Appendix 1.8: Capital expenditure deliverability

Regulatory proposal for the ACT electricity distribution network 2024–29

Contents

1. Summary and context

This appendix describes the approach Evoenergy will take to ensure the deliverability of its proposed programs of work set out in its regulatory proposal for the 2024–29 regulatory period. The purpose of Evoenergy's deliverability approach is to ensure not only the successful delivery of its 2024–29 works program, but to facilitate capability and capacity uplift to enable ongoing efficient works delivery.

As the energy needs and expectations of Canberrans change, more demand will be placed on Evoenergy's electricity network. As detailed in *Attachment 1 – Capital Expenditure*, this is driven by rapid growth in the uptake of electric vehicles (EVs), customers transitioning off gas, and steady growth in connections and usage in the residential and commercial sectors. The need to augment the network to meet these additional demands will be the main driver of additional network investment and is therefore the focus of Evoenergy's deliverability considerations.

To meet these changing needs, Evoenergy must be positioned to keep pace with the speed of the transition. From a deliverability perspective, this means Evoenergy must have the systems, resource capacity and capability to deliver required programs of work in an efficient and prudent manner. In particular, its delivery capability and operating model will need to be scalable to deliver, and meet the needs of consumers during the 2024–29 regulatory period and beyond.

Historically Evoenergy has a proven ability to deliver its work programs against its capital budget. Given the transitional challenges now being faced, delivery of its capital program will require an uplift of existing systems and resources. In addition, Evoenergy anticipates continuing supply chain pressures for materials, services, and recruitable skills, as driven by a global market in which many parties are looking to achieve similar electricity network outcomes concurrently. Labour shortages pose a risk to Evoenergy and make project delivery more uncertain, with labour demand expected to increase into the future.[1] Extended time frames, consideration of cost escalation, and competition for inputs have been factored into Evoenergy's capital expenditure (capex) forecast for the 2024–29 period. Taking these challenges into consideration, Evoenergy's deliverability approach is based around six key approaches set out in Table 1 below. These approaches have been developed under the following key Evoenergy plans and strategies:

- Evoenergy Strategy
- Workforce Planning Action Plan
- Evoenergy Technology Plan
- Stakeholder Engagement Strategy 2021

Table 1: Key deliverability approaches

Deliverability approach	Description and impact
Works planning optimisation	**Evoenergy is revising** end-to-end works planning processes to align with industry best practice, including: • identification of gaps and opportunities for improvement in IT systems used for works planning, scheduling, and monitoring; • embedding information technology (IT) improvements via customisations, version upgrades, and procurements that form part of the Evoenergy Technology Plan; and • change management for all the above. Involves forecasting resource and skill requirements across multiple planning horizons, to inform adjustments to resource and capacity planning.

[1] Infrastructure Australia, *Infrastructure Market Capacity 2022 Report*, p 33; Rutovitz, J., Langdon., R, Mey, F., Briggs, C. (2022) The Australian Electricity Workforce for the 2022 Integrated System Plan: Projections to 2050; Construction Skills Queensland, Queensland's Renewable Future: investment, jobs and skills, 2022

Deliverability approach	Description and impact
	Facilitates deliverability by improving Evoenergy's dynamic understanding of labour requirements necessary to deliver the proposed work program.
Workforce Planning and Attraction	**Evoenergy is focused on attracting and retaining staff with key expertise, while optimising use of existing resources** • Workforce planning and attraction approach developed under the Evoenergy People Strategy. • Evoenergy is focused on ensuring adequate resources are available internally and externally, and that resources can be used effectively. This approach includes programs and arrangements to attract and retain staff, procurement arrangements to build capacity of external providers, and utilising an optimised staff mobility framework to ensure internal resources can be used strategically within the business.
Sourcing approach	**Evoenergy is introducing more flexible sourcing approaches to ensure efficiency and deliverability of works.** • Sourcing approach being developed as part of a holistic operating model review. • Deliverability enabled through greater sourcing flexibility based on expansion and scaling of panel contractor arrangements; external delivery of suitable elements of works; and standardisation of procurement arrangements.
Strategic procurement arrangements	**Evoenergy is refining its procurement approach to accommodate a more flexible sourcing approach and to mitigate labour constraint risk** • Procurement approach developed under a procurement strategy. This includes considerations of procurement standardisation, period contracts, establishing panel providers for capex categories, and strategic management of contracts supporting continuity.
Technology-facilitated delivery efficiency	**Evoenergy is optimising and investing in IT systems to deliver greater flexibility whilst balancing quality and customer experience demands** • Developed under Evoenergy Technology Plan. • Evoenergy is making targeted investment in IT systems and associated processes that will facilitate works planning and delivery coordination, asset management and compliance, and customer experience. • Enhancements will facilitate greater flexibility across a range of delivery areas, improving the scope of capital programs that can be delivered by external delivery partners, facilitate more efficient deployment of internal resources and support internal capability, and better identify customer needs to support targeted resourcing.
Stakeholder engagement	**Evoenergy is continuing to pursue effective engagement with its diverse range of stakeholders to secure social licence for the works program** • Underpinned by Evoenergy's Stakeholder Engagement Strategy 2021, due for review in 2023. • Works as a critical enabler to other deliverability approaches by ensuring both internal and external stakeholders have a voice and understand key issues related network investments, land access, and technical and safety issues. • Allows for informed discussion with project partners, existing and potential staff.

