

# Energy Charter Report 2022 -23



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TasNetworks acknowledges the palawa (Tasmanian Aboriginal community) as the original owners and custodians of lutruwita (Tasmania). TasNetworks acknowledges the palawa have maintained their spiritual and cultural connection to the land and water. We pay respect to Elders past and present and all Aboriginal and Torres Strait Islander peoples.



We are committed to providing accessible services to Tasmanian residents from all cultural and linguistic backgrounds. If you have difficulty understanding this Report and require an interpreter, please contact the Translating and Interpreting Service (TIS National) by phoning **131 450**.

# Introduction by Chair and CEO

**We are pleased to present TasNetworks' Energy Charter Disclosure Report for the period 1 July 2022 to 30 June 2023, capturing the important work we're doing to provide Tasmanians with safe, sustainable and reliable energy.**

We are pleased to present TasNetworks' Energy Charter Disclosure Report for the period 1 July 2022 to 30 June 2023, capturing the important work we're doing to provide Tasmanians with safe, sustainable and reliable energy.

This marks our second year as an Energy Charter Signatory, and despite being a period of significant upheaval and uncertainty in the National Energy Market and broader economy, our people have managed to achieve positive gains in multiple programs that will have a direct and positive bearing on the services and benefits we will offer our customers in the future.

Recognising that affordability remains a key concern for our customers, we've continued with our core focus on keeping business costs as low as possible. This includes capping forward expenditure to current levels, and the ongoing rollout of our Transformation Program, which is forecast to reduce operational costs by \$200m.

There has also been success with several important initiatives directly related to the Energy Charter. We were proud to contribute to the co-design of the Better Practice Social Licence Guideline, launched in May 2023. This was a collective approach between landholders, community representatives and network service providers (NSPs) from across Australia, resulting in a framework that seeks to build shared understanding of the impacts and potential benefits associated with hosting energy transmission infrastructure for landholders and communities. This Guideline will undoubtedly play an important role as we support the Tasmanian Government in working towards their Renewable Energy Target of doubling clean energy production by 2040. The actions included in the Guideline and TasNetworks' progress against them are attached at Appendix C.

In support of our vulnerable customers we embarked on a collaboration with local retailer, Aurora Energy. Knock to Stay Connected (KTSC) is a national, customer-led initiative aimed at keeping customers connected to their energy supply. Early reports are positive, showing that over 60 per cent of disconnection requests have been successfully cancelled since KTSC was introduced locally in March.

The Revenue Reset engagement program also continued during 2022-23. Designed to support the successful development of the Combined Proposal by uncovering and championing customer needs and wants, over 300 customers and stakeholders were directly engaged on 34 different topics in what has become our deepest and most genuine engagement program to date. This work culminated in the successful submission of our initial Combined Proposal to the Australian Energy Regulator (AER) in January 2023, inclusive of customer-led initiatives around improving reliability in poor performing areas, and the introduction of a customer service incentive scheme (CSIS). Pleasingly, the work associated with pulling together revenue reset proposals is being embedded into the business. In conjunction with our customer segmentation work and annual customer surveys, this will result in a better understanding of customer insights, allowing us to be more responsive to changes in customer needs when forward planning.

We also continue to leverage the invaluable knowledge and experience of our reference groups, who collectively represent a significant proportion of our customer base. Most recently they have played a key role in assessing our Energy Charter maturity, and their ongoing oversight will help ensure we remain focused on becoming the service provider our customers need and expect us to be.



*Phil Ball*



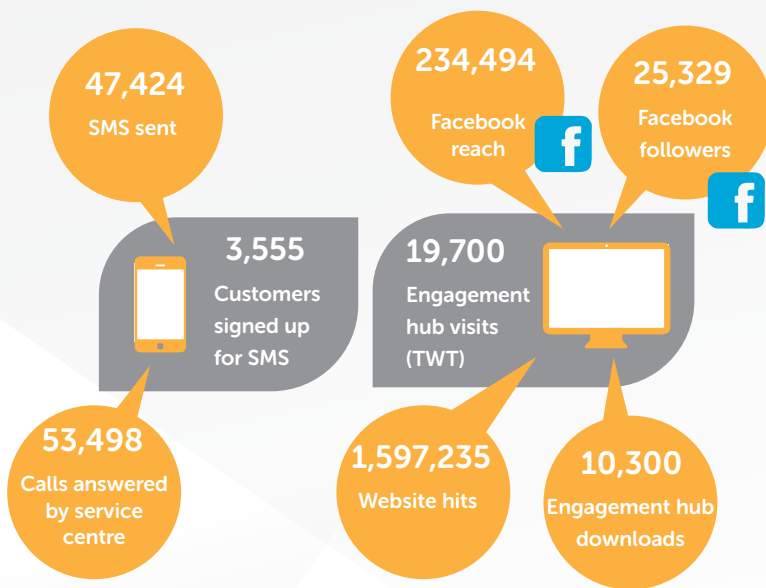
*Sean McGonrick*

# 1. Our customers and our communities

TasNetworks owns, operates and maintains Tasmania’s transmission and distribution electricity networks. We also facilitate the transfer of electricity between Victoria and Tasmania via Basslink, the sub-sea electricity interconnector, and provide telecommunications and technology services across the state.

