

# Australian Business Council for Sustainable Energy

## Final Report: Renewable Energy Industry Structures Project

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## Foreword

The Australian Business Council for Sustainable Energy acknowledges the assistance of its members and other industry stakeholders in providing input for this project. We would also like to specifically acknowledge the assistance and support of former Sustainable Energy Industry Association board members and particularly Angela Ivanovici of Clams Consulting for her work on this project.

The BCSE would also like to specifically acknowledge the support and assistance of the Australian Greenhouse Office. This project was funded by a grant under the industry development component of the Commonwealth Government's Renewable Energy Commercialisation Program.

### **About the Australian Business Council for Sustainable Energy**

The Australian Business Council for Sustainable Energy (BCSE) is a not for profit industry association that represents the interests of the sustainable energy industry in Australia. The BCSE was formed through the amalgamation of the interests and activities of the Sustainable Energy Industry Association and the Australian EcoGeneration Association.

The BCSE has over 250 members ranging in size from small businesses operating as designers and installers of renewable energy systems to large equipment suppliers and developers of large, sustainable, power generation projects. The BCSE undertakes a number of activities and programs to support the development of the sustainable energy industry.

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## Executive Summary

The renewable energy industry is an emerging industry sector that will play an important role (among others) in reducing greenhouse gas emissions from the electricity industry, which currently produces more than 35% of Australia's emissions. Importantly however, the development of the renewable energy industry has the potential to create significant wealth and jobs for Australia. The Renewable Energy Industry Action Agenda (REIAA), developed jointly by the Commonwealth Government and Industry, established a target of \$4 billion in sales by 2010 including a significant level of exports.

The existence of a vibrant and well-resourced industry association is seen as critical in enabling the renewable energy industry to deliver on its potential. A key initiative of the REIAA was the establishment of a peak national body. This body could then effectively continue to coordinate and further develop the other industry development initiatives that were identified as part the REIAA.

This project has sought to address perceptions about the fragmented and uncoordinated manner in which the different elements of the renewable and sustainable energy industry have been represented. The aim of this project was to explore more innovative industry structures to address barriers to the implementation of renewable energy. The specific outcomes of the project were to:

- Consult with the broader sustainable energy industry on issues surrounding industry representation;
- Prepare a formal report outlining the results of the consultation and key issues raised; and
- Prepare a commercial-in-confidence strategic action plan

Since the commencement of this project, the Australian Business Council for Sustainable Energy (BCSE) was formed through the amalgamation of the Australian EcoGeneration Association (AEA) and the Sustainable Energy Industry Association (SEIA). The amalgamation was effective from 18 September 2002. The consultation process that formed a key part of this project was extremely important in harnessing and gathering industry and stakeholder support for the amalgamation. Importantly, the process and issues dealt with through the amalgamation process have been informed and assisted by this consultation process.

This report summarises the consultation process that took place as part of the project and outlines the key issues that were raised by stakeholders. In addition this report addresses a number of specific issues covering the:

- Relationship between the BCSE and other industry associations, including the Renewable and Sustainable Energy Roundtable and identification of opportunities for cooperative action;
- Further progression of renewable energy systems accreditation;
- Financial viability of separate industry associations; and
- Continued development of the renewable energy industry

The commercial-in-confidence action plan that was part of this project is effectively the Memorandum of Understanding executed between the AEA and SEIA to give effect to the amalgamation. This has been separately provided to the Australian Greenhouse Office.

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# 1. Background to the project

Industry associations in Australia and elsewhere play a critical role in helping industry sectors influence, manage and adapt to change<sup>1</sup>. Even with these key roles, associations will need to adopt major structural change or risk irrelevancy, especially in fragmented and growing industries such as the renewable energy industry, which still needs to establish a bigger presence in the energy sector.

Associations need to adapt to new technologies, industry economics and shrinking budgets, changing political landscapes, member expectations and emerging competition – at the individual organisational level and as a sector. Increasingly, industry associations are converging to maximise resources, membership and influence, and minimise costs to members through providing options for paid services.

Government and other stakeholders have expressed concerns over many years that the renewable energy industry has appeared to be disjointed, with:

- many voices purporting to represent the industry rather than a unified voice,
- lacking clear messages about benefits and commercial growth, and
- overly dependent on Government support.