2. Works planning optimisation

Evoenergy has dedicated a significant portion of its recent strategic development toward works planning optimisation and deliverability to ensure it is able to deliver capital programs in an efficient and effective manner. This strategic development activity has resulted in Evoenergy's Works Planning Optimisation initiative (Initiative). The Initiative is foundational to the continued development of more effective and dynamic management of existing and forecast work programs and consists of two key stages.

Firstly, to identify resource and skill requirements over three planning horizons – short, medium, and long-term - the Initiative utilises the modelling used by Evoenergy to determine its capital program for 2024–29. This modelling indicates that:

- a portion of expected future work will be comprised of traditional types of projects and work for a distribution business, which can be delivered with existing technology and skills where there is adequate capacity; but
- in the longer term, emerging technologies and customer expectations associated with the energy transition will necessitate a broader range of skills and new system requirements that require Evoenergy to uplift both its capacity and capabilities.

Secondly, based on the modelling outcomes related to capacity uplift, Evoenergy reviewed its existing resource forecasting and capacity planning processes and systems, identifying actions to improve dynamic understanding and management of the labour requirements to deliver the works program, including:

- a revision of end-to-end works planning processes to align with industry best practice;
- identification of gaps and opportunities for improvement in IT systems used for works planning, scheduling, and monitoring;
- embedding IT improvements via customisations, version upgrades, and procurements that form part of the Evoenergy Technology Plan; and
- change management for all the above.

As a result of these findings, Evoenergy has identified required capability and capacity uplift related to:

- future internal and external workforce requirements;
- recruitment requirements and strategy;
- training and development requirements; and
- multi-skilling, and staff mobility policies.

3. Workforce planning and attraction

Evoenergy has a highly skilled workforce that includes engineers, tradespeople, technical specialists, and customer liaison positions that are critical to delivery of services to our customers. As noted below, forecasts indicate the required energy industry workforce will increase significantly across short-, medium- and long-term time horizons. Competition for resources is likely to be high and Evoenergy could be faced with critical skills shortages, including the potential for higher rates of attrition of skilled labour from Evoenergy, as well as other organisations that would be involved in delivering Evoenergy's programs of work.

Evoenergy is of the view that attracting and retaining skilled labour will be one of the keys to meeting the changing needs of the system and meeting our consumers' expectations. Evoenergy has identified that to do so effectively, it must attract and retain skills and expertise in the following core areas:

- **Data analytics capability** to strengthen decision making and planning to maximise efficiency through the uncertainty of the energy transition.
- **Engineering capability** to manage the increase of distributed energy resources on the network as we: transition to a proactive distribution system operator; accommodate two-

way operation of the electricity network; and efficiently utilise existing network assets (including voltage issue, load flow, and network constraint analysis).
- **Design capability** to support an increase in network development and customer-initiated work in response to the ACT electrification pathway.
- **Trade skills** to ensure Evoenergy's operation and maintenance of its electricity network.
- **Stakeholder management capability** to manage affected parties (including customers, government, regulators, and industry bodies).
- **Contract management capability** to administer contractual arrangements and manage performance of contractor engagements, partnerships, and alliances.
- **Contractor management capability** (as opposed to contract management capability) to manage on-site safety, risk, and compliance obligations as efficiently and effectively as possible as we move toward a more flexible delivery model (see Section 3).