We deliver electricity to more than 295,000 Tasmanian households, businesses and organisations. Our customers include connected customers (industrial transmission customers) and distribution (small to large businesses and residential), retailers, representative groups, partners and stakeholders.

## Customer Engagement Statistics 2022 - 2023



- The key issues that our Stakeholders care about (2022 Materiality Assessment):
- Affordable services
  - Customer experience
  - Stakeholder engagement
  - Economic resilience for Tasmania
  - Climate change adaption
  - Vulnerable customers
  - The renewable energy transition

### Revenue Reset engagement at a glance:

Engagement with our customers and stakeholders continued throughout 2022-23 as we prepared our initial Combined Proposal for submission to the Australian Energy Regulator (AER) in January 2023. The Proposal details the network charges and funding we will need to plan, build, operate and maintain both networks in the next regulatory control period (1 July 2024 to 30 June 2029).



2022 -23 Revenue Reset engagement at a glance:

## 2. Highlights

### Key Outcomes

**Strengthened customer knowledge and understanding:** through the development of our first residential and commercial customer segmentation model.

**Shared benefits:** we co-designed a Community Benefits Sharing Program to ensure our major projects leave a sustainable, positive legacy - starting with communities involved in our North West Transmission Developments.

**Affordability focus:** we were able to deliver a safe and reliable electricity supply to our residential customers in 2022-23 with a minimal increase in network charges (approximately 0.4 per cent).

**Keeping the lights on:** 88 per cent of our customers said they were satisfied with their level of reliability in our 2023 annual customer survey.

**Ahead of the pack:** our benchmarking program showed we ranked first for customer satisfaction in Planned Outages and Complaint categories.

**Keeping customers in the loop:** we responded to customer requests for more timely and convenient updates about power outages by expanding our SMS service to message all affected customers, not just those who had subscribed to updates.

### Room for improvement

**Raising our environmental maturity** from 'established' to 'developing' by implementing our Environmental Improvement Plan.

**Building a customer focused culture** by executing our Transformation Program and organisational re-design, and better understanding our customers.

**Embedding the Energy Charter** across our business through better governance, reporting and raising awareness.

### Key drivers that make a difference

**Ensuring our infrastructure developments deliver cultural, social and economic benefits** by joining the Infrastructure Sustainability Council and commencing ratings on North West Transmission Development.

**Providing clearer price signals** by supporting the transition to cost reflective pricing – with 22 per cent of our total customer base now on cost reflective pricing.

**Improving outcomes for agricultural landholders affected by Transmission developments** by co-designing a Better Practice Social License Guideline.

## Proposed maturity as at 30 June 2023

### Our self-assessed maturity and future aspiration

	Elementary	Emerging	Evolved	Empowered	Exceeding
Principle 1: We will put customers at the centre of our business and the energy system		2021- 2022			
			2022 - 2023	2025 +	
					2023 - 2025
Principle 2: We will improve energy affordability for customers		2021- 2022			
			2022 - 2023	2025 +	
					2023 - 2025
Principle 3: We will provide energy safely, sustainably and reliably		2021- 2022			
			2022 - 2023	2025 +	
					2023 - 2025
Principle 4: We will improve the customer experience		2021- 2022			
			2022 - 2023	2025 +	
					2023 - 2025
Principle 5: We will support customers facing vulnerable circumstances		2021- 2022			
			2022 - 2023	2025 +	
					2023 - 2025

*Our Maturity Rating for 2022-23 (blue) and future aspiration. Our rating was assessed by key internal stakeholders, our Customer Council, Pricing Reform Working Group and our Executive Team and Board*

### 3. Performance Metrics 2022-23

Overall customer metrics	Target	Result	
Customer trust	70%	71%	✓
TasNetworks works in the customers best interest	60%	53%	✗
Customer Satisfaction	<7.6	7.2	✗
Customer net promoter score <sup>1</sup>	> + 12	+ 11.52	✗
Customer complaints - volume	< 1,950	789	✓

Vulnerable customer metrics	Target	Result	
Investment in Tasmanian community groups	\$200,000	\$222,448	✓
Life Support breaches	0	0	✓

Safety, Sustainability and Reliability Metrics		Target	Result	
Reliability - Service incentive bonuses earned – transmission and distribution (\$million)		≥ 3.4	4.59	✓
Reportable incidents (49)	Environment	< 49	37	✓
	Safety		1	
Significant incidents	Environment	< 6	0	✓
	Safety		4	

<sup>1</sup> NPS measures customer loyalty by asking *How likely would you be to recommend or speak highly of TasNetworks?* (0 is Extremely Unlikely and 10 is Extremely Likely)

<sup>2</sup> Service incentive bonuses and penalties are set by the AER. To earn a bonus, service levels provided have to be above the previous long-term levels.