The industry, on the other hand, has conveyed over many years the need for Government to provide:

- further leadership and a clear commitment to renewable energy, and
- increasingly consistent and reliable approaches and policies to:
  - industry support,
  - research and development,
  - commercialisation and
  - domestic and export markets assistance.

This project was aimed at getting feedback on issues relating to structural change within the industry to address some of these issues. This project was funded by a grant from the Australian Greenhouse Office (AGO) under the industry development component of Renewable Energy Commercialisation Program.

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<sup>1</sup> Anon. 2001, The Changing Nature of Industry Associations. [www.worldbank.org/devforum/files](http://www.worldbank.org/devforum/files)

## 2. About the renewable energy industry

The renewable energy industry is currently at a major crossroad. Key government initiatives announced in 1997 and 1999 to support the development of the industry have either been completed or currently face an uncertain future. The CoAG Energy Market review recommendation to scrap MRET, together with the Commonwealth Government cessation of funding to the Australian Cooperative Research Centre for Renewable Energy (ACRE), have created significant uncertainty in the industry. Moreover, the recent AGO decision to cap rebates under the PV Rebate Program (PVRP) to \$100,000 per month (Australia wide) effectively brings PVRP to an unexpected early close<sup>2</sup>.

The renewable energy industry, however, continues to enjoy strong community support. Other developed countries continue to support its development as both a long-term solution to reducing greenhouse gas emissions and, equally importantly, supporting the development of new industries providing jobs and investment. The growing list of countries and states (in the case of the USA) that are implementing renewable energy targets is testimony to this.

While making considerable headway over the last few years, largely in response to government initiatives (described on page 15), the Australian renewable energy industry remains immature and is still some way from being commercial. The objectives of government initiatives to date have been to get the industry to a point where it is self-sustaining – but these objectives have not as yet been fulfilled.

Industry headway over the last few years is represented by the following indicators:

- A 65% increase in renewable power generation from 1997 to 2002<sup>3</sup>
- An increase in sales of solar water heaters in Australia by 30% per annum over the last two years
- Exports of renewable energy services and products have more than doubled from 1997 to 2002
- Manufacturing capability has increased and expanded – particularly in areas such as PV and solar water heating as well as advanced plans for establishment of wind turbine manufacturing and assembly facilities.

The Australia RE industry still requires government support – particularly market volume and price signals – that provides certainty for increasing investment. Without this, the industry faces significant risks of decline rather than growth, and Australia will miss the opportunity to benefit economically from:

- local job creation;
- increasing exports of RE products and services; and
- value and wealth creation from local commercialisation of Australian RE innovations

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<sup>2</sup> This was due to greater than expected take-up of the grants as the industry had started to gear up and promote PV and the community had started to embrace it.

<sup>3</sup> Excluding large scale hydro

### 3. Consultation process and key findings

The aim of this project was to explore more innovative industry structures to address barriers to the implementation of renewable energy. This was to be undertaken through extensive consultation with SEIA members, other renewable energy industry participants and stakeholders to obtain an understanding of issues and challenges as perceived by industry participants.

The following steps were required under the Deed of Agreement with the AGO to successfully deliver the project:

- Selection and appointment of a suitable consultant;
- Confirmation of the project components and production of a more detailed Project Plan;
- Consultation with industry participants;
- Workshopping of ideas with SEIA members, staff and other participants as appropriate;
- Development of a draft Report of the consultation process and outcomes, addressing issues such as;
  - the relationships between renewable energy industry associations, SEIA, the Roundtable and the proposed Business Council for Sustainable Energy
  - the tasks such as industry accreditation undertaken by SEIA that are not currently undertaken by other associations or groups, or likely to be undertaken by others in the future
  - the financial viability of separate associations and proposed improvements
  - opportunities for cooperative action
  - recommendations for the establishment of innovative industry structures which will serve to address barriers to the implementation of renewable energy.
- Parallel development of a Commercial-in-Confidence Strategic Action Plan for SEIA, addressing SEIA's or its successor's role, structure, alternate funding models, projected income and long term viability as a sustainable industry participant; and
- Finalisation of the Report and Strategic Action Plan, in consultation with AGO and the SEIA Board.

SEIA appointed Dr Angela Ivanovici of Clams Consulting (Consultant) to undertake the project. Information and data was collected from a broad range of industry stakeholders and a survey questionnaire was developed and distributed widely.