Internal resource acquisition and retention

Evoenergy human resource activity operates under its Workforce Planning Strategy that includes its strategy for both recruitment and retention of its workforce. Evoenergy's ability to mobilise the appropriate workforce is underpinned by the Evoenergy enterprise agreement and additional supporting policies and procedures, which are continuously reviewed to ensure they remain fit for purpose to enable suitable capacity and capability requirements. In summary, Evoenergy proactively seeks to attract and retain the talent we need for future success by:

Acquiring talent through:
- investing in early career programs including apprenticeships, graduates, vacation students, internships, and work experience to build highly skilled talent pipelines; and
- use of skilled migration and temporary working visas, potentially through an ACT Government sponsored program.

Retaining talent and **building capacity** through:
- training and development of staff, and providing performance planning and review, and maximising career opportunities; and
- offering flexible and hybrid working arrangements with increased alternative employment options including part time, job share and remote engagements (where appropriate).

External resource acquisition

As described in Sections 4 and 5 below, Evoenergy utilises external workforce capacity in accordance with its procurement framework where this form of delivery model is efficient and effective. Evoenergy will consider opportunities for the development of sourcing arrangements that allow for scaling of panel civil contractors' capability and to source additional panel contractors as required.

Resourcing optimisation

Evoenergy has developed, and is continuing to refine, an optimised mobility framework to facilitate more efficient use of existing resources and to mitigate deliverability risk as competition for resources increases through the transition.

The objective of a staff mobility framework is to set the parameters under which Evoenergy can use staff mobility as a strategic workforce tool. This framework highlights three key types of staff mobility which, when aligned with operational needs, facilitate the timely and efficient delivery of core work types.

Error! Reference source not found.Error! Reference source not found. below sets out the circumstances under which Evoenergy may draw upon internal and/or external workforces to address particular resourcing constraints.

Table 2: Evoenergy staff mobility framework

Type	Address surges or peaks in demand	Solve complex problems	Cross-skill and up-skill of existing workforce
Internal	Employees are moved to address a short-term capacity issue.	A temporary internal team is established to address a complex organisational or industry problem. After a solution is devised, the team is dissolved.	Employees move roles to learn new skills or experience a new environment.
External	An external partnership or alliance is utilised to address a short and medium-term capacity issue.	An external expert (e.g., consultant) is brought in to resolve a complex organisational or industry problem. After solution is devised, no further support is typically required.	An external expert (e.g., consultant) is brought into an existing team to address a complex organisational or industry problem. Work is undertaken collaboratively to share knowledge.
Examples	This could be an unplanned surge or planned program.	This could be to review and address a complex problem or undertake a major project.	This may include strategic talent programs including para-professional programs, job rotation and promotions through effective succession planning.

Note: Staff mobility options may also include a blend of the above options to deliver core work types.

This resource optimisation model has been successfully utilised in the current regulatory period for some types of projects such as 11kV feeder, zone substation construction, and servicing works.

4. Sourcing approach

Evoenergy is transitioning to a more flexible and efficient sourcing approach intended to ensure continued delivery of capital works. Core to this refined sourcing approach is Evoenergy's acknowledgement that the significant uplift in works expected over the coming decades is unlikely to be efficiently met by an equivalent uplift in internal staffing that can be justified on a long-term basis.

Evoenergy currently draws upon both internal and external delivery model options to enable more flexibility in response to expanded delivery requirements as they arise. This sourcing approach is driven by:

- cost-effectiveness based on commercial dependencies;
- ability to delineate sites or portions of sites; and
- Evoenergy's internal capabilities and capacity.

Evoenergy's current sourcing approach also includes a specialist project delivery group that focuses on complex, larger scale, and higher value projects, which reflects a significant portion of the capex program forecast over 2024–29.

In general, Evoenergy considers it is well equipped to retain customer, community, and government-facing aspects of project delivery such as commercial negotiations, approvals, and work on customer premises. It is also cognisant that introducing more flexibility to the delivery of works that are easily delineated may mitigate deliverability risk. Evoenergy is exploring opportunities for greater sourcing

flexibility consistent with those provided in Table 32 below. Evoenergy considers this general sourcing approach to be most efficient, without reducing our ability to meet safety and service requirements and the expectations of our customers.