Affordability metrics	Target	Result	
Price	No greater increase than CPI	<p>The network charges incurred by a typical residential customer increased by approximately 0.4 per cent in 2022-23.</p> <p>The network charges incurred by a typical small business customer increased by approximately 0.4-1.9 per cent in 2022-23.</p> <p>The weighted annual charge for transmission customers (excl contingent projects) for 2022-23 was approximately 2.6 per cent.</p>	✓

## 4. Reporting against Energy Charter Principles

### Principle 1: We will put customers at the centre of our business and the energy system

Emerging	Evolved	Empowered
2021- 2022		
	2022 - 2023	2025 +
	2023 - 2025	

**Our customer culture:** Our annual customer survey showed that 71 per cent of customers trust TasNetworks, a one per cent rise from the previous year. During 2022-23 our focus was on the Transformation Program, which seeks to drive core business efficiency through an organisational re-design. As part of this process we established a new internal Stakeholder Group, designed to strategically lead and support the business as it engages with key stakeholders and builds community awareness and support for major projects and initiatives. These structural changes have created a base for a more mature engagement approach, which we are confident will result in improved customer outcomes like faster resolution of issues and a more iterative approach to insight gathering.

Our internal engagement score decreased by 12 per cent from 2021 results. We acknowledge the uncertainty our people have experienced with the Transformation program, but believe the re-design will ultimately result in a more engaged workforce and improved culture – which is critical to delivering the best outcomes for our customers.

**Customer focused incentives and performance:** Our benchmarking program showed TasNetworks ranked first for satisfaction in Planned Outage and Complaint categories, and second in other categories (Unplanned Outage, New Connection, and General Enquiry). Half of all Executive staff listened to calls in our Service Centre this year, allowing them to directly understand customer issues and experiences. During the period we saw a slight dip in our customer satisfaction metrics. We have linked this to issues with delivery time frames failing to meet customer expectations for activities like new connections, streetlight repairs and complaint resolution. Our Transformation Program contains several initiatives that will help solve these challenges and improve customer satisfaction, including the streamlining of works management and the implementation of a new scheduling and mobility tool.

**Stakeholder engagement uplift:** Understanding what our customers need and want in the future helps drive continual improvement in our services. With this in mind we have developed a residential and commercial customer segmentation model. We also finalised our deepest and most diverse engagement program to-date as part of our 2024-29 revenue reset program. This upward shift in engagement maturity and effort was acknowledged by the Australian Energy Regulator’s (AER) Consumer Challenge Panel as genuine and of a high standard. We have also been awarded two grants under the Australian Government’s Community Batteries for Household Solar program to install, connect and operate community batteries in the suburbs of Howrah in the south of the State, and Shorewell Park in the north west. These early community battery trials will help us understand the effect of batteries on Tasmania’s distribution network, paving the way for more distributed energy projects and maintaining network reliability while building resilience. Engagement with communities will commence in August 2023 and followed a phased approach.

**North West Transmission Development (NWTD) Project:** NWTD is committed to working closely with landowners and the community to achieve the best outcomes. The NWTD Project developed a revised Tasmanian Transmission Compensation Framework which included a Strategic Benefit Payment (SBP), in addition to that offered by the Land Acquisition Act 1993 (Tas). Tasmanian Farmers and Graziers will be co-designing the SBP, to be finalised in 2023-24. TasNetworks achieved 86 per cent voluntary negotiated land access for private landholders across the remaining NWTD route. The placement of 42 towers has been adjusted along the proposed route since August 2022 as a direct result of engagement with landholders concerning their land use requirements, such as locations of pivot irrigators. An additional 20 towers have been moved due to technical findings due to field studies, with adjustments also been made to the design of towers.



## Principle 2: We will improve energy affordability for customers

Emerging	Evolved	Empowered
2021- 2022		
	2022 - 2023	2025 +
	2023 - 2025	

The rapid transformation of the economy and national electricity market (NEM) is resulting in increased cost of living pressure. Tasmanians are now significantly less likely to accept a price increase of up to \$10, with nearly two in three not accepting any increase at all.

**Commitment to Energy Charter Statement of Support:** We are proud to have supported a number of initiatives included in the Energy Charter’s Statement of Support, particularly around alleviating cost of living pressures including:

- Participating in a national concessions awareness and engagement campaign “Keep the money. It’s yours” to ensure those who are entitled to a concession are receiving them.
- Partnering with Aurora Energy to deliver Knock to Stay Connected Customer Code, to avoid any potential disconnection of customers who may be in financial stress.
- Establishing a new partnership with Uniting Energy Support Program offering free tailored, one-on-one advice and assistance to energy customers to help them navigate their bills, energy efficiency and access to support.