As part of the consultation process the Consultant undertook the following activities through the period April to September 2002:

- Forums were held in most capital cities and SEIA members were invited to participate;
- Meetings were held with business representatives, as well as industry association and government representatives;
- Participated in the REGA Conference (30 May 2002), the PV and Energy Efficiency Forums (13 June 2002) and ATRAA Annual Conference (30 August-2 September 2002); and
- Participated in Roundtable meetings and a meeting of the REIAA CEO group.

The Consultant submitted a draft report to SEIA/BCSE detailing the consultation process and outlining feedback received from respondents. The draft report, which is commercial-in-confidence, has been provided to the AGO.

During the execution of this project, SEIA and the AEA were exploring the prospect of amalgamating to form the BCSE. The amalgamation was effective from 18 September 2002. The consultation process that formed a key part of this project has been extremely important in harnessing and gathering industry and stakeholder support for the amalgamation. Importantly, the process and issues dealt with through the amalgamation have been informed and assisted by this consultation process.

## **Methodology**

Information was obtained from stakeholders primarily by questionnaire distributed to stakeholders, meetings, forums and focus groups. The questionnaire was developed in conjunction with the board of SEIA to obtain feedback from industry stakeholders on the following issues:

- The relationships between renewable energy industry associations, SEIA, the Roundtable and the proposed BCSE;
- Tasks such as industry accreditation undertaken by SEIA that are not currently undertaken by other associations or groups, or likely to be undertaken by others in the future;
- The financial viability of separate associations and proposed improvements;
- Opportunities for (and barriers to) cooperative action; and
- Recommendations for the establishment of innovative industry structures which will serve to address barriers to the implementation of renewable energy.

The survey period commenced on 30 May 2002 and the questionnaire was used as the discussion framework at the various meetings and focus group sessions held as part of this project.

Approximately 130 participants (companies, organisations and individuals) contributed to the project. These represented wide coverage of stakeholders including industry associations, government and renewable energy businesses.

The majority of responses originated from Victoria, New South Wales and Queensland. 60% of responses were from SEIA members, with about half of these from network members. The remaining responses included non-members and the larger meetings.

In addition further data and analysis was obtained from a membership services review of SEIA members. The process was also informed by the results of a membership survey undertaken by the AEA of its members in December 2001.

## Outcomes from consultation process

The major issues to emerge from the consultation process were:

1. There is frustration among policymakers and parts of the broader sustainable energy industry with the fragmentation in the associations advocating positions to policy makers for this rapidly growing emerging industry. Industry representation was variously characterised as:
  - under resourced and limited in scope;
  - competing voices struggling to be heard;
  - no one speaking for the full breadth of the industry; and
  - no foil to the vocal advocates against action on greenhouse.
2. There was a general lack of awareness of developments across the industry including initiatives such as the REIAA. This was particularly the case for smaller renewable energy businesses. This indicated the need for a significantly greater effort in communicating and promoting the various industry initiatives and networks to increase knowledge within the industry.
3. Standards, training and accreditation were considered a major service for the industry. While significant progress has been made over the last few years, there continued to be reports about unreliability and poorly performing systems. To maintain customer support and high levels of quality, there was support for inspection of systems and customer feedback as well as stronger action to deal with designers and installers of poorly performing systems.
4. Respondents expressed concerns about the government's long-term commitment to renewable energy particularly with the "stop-start" approach to industry support. There was a requirement for long-term measures in order to provide certainty to underpin new investment. There was also acceptance that the industry needed to progressively wean itself off government support in the longer term as energy market barriers to sustainable energy were progressively addressed.
5. There was recognition that resourcing for industry associations was limited – especially compared to other established industry associations such as the Electricity Supply Association of Australia, the Australian Coal Association and the Minerals Council amongst others. It was thus difficult for industry development initiatives to be undertaken without government support.
6. Despite the many shortfalls and barriers to cooperative action identified by respondents, there was considerable general optimism about opportunities for future collaborative action.

## 4. AEA and SEIA Amalgamation and Strategic Action Plan

The Boards of SEIA and the AEA recognised that a well-resourced, larger association would be better placed to more effectively represent the broader sustainable energy industry. This larger association would become the first point of contact for Government, regulatory agencies, policy makers and other stakeholders in relation to the sustainable energy industry.