In addition to these opportunities, Evoenergy's project management methodology and associated processes and capability have recently been improved and are currently being applied to efficiently deliver a much larger portfolio of major projects than has historically been required. These improvements are foundational to any further uplift in capital program delivery and are subject to ongoing monitoring and refinement.

Future refinements to Evoenergy's current sourcing approach will also involve the ongoing optimisation of standards, designs, equipment, and materials, as well as improved understanding of customer forecasts and timelines to ensure minimum cost and labour requirements to deliver the required portfolio.

A summary of Evoenergy's approach to sourcing for specific project works and the opportunities Evoenergy is pursuing, or may look to employ in the future, are described in Table 323. Each work category is also considered in more detail below.

Table 32: Sourcing approaches and opportunities

Project works type	Primary sourcing approach	Opportunities to ensure deliverability and efficiency
11kV feeder works	Internal and external sourcing approaches are used	Procurement strategy to promote panel contractors' capability and to source additional panel contractors as required. Preparation of larger packages of work to allow outsourcing of broader works.
Greenfield zone substation works	Largely external with appropriate internal engagement	Optimise project timing and utilisation of procurement strategy.
Brownfield zone substation works	Flexible depending on project specifics	Optimise project timing and utilisation of procurement strategy.
New estate development	Largely internal, subject to capacity constraints which may necessitate external delivery	Delivery of some or all electrical works through external providers during forecast periods of capacity constraint.
Chamber substations	Largely internal, with external engagement as required to address capacity constraints	Further standardisation of arrangements and switchgear to reduce design and construction time and improve procurement lead times and economies.
Distribution substations	Largely internal	Engagement of an external surge workforce to support in-field delivery as required.

Project works type	Primary sourcing approach	Opportunities to ensure deliverability and efficiency
Servicing	Largely internal	Engagement of an external surge workforce to support in-field delivery.

11kV feeder works - mixed

Evoenergy forecasts the most significant uplift in capital works across all works categories for the 2024–29 regulatory period will be required on its 11kV feeder network. The most significant components of these projects, being trenching, under-boring, conduit installation and reinstatement, are delivered by civil contractors under panel arrangements. Cable installation, jointing, and termination works are currently performed by internal staff. They are the same internal skillsets that are required for new estate development works.

To address the forecast uplift in delivery of these specific assets, some projects may continue to be delivered using the existing delivery model, however Evoenergy will implement a procurement strategy to promote scaling of panel civil contractors' capability and to source additional panel contractors as required.

To ensure deliverability during periods where internal workforce capacity constraints are forecast, Evoenergy also has the option to prepare larger packages of 11kV feeder works to allow outsourcing of combinations of design, civil, and cable works. Evoenergy expects to increase its internal auditing, quality control, and asset acceptance capacity to ensure such arrangements allow it to continue to meet its regulatory obligations and customer expectations.

Greenfield zone substation works – external, with internal validation

New zone substation works are already predominantly delivered by external parties because Evoenergy does not have internal capacity or capability to deliver the majority of the scope required. Currently Evoenergy does not intend to modify this delivery model for greenfield zone substation works, however it intends to optimise project timing and utilise its procurement strategy to achieve the most effective and efficient outcomes.

Evoenergy notes internal staff are generally exposed to these projects through land acquisition, site presence, project and contract management, asset acceptance and commissioning to ensure familiarity with the asset that will become part of the network. Where SCADA and protection engineering standards are applied in a new context, this work is also performed internally to ensure understanding and control of the standardised technology.

Evoenergy expects an uplift in Greenfield zone substation works toward the end of the 2024–29 Regulatory period that will require some scaling of the existing delivery model and approach for this type of work.

Brownfield zone substation works – mainly external with internal validation

Sourcing flexibility is required in delivery model selection based on the ability to delineate sites or portions of sites, complexity of outage works, and need to verify and update historical drawings to modern formats, as all these impact safety and cost-effectiveness in terms of commercial dependencies. It is likely that 132kV primary construction works will continue to be outsourced due to lack of capacity and capability internally, and the need for reliance on suppliers for warranties and

defect liability for installation. Brownfield zone substations work is likely to be less than 20% of all zone substation augmentation works.