**Affordability focus for R24:** The business successfully submitted our Combined Proposal to the AER in January 2023, for the July 2024 to June 2029 regulatory period (R24). Keeping prices affordable is a priority for customers, which shaped our proposal in the following ways:

- We constrained our capital expenditure, resulting in forecasts in line with the AER’s approved allowances for our current regulatory control period (2019-2024).
- Our base operational expenditure forecasts maintained our position as an efficient Network Service Provider (compared against the AER’s economic benchmarking standards).
- We are aiming to achieve a productivity improvement of three per cent in 2024-25, and 0.5 per cent for each subsequent year.

Our plans for R24 involve smart investments that will maintain the reliability of our electricity services and provide access to renewable energy resources, all while keeping prices as sustainably low as possible.

**A transition to cost-reflective network pricing:** The ‘Network’ component of the typical residential electricity bill has reduced from 60 per cent in 2015-16 to 33 per cent in 2023-24. Our pricing strategy involves a transition to cost-reflective time of use network tariffs, providing customers the option to shift consumption to cheaper off-peak periods. In the long term, time of use pricing may reduce network charges for all customers by encouraging greater use in periods where there’s spare network capacity. At the end of 2022-23, approximately 57,000 residential customers and approximately 10,000 business customers were on a cost-reflective network tariff, 22 per cent of our total customer base.

We are advancing our transition to cost-reflective network pricing during the 2024-2029 regulatory control period by assigning all new residential and small business customers to a time of use network tariff. For customers who have their meter replaced they will be assigned to a time of use network tariff, with a cooling off period of twelve months. This will help to protect customers in vulnerable circumstances, providing them additional time to understand and respond to changing price signals and reduce the potential impacts of network tariff reform on their electricity bills.

**Transforming our business:** We have progressed our Transformation Program with a focus on driving the organisational re-design of the business, which saw 85 per cent of the teams new structures approved. We have largely achieved our role reduction targets and have successfully redeployed a number of team members to new roles in the business. We realised \$17.3M in benefit realisation against a forecast target of \$16.8M.

Throughout this process, we have continued to focus on delivering safe, reliable, and affordable electricity. We have also successfully delivered and closed out eight of our 18 transformation initiatives, allowing us to sharpen our focus on the remaining deliverables. These organisational re-design changes will pave the way for a more efficient workplace and better customer outcomes.

**Principle 3: We will provide energy safely, sustainably and reliably**

Emerging	Evolved	Empowered
2021- 2022		
	2022 - 2023	2025 +
	2023 - 2025	

**Taking action on climate change:** We recognise that considering sustainability factors is now a mainstream part of investment and strategic decision-making. We are in the process of strengthening sustainability governance to better manage goal-setting and reporting processes, and ensure overall accountability. We are defining our pathway to Net Zero (scope 1 and 2) to be released with our first Taskforce of Climate Related Financial Disclosure (TCFD) report for the 2023-24 period. We have made a commitment to phase out SF6 where alternative technologies are available and financially viable.

TasNetworks installs fire resilient assets in high fire risk areas. This benefits our customers by reducing the restoration time and reduces the cost to repair the network following a fire. TasNetworks has also implemented a new high voltage pole-top design. This design is stronger and also increases the distance that the wires are apart, making it more resilient to wind events.

**Lifting our environmental maturity:** 57 per cent of our customers believe that TasNetworks ‘cares about the environment’, an increase in 7 per cent since 2022. We lifted our environmental maturity level from “basic” to “established” by enhancing our environmental management system, training programs, and due diligence processes. We continue to strengthen our controls of key environmental and heritage risks, supported by our management system, which we received ISO 14001 certification in July 2023. Finally, our environmental assurance program to be delivered in 2023-24 will identify other areas of improvement.

**Safety of our people and our customers:** We established and simplified an integrated Health Safety, Environment and Quality (HSEQ) Management System and obtained ISO 45001 Certification. We undertook various activities to enhance critical risk management, strengthen workplace mental health and delivered HSE training for operations Leaders. Unfortunately, this year we did not meet our Total Injury Frequency Rate target due to a run of low consequence injuries over the Christmas / New Year period, however we continued to reduce both our Significant and Reportable incidents by 33 per cent and 75 per cent respectively. To improve customer safety, we implemented Loss of Neutral (LoN) detection using advanced meter data across the state. To date, 12 potentially dangerous broken neutrals have been detected and repaired, improving the safety of our network. In 2023-24 we plan to be able to rollout LoN detection to all new advanced meters as they are installed.

**Keeping our customers switched on:** Our customers continue to be very satisfied with their level of reliability, with 88 per cent of customers reporting they are satisfied in our 2023 annual customer survey. We continue to improve network reliability in poor performing areas. This year, we installed new switchgear to resolve reliability issues in Stanley, a small but popular tourist township on the North-West. We also established three semi-permanent back-up generators to improve reliability for 630 customers in Zeehan (West-Coast). These generators can be switched on remotely by our control room when customers experience an outage.

