaged effectively with rail network providers and other stakeholders.  |  |  | 69          | 100   | 75    | 67                                   | 75                   | -                 | -                             | -                 | 69                | -                 | -                                  | -   | 69                |  |  |  |  |  |
| Summary score: The QCA's effectiveness in regulating access to rail network services   |  |  | 66          | 98    | 76    | 67                                   | 63                   | -                 | -                             | -                 | 66                | -                 | -                                  | -   | 66                |  |  |  |  |  |
| Total (n=)   |  |  | 4           | 6     | 14    | 3                                    | 1                    | -                 | -                             | -                 | 4                 | -                 | -                                  | -   | 4                 |  |  |  |  |  |
| The QCA's effectiveness in regulating access to port services  |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q14. Please rate your level of agreement or disagreement with the following statements concerning the QCA's regulation of access to port services over the past 3 years:                         |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q14a_i. The QCA has been effective in its roles that relate to Dalrymple Bay Infrastructure Management's access undertaking.   |  |  | 75          | 90    | 70    | 100                                  | 50                   | -                 | -                             | -                 | -                 | 75                | -                                  | -   | 75                |  |  |  |  |  |
| q14b_i. The QCA has engaged effectively with the Dalrymple Bay Infrastructure Management and other stakeholders.   |  |  | 100         | 90    | 78    | 100                                  | -                    | -                 | -                             | -                 | -                 | 100               | -                                  | -   | 100               |  |  |  |  |  |
| Summary score: The QCA's effectiveness in regulating access to port services   |  |  | 75          | 90    | 75    | 100                                  | 50                   | -                 | -                             | -                 | -                 | 75                | -                                  | -   | 75                |  |  |  |  |  |
| Total (n=)   |  |  | 2           | 5     | 10    | 1                                    | 1                    | -                 | -                             | -                 | -                 | 2                 | -                                  | -   | 2                 |  |  |  |  |  |
| The QCA's effectiveness in providing advice and investigating complaints about competitive neutrality  |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q17. Please rate your level of agreement or disagreement with the following statements about the QCA's processes around competitive neutrality over the past 3 years:                            |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q17a_i. The QCA has effectively investigated competitive neutrality complaints.  |  |  | 50          | -     | -     | -                                    | -                    | 50                | -                             | -                 | -                 | -                 | 50                                 | -   | 50                |  |  |  |  |  |
| q17b_i. The QCA has conducted its investigations independently and impartially.  |  |  | 50          | -     | -     | -                                    | -                    | 50                | -                             | -                 | -                 | -                 | 50                                 | -   | 50                |  |  |  |  |  |
| q17c_i. The QCA has provided clear and accessible information about competitive neutrality principles and processes.   |  |  | 50          | -     | -     | -                                    | -                    | 50                | -                             | -                 | -                 | -                 | 50                                 | -   | 50                |  |  |  |  |  |
| q17d_i. The QCA's work in this area has promoted fairer competition between public and private sector businesses.  |  |  | 50          | -     | -     | -                                    | -                    | 50                | -                             | -                 | -                 | -                 | 50                                 | -   | 50                |  |  |  |  |  |
| Summary score: The QCA's effectiveness in providing advice and investigating complaints about competitive neutrality   |  |  | 50          | -     | -     | -                                    | -                    | 50                | -                             | -                 | -                 | -                 | 50                                 | -   | 50                |  |  |  |  |  |
| Total (n=)   |  |  | 1           | -     | -     | -                                    | -                    | 1                 | -                             | -                 | -                 | -                 | 1                                  | -   | 1                 |  |  |  |  |  |
| The QCA's fees   |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q20. Please rate your level of agreement or disagreement with the following statements about the QCA's fees over the past 3 years:   |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q20a_i. The fees that the QCA has charged our organisation have been reasonable.   |  |  | 64          | 60    | 47    | 64                                   | -                    | 25                | 67                            | 50                | 88                | 100               | -                                  | 60  | 67                |  |  |  |  |  |
| q20b_i. The basis for the fees that the QCA has charged our organisation has been clearly communicated.  |  |  | 69          | 66    | 72    | 69                                   | -                    | 75                | 75                            | 50                | 88                | 100               | -                                  | 60  | 75                |  |  |  |  |  |