As with greenfield zone substations work, internal staff are generally exposed to these projects across the design and construction phases to ensure familiarity with the asset that will become part of the network, and work is performed internally to ensure understanding and control of the standardised technology in accordance with applicable engineering standards.

New estate development

Approvals and civil works for new estate development reticulation are currently delivered by developers, and all electrical works, including design, are delivered by Evoenergy. New estate development reticulation utilises the same internal resources as 11kV feeder projects, namely designers, cable hauling crews, and jointers.

Evoenergy is considering opportunities to deliver some or all electrical works through external providers during forecast periods of capacity constraint. The decision to externally deliver new estate developments will be made based on the most efficient balance between estate developments and 11kV feeder works using the common skillsets.

Ongoing optimisation of standards, designs, equipment, and materials, as well as improved understanding of customer forecasts and timelines, will ensure minimum cost and labour requirements to deliver this portfolio of assets. Evoenergy is implementing an AutoCAD-ArcFM (GIS) drawing conversion tool which will facilitate efficiencies in internally delivered estate development designs, but also enable easier packaging of design work for external delivery (see Section 6 below).

Evoenergy expects the volume of new estate development works to gradually decline through the 2024–29 Regulatory period, however utilisation of the same skillset for 11kV feeder work may require internal capacity constraints to be addressed as proposed.

Chamber substations

Evoenergy's forecast expenditure for major commercial, industrial, and residential connections is based on ACT Government's planning policies to increase urban infill, in particular around existing centres and the light rail corridor. Additionally, preparation for electric vehicle charging stations is expected to increase the size of chamber substations or result in chamber substations where padmount substations would previously have been sufficient. As such, Evoenergy expects that an uplift will be required to ensure deliverability of this category of work.

Chamber substation design and construction will remain internally delivered where capacity allows, however flexibility in delivery model may be required to address peak workloads where internal capacity constraints arise.

Evoenergy will pursue further standardisation of arrangements and switchgear to reduce design and construction time and improve procurement lead times and economies, which will act to minimise internal capacity constraints.

Distribution substations

Evoenergy has forecast an increase in distribution substation installations in the 2024–29 regulatory period to cater for augmentation of the network driven by growth, as well as electrification triggered by gas phase out, embedded generation, and electric vehicle charging. Evoenergy expects additional installations in both greenfield development and urban intensification contexts. The installation of

distribution substations in areas of urban intensification presents more challenges for network alteration works due to constrained access and increased complexity of infrastructure proximity.

The design and construction of distribution substations will continue to be internally delivered where capacity allows, however flexibility in the delivery model is being explored to address peak workloads and if internal capacity constraints arise.

Servicing

The volume of requests for a service marking for 2021/22 was over 3000, and for a service connection, between 3000 and 3500. Evoenergy has forecast a moderate increase in connection applications in the 2024–29 regulatory period due to both growth markers by the ACT Government land release program and electrification triggers. This will see an increase in customer requests for upgrades to 3-phase, move a meter box, connection alterations due to renovations, switch-out of gas appliances, and installation of electric vehicle chargers.

Servicing requirements (service marking and connection) are largely delivered internally by Evoenergy; however, we currently engage an external surge workforce to support in-field delivery, in times of internal resource capacity constraint. Evoenergy will continue to review this approach to ensure the allocation of resources best addresses the growth in this category of work.

Evoenergy considers this flexible approach to delivery is necessary to ensure that Evoenergy can meet its connection obligations, and to meet customer expectations.[2]

5. Strategic procurement arrangements

As described above, Evoenergy is cognisant of potential deliverability challenges that may arise as a result of the constraints in technical resources nationally due to the increase in demand in electrical trades over the upcoming regulatory period and beyond.

To ensure Evoenergy's procurement approach is fit for purpose given these constraint risks, a review and refresh of its network design and procurement strategies is being undertaken with a focus on standardisation, period contract establishment, multiple suppliers, and flexibility, each where they best suit program delivery needs.

Additional procurement improvement measures will see Evoenergy:

- Establish panels of providers for key categories of capex spending.
- Work collaboratively with partners to award contracts strategically to assist with continuity of service. Notwithstanding, shortage of resources may result in unfavourable cost impacts over the term of the 2024–29 regulatory period.
- Review and refine its procurement and contract management systems to enable better tracking of supply and revenue contracts, and contractor performance.