**Understanding our North-West communities:** In March, the TasNetworks Board approved the Community Benefits Sharing Program (CBSP), which was co-designed by the NWTYD Youth Panel. The CBSP is scheduled to commence alongside project construction from 2025. This ensures project requirements are balanced with the needs of landowners and the community.

<sup>3</sup>SF6 is a potent greenhouse gas which is used in transmission and distribution assets as an insulator.

## Principle 4: We will improve the customer experience

Emerging	Evolved	Empowered
2021- 2022		
	2022 - 2023	2025 +
	2023 - 2025	

**Strengthening understanding of our customers:** The completion of a customer segmentation model for both residential and commercial customers has allowed us to get a validated and granular understanding of our customer's perceptions pertaining to pain points, changing attitudes, varying needs and implications of the rising cost of living. The segmentation will inform business strategy through a better understanding of our customer groups, characterised by their behaviour and attitudes towards energy consumption and uptake of alternate future energy solutions.

**Improving accessibility of our services:** Recognising our diverse customer base, we engaged Plain English Australia to conduct an accessibility audit of our commonly used customer letters that trigger high call volumes or customer confusion. The updated communications removed energy industry jargon and technical terms and applied simple, everyday language. A website accessibility audit also helped to identify conformance issues against The International Web Content Accessibility Guidelines.

**SMS improvements:** Our customers have told us that receiving timely and accurate updates during outages is essential. In response to this, we expanded our SMS service by sending automated SMS messages when customers experiences a power outage at their property. Customers will no longer need to subscribe to our SMS Subscriptions Portal. Customers have the option to 'opt out' of the service. This improved SMS functionality will provide a better service to customers and reduce the phone calls to our Service Centre, especially during storms. We also made changes to our Customer Management System to capture more holistic complaints data, including non-escalated complaints resolved on the first call. This provides us more complaint data to work with and ability to analyse and resolve key trends affecting our customers.

## Principle 5: We will support customers facing vulnerable circumstances

Emerging	Evolved	Empowered
2021- 2022		
	2022 - 2023	2025 +
	2023 - 2025	

As a network service provider our greatest impact on vulnerable customers is the price of our services. We are working to reduce impacts through our transition to cost reflective time of use network pricing and driving operational efficiencies (described in Principle 2). We continue to offer payment plans for our connections services, and for those re-paying costs incurred by damaging our assets.

**Improving outcomes for Life Support customers:** Improvements in processes for notifying life support customers of planned outages resulted in zero instances in 2022-23 where we failed to provide the required amount of notice to these customers. We are currently working with other Energy Charter members on a rule change submission to better define requirements to be on the life support customer register, make the process of registering and deregistering more customer focused and potentially allow networks to provide a more beneficial service to these vulnerable customers.

**Supporting digital inclusion:** This year, we donated 140 laptop computers to the Tasmanian Aboriginal community and customers experiencing disadvantage. The retired laptops were cleared and re purposed by the social enterprise, Work Ventures, and delivered to the Aboriginal Land Council and Neighbourhood Houses Tasmania for distribution. The computers came with essential software to help support education, online literacy, community connection and careers, with volunteers offering training for those needing assistance.

**Building trust with Aboriginal and Torres Strait Islander peoples:** Our Board has endorsed the proposed actions in our Innovate Reconciliation Action Plan (RAP), the next phase of our RAP process. This plan includes more than a dozen actions to protect Aboriginal heritage, uplift cultural awareness and increase opportunities for Aboriginal and Torres Strait Islander peoples through employment and procurement. The RAP will be publicly launched later this year in the North-West of Tasmania.

## 5. Our commitments in 2023 - 24

### Principle 1: We will put customers at the centre of our business and the energy system

- Consider needs, preferences and expectations of customer segments in development of TasNetworks' strategy and plans.
- Embed the residential and commercial customer segmentation models across the business to create more awareness about who our customers are, what they care about and how to engage with them.
- Embed revenue reset process and engagement in the business as an ongoing program to support the continuous improvement of our business processes and customer and stakeholder engagement to improve outcomes for our customers.
- Implementation of new stakeholder management system to increase visibility of stakeholder issues and more effectively manage our relationships.
- Improved governance and accountability of customer actions and initiatives to drive positive customer outcomes.
- Participate in water and energy utilities benchmarking research to better understand customer sentiment and perceptions.
- Enhance the focus and visibility of key performance indicators for senior leaders to help drive an uplift in customer centricity.

### Principle 2: We will improve energy affordability for customers

- Improve customer experience and affordability through our Transformation initiatives, to more efficiently execute TasNetworks' Program of Work and reduce costs.
- Seek opportunities to connect to improve the use and sharing of the existing network, placing downward pressure on network prices.
- Embed Revenue Resets as ongoing function within business.