| Summary score: The QCA's fees  |  |  | 67          | 63    | 61    | 67                                   | -                    | 50                | 71                            | 52                | 88                | 100               | -                                  | 60  | 71                |  |  |  |  |  |
| Total (n=)   |  |  | 14          | 14    | 19    | 14                                   | -                    | 1                 | 6                             | 6                 | 2                 | 1                 | -                                  | 5   | 9                 |  |  |  |  |  |
| The QCA's regulatory processes   |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q23. Please rate your level of agreement or disagreement with the following statements about the QCA's regulatory processes over the past 3 years:   |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q23a_i. The QCA's regulatory processes have been transparent.  |  |  | 67          | 82    | 65    | 67                                   | -                    | 75                | 75                            | 46                | 83                | 100               | -                                  | 50  | 78                |  |  |  |  |  |
| q23b_i. The QCA's regulatory processes have been timely.   |  |  | 61          | 70    | 58    | 61                                   | -                    | 50                | 68                            | 42                | 67                | 100               | -                                  | 63  | 60                |  |  |  |  |  |
| Summary score: The QCA's regulatory processes  |  |  | 64          | 76    | 61    | 64                                   | -                    | 63                | 71                            | 44                | 75                | 100               | -                                  | 56  | 69                |  |  |  |  |  |
| Total (n=)   |  |  | 16          | 14    | 20    | 16                                   | -                    | 1                 | 7                             | 6                 | 3                 | 1                 | -                                  | 6   | 10                |  |  |  |  |  |
| The QCA's engagement with stakeholders   |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q26. Please rate your level of agreement or disagreement with the following statements about the QCA's engagement with you/your organisation over the past 3 years:                              |  |  |             |       |       |                                      |                      |                   |                               |                   |                   |                   |                                    |   |                   |  |  |  |  |  |
| q26a_i. The QCA has provided me/us with adequate opportunities to provide input into its processes.  |  |  | 73          | 75    | 69    | 67                                   | 75                   | 88                | 75                            | 69                | 80                | 63                | 88                                 | 54  | 80                |  |  |  |  |  |
| q26b_i. The QCA has communicated effectively with me/us.   |  |  | 78          | 73    | 68    | 77                                   | 75                   | 83                | 77                            | 81                | 80                | 63                | 88                                 | 75  | 79                |  |  |  |  |  |
| q26c_i. The QCA has kept me/us informed about its position on important regulatory matters.  |  |  | 68          | 71    | 55    | 65                                   | 63                   | 83                | 68                            | 58                | 75                | 75                | 88                                 | 57  | 71                |  |  |  |  |  |
| q26d_i. The QCA has adequately understood our organisation and its operating environment.  |  |  | 67          | 66    | 59    | 62                                   | 63                   | 83                | 73                            | 64                | 55                | 63                | 88                                 | 71  | 65                |  |  |  |  |  |
| q26e_i. QCA staff have demonstrated a desire to genuinely understand my/our position on issues.  |  |  | 70          | 68    | 64    | 68                                   | 66                   | 79                | 73                            | 69                | 70                | 63                | 75                                 | 61  | 73                |  |  |  |  |  |
| q26f_i. The QCA has provided sufficient information to me/us.  |  |  | 69          | 73    | 68    | 65                                   | 69                   | 85                | 75                            | 67                | 60                | 75                | 75                                 | 54  | 75                |  |  |  |  |  |
| q26g_i. The QCA has provided information to me/us in a timely manner.  |  |  | 77          | 72    | 66    | 75                                   | 72                   | 90                | 80                            | 72                | 75                | 75                | 88                                 | 79  | 76                |  |  |  |  |  |
| q26h_i. The QCA has responded in an appropriate time frame to issues or concerns raised by me/us.  |  |  | 79          | 73    | 68    | 78                                   | 72                   | 90                | 78                            | 81                | 75                | 75                | 88                                 | 86  | 76                |  |  |  |  |  |
| Summary score: The QCA's engagement with stakeholders  |  |  | 72          | 71    | 65    | 70                                   | 69                   | 83                | 74                            | 70                | 71                | 69                | 84                                 | 67  | 74                |  |  |  |  |  |
| Total (n=)   |  |  | 28          | 31    | 47    | 15                                   | 8                    | 6                 | 11                            | 9                 | 5                 | 2                 | 2                                  | 7   | 21                |  |  |  |  |  |