It was also recognised that there is a mutuality of interests and activities between the SEIA and the AEA. As a result, the Boards of Management of each of the associations concluded that they should combine their separate roles and activities under the aegis of one organisation to better represent each of their member's interests.

A Memorandum of Understanding (MoU) was negotiated between the Boards of SEIA and the AEA to amalgamate their activities and interests and establish the BCSE. To give effect to the amalgamation, a restructuring of key aspects of the AEA's constitution was required, including a change in name to the Australian Business Council for Sustainable Energy. The key features of the MoU were as follows:

- Restructuring key aspects of AEA and folding in the current roles and activities undertaken by SEIA.
- Restructure of membership categories and expansion of services to members so that a strong funding base is achieved for the expanded organisation.
- Establish an expanded transition Board of 17 (based on existing AEA Board and six SEIA representatives) to be reduced at the next BCSE general meeting to 11.
- Expand membership categories and re-define voting rights.
- Establishing a high level "Leaders Forum" that will assist in high-level policy development and representation to government.
- Establish a limited and manageable number of focused Directorates covering different industry segments.
- Integrate current SEIA branches into existing AEA branch structure.
- SEIA to recommend to its members to join the BCSE.
- BCSE to undertake accreditation activities and specific projects currently being undertaken by SEIA, and employ existing SEIA staff.
- BCSE structure and membership arrangements to be reviewed within a year to ensure that they are operating effectively and meeting the needs of members.

The commercial-in-confidence strategic action plan that was required for the project was effectively the Memorandum of Understanding (MoU) that was negotiated between SEIA and the AEA to underpin the establishment of the BCSE. This was separately provided to the AGO.

5. Relationship between the BCSE and other industry associations and opportunities for cooperative action.

Industry associations exist to provide a focus for industry participants to pursue common goals and objectives. This provides members opportunities to network and develop business opportunities as well as developing the industry and lobbying government and regulators. Industry associations and organisations that are active in the renewable and sustainable energy area as at the beginning of the project<sup>4</sup> were as follows:

**Industry Associations**

|                    | <b>Industry coverage</b>            | <b>Predominant funding source</b>   | <b>Number of members</b> |
|--------------------|-------------------------------------|-------------------------------------|--------------------------|
| AEA                | Renewables and gas-fired generation | Renewables and gas-fired generators | 80                       |
| SEIA               | Renewables and energy efficiency    | Solar energy and energy efficiency  | 320                      |
| AEPCA <sup>5</sup> | Energy performance contracting      | Energy performance contracting      | 20                       |
| REGA <sup>6</sup>  | Renewable generators                | Hydro generators                    |                          |
| AusWEA             | Wind energy                         | Wind energy                         |                          |
| Biofuels Australia | Renewable transport fuels           | Renewable transport fuels           |                          |

In addition to the above industry associations a number of other groups also have an active interest in the sustainable energy industry or parts of it. Some of these have attributes of industry associations.

|  |  |
|--|--|
| Australian and New Zealand Solar Energy Society (ANZSES) | Professional interest group with 1000 members that seeks to promote and disseminate information on sustainable energy                |
| ATA (Alternative Technology Association)                 | Community based organisation representing 3000 members who have an interest in sustainable energy                                    |
| Bioenergy Australia                                      | Formed predominantly to participate in the International Energy Agency Bioenergy tasks   |
| Renewable and Sustainable Energy Roundtable              | Roundtable members are most of the above associations and organisations. The Roundtable does not have individual or company members. |

Opportunities for cooperative action between industry associations can be constrained where the different associations compete for the same membership base and revenue. Areas where cooperation has been most effective centre on lobbying and industry

<sup>4</sup> Circa May 2002

<sup>5</sup> Australasian Energy Performance Contractors Association

<sup>6</sup> Renewable Energy Generators Association

development activities. The establishment of the Renewable and Sustainable Energy Roundtable was a means by which this cooperation could be further developed and expanded – particularly in areas of policy development and lobbying.

There is likely to be more effective cooperation between industry associations and other organisations where they are not directly competing for membership. An example is the cooperation arrangement between the BCSE and ANZSES<sup>7</sup>. The BCSE's members are companies active in sustainable energy and the BCSE does not provide for individual membership. The opposite applies for ANZSES whose membership primarily comprises individuals with an interest in sustainable energy.