### Principle 3: We will provide energy safely, sustainably and reliably

- Implement foundational components of a new Health and Safety program of work.
- Raise our environmental maturity from 'established' to 'developing' through the implementation of our Environmental Improvement Plan.
- Address network upgrades to improve reliability in remote Tasmanian communities.
- Complete year one of the Taskforce of Climate Related Financial Disclosures implementation and draft first disclosure report, ready for release in October 2024.
- Commence Infrastructure Sustainability Ratings on NWTD.

### Principle 4: We will improve the customer experience

- Develop Customer Action Plan.
- Utilise Customer Segmentation model to drive a more targeted approach to communications and services.
- Improve accessibility for customers by training Customer Service Team members and implementing audit recommendations from Plain English Australia.

### Principle 5: We will support customers facing vulnerable circumstances

- Deliver partnerships and programs to improve the lives of Tasmanians by promoting greater inclusion, building community resilience and advocating for people facing vulnerable circumstances.
- Specifically consider vulnerable customers as a key cohort within the development of the Customer Action Plan.
- Utilise Community Voices Program to co-design a set of principles that helps increase awareness and education of vulnerable customers in the business.
- Continue to roll out Knock to Stay Connected program.
- Participate in and support AER Game Changer reforms.

## Appendix A: Case Stories

**Rallying together to support our customers:** In May 2023, a broken neutral wire caused an outage for about 80 customers in New Norfolk. This led to a rare situation where the wrong voltage flowed into some of our customers' homes, resulting in damage to appliances, heat pumps, light circuits, fridges, washing machines and roller doors in a number of properties. We acknowledged the disruption and discomfort this rare situation caused for our customers and their families, particularly as winter was approaching, and quickly deployed our on-call crew to the area to repair the broken neutral and restore power to impacted customers.

To help make this experience easier for our customers, several members of our field, customer, service connections and safety teams rallied together on their day off to assist impacted residents on-site. Our team conducted door-to-door visits to inspect damaged appliances and established an urgent liaison point for electrical contractors and appliance replacement vendors so that damaged items could be repaired or replaced, wherever possible, in a matter of days. Power supply was restored to all customers within 14 hours of the outage. This response meant our customers were able to speak directly with a TasNetworks representative in their home environment, eliminating the need for unnecessary follow ups and escalation via our customer service centre.

**Supporting our rural communities:** TasNetworks recognises that the pressures facing our rural and remote communities can often differ from those living in our more urban areas. This includes increased loneliness and isolation, financial hardship, lack of employment opportunities and access to health and wellbeing support. In rural Tasmania, local sporting clubs are often the heart of the region. They play an important role in keeping people safe, well and connected, which is why we have partnered with Rural Alive and Well (RAW) to deliver 'Beyond the Sidelines' - a new suicide prevention initiative designed to tackle mental health in rural sporting clubs.

Delivered in the club environment, the interactive program aims to equip players, members and officials with the knowledge to better understand mental health factors and manage their own wellbeing and the tools to support their mates. To

date, 25 clubs have participated in the initiative and 35 individuals have reached out for further one-on-one mental health support as a direct result of the program.

**Land Owner and Social Licence - Better Together Initiative:** TasNetworks recognises that transmission development projects, as well as the maintenance of existing infrastructure, can impact the agricultural operations, lives and livelihoods of agricultural landholders. To minimise these impacts and work towards shared value outcomes, we've been actively involved in the development of a Better Practice Social Licence Guideline, launched in May 2023. An essential part of developing the guideline has been collaboration between landholder and community representatives and a group of Transmission Network Service Providers across Australia. The guideline builds a shared understanding of the impacts/potential benefits associated with hosting energy transmission infrastructure for agricultural landholders. The guidelines are now providing our people with practical advice to mitigate negative impacts and prioritise shared value through the energy transition in Tasmania.

Following the launch of the guideline, agreed commitments (see Appendix B) were progressed by TasNetworks. TasNetworks has also been working on additional initiatives that build and maintain social licence for landholders and communities including:

- Hosting the first ever national Land Agent Professional Development Course in collaboration with the Australian Energy Infrastructure Commissioner. The course brought together Land Agents from transmission projects across Australia, along with other representatives that engage closely with landholders and communities. The course equipped Land Agents with the tools and knowledge required to engage meaningfully with landholders. Going forward, the Australian Energy Infrastructure Commissioner and the Energy Charter will provide this course to all Land Agents across Australia on an ongoing basis and aims to support better outcomes for landholders on major transmission projects.