Evoenergy is also mindful that relevant policy settings in the ACT related to emissions targets, growth in DER and electrification may accelerate Evoenergy's program of capital works relative to distributors in other jurisdictions. Evoenergy will look to utilise any relative timing advantages it may have to help further mitigate constraints and procurement risk.

6. Technology-facilitated delivery efficiency

[2] Evoenergy's Model Standing Offer for a basic connection (<100amp, no alternation or major augmentation) requires Evoenergy to energise a customer within 20 days of application (dependent on number of connections and need for contractor works).

Evoenergy is proposing improvements and upgrades to its IT systems and associated processes to meet the changing needs of customers during the energy transition, both during the 2024-29 period, as well as into the future. This suite of improvements is being coordinated under Evoenergy's Technology Plan.

The Technology Plan identifies the most effective integrations between systems to improve visibility and operability across the works program, people, contracts, technical and customer management requirements. Needs and project justification for the proposed changes are included in Evoenergy's EN24 submission ICT capex proposal.

From a deliverability perspective, these proposed enhancements will:

- facilitate greater flexibility across a range of delivery areas, improving the scope of capital programs that can be delivered by external delivery partners, improving both efficiency and deliverability;
- support improved data collection and integration across the business, facilitating more efficient deployment of internal resources and supporting internal capability; and
- better identify customer needs and facilitate communications to support targeted resourcing.

The suite of improvements is focused on the following key service areas:

- **Work planning and delivery coordination** consisting of a range of improvements to enable required forecasting, capacity planning, monitoring, and tracking of work, outages, inventory, and in field activities.
- **Asset management and compliance** to improve and support monitoring and data collection of incidents, standardisation of inspection test plans, and improve Evoenergy design capability.
- **Customer experience** consisting of a range of software and digital upgrades to support the capture and use of data to improve customer facing services and interactions.

The enhancements related to these service areas, and relevant deliverability impacts, are considered in detail below.

Works planning and delivery coordination

Table 3 Works planning and delivery coordination

Enhancement	Description of enhancement and deliverability impact
Works management (internal and external) and approvals workflow	Evoenergy will implement improvements to its Works Planning IT Systems to enable improved forecasting, capacity planning, and on-going monitoring and management of Evoenergy's program of works facilitating resource management and optimisation. These improvements will help mitigate deliverability risks, while also bringing Evoenergy's system capability up to modern standards.
Network outage management processes	Evoenergy will implement Advanced Distribution Management System (ADMS) upgrades to enable improved submission of outages, requests for network access, and notifications processes. This will enhance Evoenergy's ability to dynamically review and refine processes and implement required systems to support and streamline works delivered by external parties. This will facilitate resource capacity building by more readily allowing for the outsourcing of work where such delivery is consistent with other considerations (see Section 4 above).

Enhancement	Description of enhancement and deliverability impact
Inventory management/tracking	Evoenergy will implement systems to allow for the automated replenishment of inventory based on minimum and maximum volumes.
Field mobility and tracking	Evoenergy will implement systems to allow for remote connected working, and real-time, in-field data capture and visibility. This includes: • Vehicle tracking improvements that can use existing Integrated Vehicle Management System (IVMS) vehicle tracking more comprehensively to realise efficiency. • Job dispatch and time tracking will provide Evoenergy with the capability to identify and mobilise work crews nearest to a fault, track the time on job and issue new work packs while in the field if new jobs occur nearby. These improvements are expected to increase deliverability by facilitating more effective dispatch of internal staff for certain types of work and activities, such as material delivery, service appointments, reactive response, and metering.
Accreditations, authorisations, and training	Evoenergy has developed new systems to monitor the compliance of internal and external parties with accreditation and authorisation requirements of relevant electricity safety regulations. This will ensure that both internal staff and external contractors are appropriately accredited and authorised to allow for the implementation of greater flexibility in resource management. Evoenergy is also in the process of implementing a verification of competency process for all high-risk activities that will support the authorisation processes already in place under the Beakon IT platform. This new process will support the accreditations and authorisations by providing status updates, notifications for training renewals, and a knowledge platform. This will provide greater flexibility to move staff around the business to deliver on a range of works. It also supports the ability to qualify external parties for any out-sourced works. Evoenergy will also conduct a review of training delivery to support the increase in volume of staff and contractors needed for the capacity uplift necessary to deliver the proposed program of capital works. This will include ensuring that sufficient Registered Training Organisations (RTO) partnerships are in place such that staff and contractors have timely access to keep training up to date.