The Renewable Energy Industry Implementation Group (REIIG), which is chaired by the BCSE, comprises most of the associations and organisations listed above. REIIG has been effective over the last two years or so in obtaining cooperation to implement the Renewable Energy Industry Action Agenda.

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<sup>7</sup> SEIA and ANZSES had also jointly undertaken events and conferences

## 6. Further progression of renewable energy system accreditation

The PV industry is a small but growing part of the renewable energy industry in Australia. Australia has been at the forefront of developments in the PV sector and this provides an important platform for future growth.

Rebate programs currently exist that provide financial support for customers installing PV systems. The PV Rebate Program (PVRP) provides up to \$7,500<sup>8</sup> to residential customers installing a PV system. Rebates under PVRP are delivered through state government agencies. Rebates are only provided to customers where the system was installed by an accredited installer.

To maintain continued customer support for the industry it is imperative that high levels of service and quality are maintained. Industry sees the maintenance and enforcement of standards as a critical component enabling future growth and continuing to build customer confidence in renewable energy systems. The AGO, through the Renewable Energy Commercialisation Program provided a grant to SEIA for the development of a standards, accreditation and training program. There are currently over 320 designers and installers that have been accredited.

Maintenance of standards and accreditation, while necessary are not sufficient unless monitoring and enforcement are also undertaken. Enforcement and monitoring is an essential part of maintaining standards. Monitoring is currently undertaken by some government agencies (SEAV in Victoria and EPA in Queensland). The BCSE is not resourced to undertake this activity.

Industry recognises the need for an effective monitoring and enforcement program; however it is not clear how this activity should be undertaken and funded. Unless paid for by government as an industry development measure, the eventual cost will need to be borne by the consumer. The issue then is to determine the most effective way to recover this cost. This needs to balance the aim of minimising the cost eventually passed on to customers, and the ease of recovery and minimising transaction costs.

Monitoring and enforcement has been identified as an important issue to be addressed as part of the development of a forward strategy and action plan for the PV industry. Approaches that currently operate in other industries are also worth considering such as in the electrical trades.

To ensure the continued effectiveness of the current accreditation program it is important that the requirement for systems to be installed by an accredited installer as a condition of receiving funding support under PVRP remain. This requirement should also be extended to PV systems that can earn deemed Renewable Energy Certificates under the Mandated Renewable Energy Target. In this way customer confidence in renewable energy can be maintained.

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<sup>8</sup> PVRP Scheme has been subsequently amended

## 7. Financial viability of separate industry associations

While there is considerable interest and activity in the sustainable energy industry at present, it is growing from a very small base with only a relatively small number of large, well-resourced, industry participants. Until businesses get bigger and more successful there will always be constraints on their ability to support the activities of industry associations. Where there is more than one association covering a particular sector then not only does this dilute the policy and lobbying message but also creates competition for scarce membership resources.

To have an effective and viable industry association requires a reasonably large financial base to cover the fixed infrastructure costs to support the activities of the association. Very few of the industry associations active in the sustainable energy industry have dedicated executive staff employed full-time by the association. Many associations still rely on significant “free time” provided by their Board members to undertake the business of the association.

Industry associations to date have grown progressively by leveraging and sharing costs and facilities with other associations. This has been a relatively successful model with SEIA having shared facilities for a number of years with Environment Business Australia in Canberra. The AEA for a number of years shared office facilities in Melbourne with the Energy Users Association of Australia.

The amalgamation of the AEA and SEIA has enabled savings in administrative costs and overheads. This has freed up resources to devote to improving members services and increasing industry and policy development activities. The activities and focus of the associations were also complementary with relatively little overlap in membership.

## 8. Continued development of the renewable energy industry

The Commonwealth government, through the AGO and Department of Industry, Tourism and Resources, actively supports the development of the renewable energy industry as (i) it is an emerging industry that has significant growth potential with the objective to deliver \$4 billion in annual sales by 2010 and (ii) it has the scope to significantly reduce Australia's greenhouse gas emissions.

A number of Commonwealth programs are in place arising from the "Safeguarding the future" package of measures announced by the Prime Minister in November 1997 as well as the package of measures announced as part of the introduction of the GST. These programs are in addition to the initiatives such as the Renewable Energy Exporters Network (REEN) and Renewable Energy Technology and Innovation Network of Australia (RETINA) which emanated from the Renewable Energy Industry Action Agenda (REIAA). These are summarised below:

### Regulated measures:

- Mandatory Renewable Energy Targets (MRET) – under review and under a cloud following CoAG Energy Review recommendation to scrap.