- Developing a set of Strategic Infrastructure Adjustment Principles to assist in the mitigation of landholder impacts and provide for better landholder outcomes. The principles guide whether or not a Strategic Infrastructure Adjustment should be made as measured against the set of principles and criteria. The specific circumstances of each landholder is evaluated and considers if there is significant, clear and demonstrable impact on landowner operations, landowner residence or cultural/historic value specific to the landowner.
- Strengthening its partnership with Rural Alive and Well (RAW). RAWs mission to “build healthy and resilient rural and remote communities to reduce the prevalence of suicide” closely aligns with TasNetworks’ commitment to support the health and wellbeing of Tasmanians, including impacted agricultural landholders and their communities.
- Modelling for a Strategic Benefit Payment (SBP) to eligible landholders impacted by transmission developments is being progressed by TasNetworks. A co-designed compensation framework with the Tasmanian Farmers and Graziers Association is currently under development.

**Knock to Stay Connected - Better Together Initiative:** In collaboration with Aurora Energy, we commenced Knock to Stay Connected (KTSC) in February 2023. KTSC is a nationally consistent, customer-led approach aimed at keeping energy customers connected. Working with the Energy Charter, retailers and networks across Australia, we co-designed the KTSC customer code which requires us to visit people at risk of disconnection and outline the support and services available if the customer is having payment difficulties.

Trials in mainland networks have been promising, with customer disconnections reducing by up to 80 per cent. Based on numbers so far in Tasmania, results are positive with over 60 per cent of processed disconnection requests being cancelled due to the Knock since March.

**First Nations Engagement - Better Together Initiative:** TasNetworks contributed to the development of a First Nations Better Practice Community Engagement Toolkit. The Toolkit was the culmination of months of work and leadership from a dedicated group of First Nations people from across the energy and water sectors.

The Toolkit incorporates three stages of engagement including cultural awareness, recognition that engagement with First Nations communities is different to other engagement and the importance of building trusted relationships.

**Energy Concessions Campaign - Better Together Initiative:** Many people across Australia are facing increasing energy prices and other cost-of-living pressures, however, around 40 per cent of people who are eligible for ongoing concessions are not taking them up.

In collaboration with other Energy Charter Signatories, TasNetworks has provided funding and shared insights from our work with vulnerable communities to support the development of The Energy Charter’s National Concessions Awareness Campaign. The Energy Concessions Awareness Campaign is aimed at educating and informing people who have a Commonwealth concession card, and supporting them to access any concessions they are eligible for in their state or territory.

The campaign toolkit contains a range of assets, prepared specifically for First Nations communities, non-English speaking groups and the hearing impaired. These assets are being tracked against the take up concessions by the Melbourne Institute at the University of Melbourne, so we can understand the impact of this important message for our customers.

TasNetworks shared, and will continue to share, these materials across all of our internal and external channels. We also shared these materials far and wide with our key stakeholders in the community sector, including the Tasmanian Neighbourhood House Network.

## Appendix B: Delivery of 2022 - 23 Commitments

### Principle 1 - Customers at the centre

Delivered	<ul style="list-style-type: none"> <li>• Deliver on our target to receive customer endorsement on our approach to the Revenue Reset 2024 - 29.</li> <li>• Create new landowner compensation framework in response to customer feedback and engagement with our renewable energy projects.</li> <li>• Continue to work with youth panels for projects to understand community and provide assistance .</li> <li>• Continue the Safety in Schools Program 'Bright Sparks' and leverage new character to help deliver messages around energy efficiency and renewable energy.</li> </ul>
Delivered (ongoing)	<ul style="list-style-type: none"> <li>• Deliver customer focused initiatives through strategic initiatives and the Transformation program.</li> <li>• Commence implementation of our business-wide 3-4 year engagement maturity roadmap.</li> <li>• Executive Team Members to attend our quarterly Customer Council meetings, and spend time in our Customer Call Centre listening to conversations with our customers.</li> <li>• Kick off engagement with communities interested in installing community batteries and solar.</li> <li>• Provide additional energy efficiency sessions for customers to attend.</li> <li>• Energy Charter to be included as a standing agenda item at Executive Team Meetings each month..</li> </ul>
Not Started	<ul style="list-style-type: none"> <li>• Co-host joint stakeholder forum with Aurora Energy in early 2023 on future network strategy.</li> <li>• Consider how to use influencers/trusted people to help educate others in their communities.</li> </ul>

### Principle 2 - Improve affordability for our customers

Delivered (ongoing)	<ul style="list-style-type: none"> <li>• Understand what customers value and deliver a R24 proposal that balances competing customer needs and supports sustainable pricing outcomes.</li> </ul>
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### Principle 3 - Provide energy safely, sustainably, reliably

Delivered	<ul style="list-style-type: none"> <li>• Lift our environmental maturity level to "established" by enhancing our environmental management system, environmental training program, and environmental due diligence process.</li> <li>• Improve the resilience of our networks to climate change, including by transitioning to assets with increased bushfire resilience in high risk locations across Tasmania.</li> </ul>
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### Principle 3 - Provide energy safely, sustainably, reliably (continued)