Asset management and compliance

Table 4 Asset management and compliance

Enhancement	Enhancement description and deliverability impact
Incident management	To support processes already in place to monitor quality, safety, and compliance, Evoenergy will review the suitability of the existing incident management process and system to ensure it can appropriately accommodate the expected increased volume of work to be delivered by Evoenergy and its external partners. Such systems support a more flexible procurement models (see Section 5), that will seek to create a delineation of contractor works and sites through principal contractor arrangements. In particular, the incident management process should support contractor incident reporting to Evoenergy to inform future procurement.
Quality/Inspection test plans	Evoenergy will develop standardised Inspection Test Plans (ITPs) for construction and commissioning of key asset types, with this data to flow into the asset management system. This will facilitate external procurement models and deliverability by providing visibility and potentially access to this data by external parties delivering work. This

	will also promote efficiency by removing the need for internal staff to complete ITPs upon works commissioning. Evoenergy is also considering whether such a system could be expanded to include other asset information related to non-electrical assets like buildings, fences, structures, and civil features.
Design and estimation	Evoenergy will continue to implement changes to its design software and design delivery to support internal design capability through the adoption of external design panels. This will improve deliverability of network design for both Evoenergy and customer-initiated work. To support these changes Evoenergy will continue with the following improvements: • Designing in AutoCAD instead of ArcFM to improve flexibility in delivery model and recruitment;[3] • Separate the design and drafting in AutoCAD for more cost-effective design delivery; and • Implement Meridian mobile embedment to facilitate drawing updates, version control, and Works as Executed (WAE) for both internally and externally delivered work.

Customer experience

Table 5 Customer experience

Enhancement	Enhancement description and deliverability impact
Customer relationship management (CRM):	Evoenergy will invest in a customer relationship management (CRM) system to better manage greater customer expectations and interactions associated with the energy transition. This investment will be important piece in implementing Evoenergy's broader Elevate Customer and Works and Planning Optimisation Strategies and facilitate efficiency and deliverability by providing improved outage notification capability, increased visibility of customer needs, self-service workflow management for all customers (residential, commercial, installers), information about customer relationships with their representatives, and single view of customer experience. It is also intended to enable a one-stop-shop / portal for customers and developers to submit applications, obtain quotes, respond to requests for further information, make payments, and check on progress of applications. The CRM will be integrated with other systems already being uplifted such as the ADMS and Call Centre Telephony and IVR capability to realise more benefit from those systems, such as automated messaging tailored to customers identified through the CRM data. Evoenergy considers that continued use of its existing billing system (Velocity) to provide CRM capability will be inefficient and may drive delivery risk.
Website Sitecore upgrade	In 2022/23 Evoenergy expects to complete an upgrade of its website to provide a more seamless experience for customers through better navigation tools, access to information, accommodation of increased customer traffic, as well as redundancy for faults to ensure customers have 24/7 access.

[3] The use of ArcFM as a design tool creates a disconnect with industry, where most design is developed by customers and consultants using AutoCAD.

Enhancement	Enhancement description and deliverability impact
	Evoenergy also expects to coordinate ADMS upgrades with the public facing outage dashboard to provide more timely and accurate updates on outages for customers.
Customer outage and access notifications	Evoenergy is proposing to further integrate operational and customer management systems to facilitate timely notice to customers of planned outages, and updates on unplanned outages. Enhancements to the Network Protection Notice process (to address customer defects) will provide automation and customer self-service elements to improve the customer experience. This will also reduce resources required for manual processing of notifications, customer follow ups, debt collection processes and operational field inspections. Evoenergy will also enhance existing SMS notification for planned outages (supply disruptions) to include SMS message notification for 'unplanned' outages. Evoenergy will also review the software and equipment supporting notification letter compilation services to further automate and streamline the notifications processes to reduce potential for data and/or human error and reduce outage planning timeframes.
Self-service invoicing and payments	Evoenergy will implement a secure online payment gateway for self-service payment of connection offers, embedded generation applications and other services, such as network protection notice payment recovery. This will increase speed of delivery of advice and offers to customers, and reduce manual process associated with quotes and invoice management.
Stakeholder management data collection	Using capability provided by a CRM Evoenergy will plan, record, and monitor all interactions with stakeholders to ensure effective management of stakeholder feedback and needs and to provide visibility of this across the organisation.