### Fiscal measures:

- Renewable Energy Showcase (completed)
- Renewable Energy Commercialisation Program (completed)
- Renewable Energy Industry Development Program (substantially completed)
- Renewable Remote Power Generation Program (focus only on remote applications predominantly in WA, Qld and NT)
- Photovoltaic Rebate Program (effectively completed)
- Cooperative research funding for renewables (not renewed after July 2003)
- Renewable Energy Equity Fund (limited success to date)

State Governments and their agencies (such as SEDA in NSW and SEA in Victoria) also actively support the development of the renewable energy industry. States have developed a number of programs to support the development of the industry including:

- rebate schemes for Solar Water Heating (SWH) and some PV;
- direct project financial support;
- industry development support;
- delivery and support of voluntary initiatives such as Green Power; and
- the Victorian government is also implementing a Centre for Greenhouse and Energy Technology which will provide \$14 million over three years for development, deployment and commercialisation activities, which will also be available for renewables.

Some local governments also have implemented a number of initiatives in support of renewable energy, in particular solar water heaters (SWH) and PV.

As can be seen from the above, there are a range of schemes, initiatives and programs that support the development of the renewable energy industry. Industry sees a need to consolidate and focus this support in an effective manner. This is particularly important given the significant changes in the industry over the last four years, and the fact that a number of government support programs have been completed or are about to end.

### **Options and Issues for taking forward the REIAA**

Representatives of the renewable energy industry, together with government, developed the REIAA. The BCSE's predecessor organisations (AEA and SEIA) were actively involved in this process. The Action Agenda identified a number of initiatives where industry and government could work together so that the Renewable Energy Industry could achieve \$4 billion of sales by 2010.

The merger of the AEA with SEIA to create the BCSE has delivered on one of the initiatives of the Action Agenda - to establish a peak industry body so as to provide a focal point of contact with government and other stakeholders for the industry.

The BCSE has taken over responsibility for taking forward the Action Agenda from the CEO group. The manner in which the Action Agenda is progressed and the manner in which industry development initiatives are undertaken and supported is still to be finalised. At the meeting on 11 March 2003 of the Renewable Energy Implementation Group Industry (REIIG), which the BCSE chairs, this issue was raised and discussed at length.

It is generally accepted that for a number of REIAA initiatives, it is difficult to get meaningful traction without a focus on specific industry sectors. The renewable energy industry is not homogenous, where some parts of the industry are dealing with distributed consumer products (PV and SWH) and others are dealing with bulk electricity supply into the transmission system (Wind and Biomass). BCSE experience with operating its PV Directorate clearly indicates that a sector-specific focus is the best means to get industry input, agreement and consensus on development needs.

A number of networks have also been established from the REIAA. These are:

- REEN – facilitating the successful export of renewable energy products and services.
- RETINA – to develop the industry innovation initiative with a focus on building industry networks and facilitating the development of sector specific technology roadmaps.
- REIIG itself, as a means for industry associations and stakeholder groups, as well as government and agencies, to participate in and oversee industry development initiatives.

Effectively resourcing these networks and activities is important to ensure that the industry develops and matures, particularly in the short to medium term.

## **BCSE Industry Development Manager**

To take forward the REIAA and continue to support the networks established to date, the BCSE sought funding support from the AGO to cover the employment (and associated costs) of an Industry Development Manager for two and a half years.

At the BCSE national conference held in Brisbane in April 2003, the Hon. Sharman Stone, Parliamentary Secretary to Dr David Kemp, Minister for Environment and Heritage announced that the AGO was to provide the BCSE with \$250,000 for an industry development manager to continue to progress the renewable energy industry action agenda. An extract from the associated Press Release is as follows:

*A grant of \$250,000 will be made to the Australian Business Council for Sustainable Energy (BCSE) to enable it to make major advances in implementing the Renewable Energy Action Agenda. The funding will allow the BCSE to employ an Industry Development Manager for two and a half years to achieve specific tasks related to the Action Agenda, which was developed jointly by industry and the Commonwealth Government in June 2000.*

The BCSE is currently working through the details of the project with the Commonwealth Government.