Delivered (ongoing)	<ul style="list-style-type: none"> <li>Expand the Loss of Neutral (LoN) technology to all advanced meters in the state, and to new meters as they come online to improve safety, reliability and performance for our customers.</li> <li>Develop and release the final Community Benefits Sharing Framework (CBSF) and Economic Development Strategy for North West Transmission Development (NWTD).</li> <li>Engage and learn from pilot/emerging projects which deliver innovation in distributed energy resources.</li> <li>Continue to collaborate with retailers and community in Tasmania on opportunities and partnerships to improve outcomes for customers.</li> </ul>
Partially Delivered (ongoing)	<ul style="list-style-type: none"> <li>Develop our Climate Change Action Plan and release of our climate change statement and net zero target.</li> <li>Network augmentation to improve reliability in poorer performing areas of Zeehan (West-Coast), Railton (North) and the Stanley Peninsula (North-West).</li> </ul>
Not Started	<ul style="list-style-type: none"> <li>Investigate technical feasibility of those with solar to donate/credit power to community organisations.</li> </ul>

### Principle 4 - Improve customer experience

Delivered	<ul style="list-style-type: none"> <li>Develop a customer segmentation model to help us to better understand our target audiences, and ensure communications and messages are personalised to them.</li> <li>Enhance our customer management system so we can better categorise the validity of complaints and provided more accurate reporting.</li> <li>Enhance our SMS technology including an 'opt out' subscription for larger unplanned outages.</li> </ul>
Delivered (ongoing)	<ul style="list-style-type: none"> <li>Conduct an audit on our external communications to ensure they are clear and accessible for all audiences.</li> </ul>
Partially Delivered (ongoing)	<ul style="list-style-type: none"> <li>Improve the accessibility of our website and online tools to ensure people with disabilities can use them.</li> <li>Develop a package of energy efficiency information that can be sent to community organisations for them to distribute.</li> <li>Refocus our Digital Strategy (2022 - 23) to support true customer needs including the acceleration of delivery of digital tools in the field, resulting in a reduction of lead times for connections.</li> </ul>
Not Started	<ul style="list-style-type: none"> <li>Consider alternate communication tools i.e: text messages on energy saving tips which are easily applied.</li> <li>Investigate tapping into field staff as educators for community within their interactions and building relationships to provide tips and tricks on reducing bills.</li> </ul>



## Principle 5 - Support customers facing vulnerable circumstances

Delivered (ongoing)	<ul style="list-style-type: none"> <li>• Leverage a new partnership with Rural Alive and Well to support building healthy and resilient rural communities in Tasmania and reduce the prevalence of suicide.</li> <li>• Launch our TasCollan Community Partnership Program, including training people on low incomes to influence services, policies, procedures and decisions that affect them.</li> <li>• Roll out 'Knock to stay connected' initiative in February 2023 to avoid any potential disconnection of customers who may be in financial stress.</li> <li>• Advocate for regulatory changes that allow technological solutions which can support customers experiencing vulnerability.</li> <li>• Donate end of life technology to community organisations to assist with digital inclusion.</li> </ul>
Partially Delivered (ongoing)	<ul style="list-style-type: none"> <li>• Deliver a Life Support online education campaign and engage with care agencies, medical associations and Life Support equipment providers to share information with their customers/patients.</li> <li>• Progress to the Innovate Reconciliation Action Plan (RAP) in 2023-24, the next stage of the RAP framework, to strengthen our trust and connection with the palawa in lutruwita/Tasmania.</li> <li>• Run internal workshops on 'unpacking vulnerability': through the lived experiences of customers (included in Disclosure Report).</li> </ul>
Not Started	<ul style="list-style-type: none"> <li>• Review our potential impact on those in domestic violence situations and consider changes to policies and procedures to support and minimise impact.</li> </ul>

## Better Together Initiatives

Delivered (ongoing)	<ul style="list-style-type: none"> <li>• First Nations Engagement - development and launch of industry tool kit.</li> <li>• Land Owner and Social Licence - development of social licence guidelines.</li> <li>• Knock to Stay Connected - commence program and co-design code.</li> <li>• Concessions campaign - leverage campaign materials and communicate in Tasmania.</li> </ul>
Not Started	<ul style="list-style-type: none"> <li>• Voices for Power - scope program and select customer cohort</li> </ul>

## Appendix C: Social License Guideline - Progress against Priority Actions Checklist

Not currently available	Participation fees
✓	Consideration and communication around undergrounding
In construction phase	Upgrades and maintenance activities in construction and operations
✓	Addressing power imbalances between transmission businesses and landholders
✓	A designated person, 24/7 contact number and facilitated engagement
✓	Regional engagement teams
✓	Placement of towers to minimise impacts
✓	Provide clear schedules, detailing requirements for access
✓	Easy and timely access to records of access on request
✓	Clear steps and contacts for complaints
✓	Transparent, plain English information regarding compensation
Working towards	Annualised compensation
✓	Easy and timely access to compensation for professional costs
Working towards	Proactive, tailored education programs on safety
✓	Strong, tailored bio-security management plans
Working towards	Engage with landholders on soil requirements





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