7. Stakeholder engagement

Evoenergy has a history of effective engagement across our diverse range of stakeholders. This is achieved through two-way conversations that help Evoenergy develop services, deliver better outcomes, and improve our network management. Evoenergy serves everyone who lives and works in or visits the ACT and uses gas or electricity. As a result, our stakeholders are diverse. They are impacted by, and can impact, the installation, operation, and maintenance of our network infrastructure. Emerging technology and services such as electric vehicles and distributed energy resources and the changing energy needs of stakeholders, highlight the complexity, and importance of relationships between Evoenergy and its stakeholders.

Ongoing engagement with our stakeholders is an important element underpinning capital program delivery as it works as a key enabler to our other deliverability approaches. Notably stakeholder engagement:

- builds understanding with customers of the cost implications of network development and electrification (social licence);
- facilitates project delivery models, such as forming packages of work and partnerships with contractors and industry enabling network planning, sourcing and procurement strategies;

- attracts suitable labour through training and labour pathways;
- promotes ease of access to install, operate and maintain assets in public and private land;
- helps ensure and build awareness of technical and safety compliance, including government approvals compliance and inspection processes; and
- builds recognition of constraints and opportunities with regard to relevant State and Federal Government codes, guidelines, planning, approvals, and permit processes.

Evoenergy will approach stakeholder engagement in accordance with, and guided by the principles outlined in **Error! Reference source not found.**.

Figure 1: Stakeholder engagement principles

We are	What this means to us	What it means to stakeholders
Adaptive	• Tailored approaches (not one-size-fits-all) • Moving with the times	• Flexible and tailored engagement and communication to meet stakeholder needs • Engagement on your terms
Curious	• Eagerness to learn and discover new things • Welcoming multiple perspectives	• We will listen to you—you will be heard • Inclusive engagement practices
Brave	• Evaluating our engagement practices • Having courageous conversations and seeking feedback	• You can hold us accountable • We will ask you for feedback on our engagement
Honest	• Providing information that is clear, accurate, relevant and timely • Transparency around the purpose, scope and outcomes of our engagement	• We will use plain language that helps you make informed contributions • You will be able to read reports on our engagement activities, and their effectiveness, on our website
Committed	• Dedicating time and resources to engagement • Acting with integrity - doing what we say we'll do	• We are around for the long haul – our engagement is ongoing • We will explain how your input impacts our work and your experiences

Evoenergy will continue to use established forums for external stakeholder engagement, including but not limited to our Energy Consumer Refence Council and Energy Matters (Major Customer forum), as

well as communication through the Evoenergy Industry Newsletter. We will also continue to link in with industry frameworks such as the ACT Property Council of Australia sub-committees, National ECA membership, and attendance at Community Council meetings.

From an internal stakeholder perspective, Evoenergy will continue to use established forums for internal stakeholder engagement such as the Work, Health, Safety, Environment and Quality Committee and sub-committees, Asset Management Committee, and the Consultative Forum which enables a regular two-way dialogue and information sharing between management representatives, union representatives and staff delegates.

Evoenergy's Stakeholder Engagement Strategy 2021 identifies the stakeholder groups outlined in Figure 2: Key stakeholder groups

Figure 2: Key stakeholder groups

Industry	• Industry bodies • Electricity and gas contractors • Other utilities and energy supply chain participants
Government	• Territory Directorates • Federal Departments and Agencies
Business partners	• Emerging technology manufacturers • Vendors and contractors • Property developers • Electricians
Consumers	• Residential customers including renters and those who identify as vulnerable • Small and large businesses • Major customers • Representative and special interest groups • Evoenergy Energy Consumer Reference Council
Regulators	• National • Jurisdictional/Local
Media	• Local, national and international media • Trade and industry publications
Internal	• Owners • Employees