

Attachment 5.4

KPMG Co-design Report: How might Australian Gas Networks (SA) better support vulnerable customers – now and in the future?

SA Final Plan July 2021 – June 2026

July 2020



Co-design Report

How might Australian Gas Networks (SA) better support vulnerable customers - now and in the future?

Customers are at the Centre of our Planning – Customer & Stakeholder Engagement Program | July 2021-June 2026
Australian Gas Networks, SA

January 2020

Contents

The purpose of this document is to provide a summary of the approach taken and the outcomes from AGN's co-design activity to explore how AGN might support vulnerable customers.

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Executive Summary

Context

Australian Gas Networks (AGN) is currently planning its five-year investment priorities in South Australia, preparing a Draft Plan for submission to the Australian Energy Regulator (AER) in June 2020.

AGN seeks to develop a Draft Plan that is underpinned by effective stakeholder engagement, delivers in the long term interests of customers, and is capable of acceptance by customers and stakeholders. In addition to three rounds of customer consultation workshops held across metropolitan and regional SA (two of which have been delivered at the time of this report), AGN has undertaken a process of co-design with key stakeholder groups. AGN will use the insights from this activity, documented in this report, in addition to other customer and stakeholder engagement activities, to inform the development of their plans.

More information relating to the full program of engagement activities being undertaken is available on AGN's online engagement platform, Gas Matters (www.gasmatters.agig.com.au).

Drawing on a topic of interest to customers, AGN selected the topic under consideration for the co-design process to be: *"How might AGN better support vulnerable customers – now and in the future?"*.

Stakeholders with experience working with vulnerable individuals and communities were invited to participate, including representation from not-for-profit organisations, an energy retailer, peak bodies, and the public sector.

Methodology

Co-design is a process by which organisations collaborate with stakeholders and customers to inform their decision-making.

In undertaking this co-design process, AGN seeks to move towards the Collaborate phase of the IAP2 public engagement spectrum, sharing influence and control over outcomes with stakeholders.

This co-design process leveraged the practice of Design Thinking (also known as Human-centred Design), which is a creative and innovative problem-solving approach that prioritises the needs, expectations and desires of customers.

Emerging Themes

The following key themes emerged as priorities from the co-design process:

- understanding customers better
- doing more in the community through public engagement, education, and outreach programs
- being proactive in situations where customers are vulnerable
- being present in the affordability debate.

Key Ideas

The following key ideas were generated and considered by participants through the co-design process. AGN intends to continue to work with stakeholders to refine and progress ideas where appropriate.

Participants recommended progressing with consideration of the following ideas:

- establishing an education and public engagement facility and program
- supporting vulnerable customers to access more efficient appliances
- improving engagement with multicultural communities
- establishing a consistent AGN contact person or team for vulnerable customers
- training staff to engage with empathy and sensitivity
- establishing a dedicated vulnerable customers unit or role within AGN.

Participants recommended reviewing the following ideas prior to pursuing further:

- working with retailers to introduce a 'pay it forward' or financial donation scheme for customers to assist vulnerable customers
- establishing a register for vulnerable customers, leveraging existing data where possible
- advocating for increasing concessions and government allowances for vulnerable customers.

Disclaimers

Inherent Limitations

This report has been prepared as outlined with Australian Gas Networks in the Scope Section of the engagement letter dated 19 July 2019 and varied 11 November 2019. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.

The findings in this report are based on a qualitative study as described in the Methodology section, and the reported results reflect the perceptions of the participants, being Australian Gas Networks' approved sample of stakeholders. Any projection to the wider management and stakeholders is subject to the level of bias in the method of sample selection.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by Australian Gas Networks management and stakeholders consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.



Methodology

Developing and deploying a bespoke approach to co-design

Introduction

Context

Australian Gas Networks (AGN) is currently planning its five-year investment priorities in South Australia, preparing a Draft Plan for submission to the Australian Energy Regulator (AER) in June 2020. AGN seeks to develop a Draft Plan that is underpinned by effective stakeholder engagement, delivers in the long term interests of customers, and is capable of acceptance by customers and stakeholders.

AGN's *Draft Customer and Stakeholder Engagement Plan for Consultation* outlines the approach to engagement and consultation throughout the development of its Draft Plan. In addition to three rounds of customer consultation workshops held across metropolitan and regional SA (two of which had been delivered at the time of this report), AGN has undertaken a process of co-design with key stakeholder groups.

Drawing on a topic of interest to customers, AGN selected the topic under consideration for the co-design process to be: *"How might AGN better support vulnerable customers – now and in the future?"*.

The purpose of this report is to capture the process undertaken and outcomes of the co-design activity to provide directional input to the development of AGN's Draft Plan.

Co-design

Co-design is a process by which organisations collaborate with stakeholders and customers to inform their decision-making. While decision-making authority remains with AGN, undertaking a co-design process requires a shift towards sharing influence and control over outcomes.

Co-design (cont.)

AGN uses the IAP2 Spectrum of Public Participation¹ to guide its approach to public consultation and engagement. In undertaking this co-design process, AGN seeks to move towards the Collaborate phase of the IAP2 public engagement spectrum, partnering with stakeholders to design and agree on decisions.

Benefits of a collaborative co-design approach include:

- leveraging a participants' expertise to generate high-quality ideas
- inclusive decision-making that incorporates a range of diverse viewpoints
- fostering acceptance and buy-in through a 'no surprises' approach
- improved understanding of stakeholder and customer needs and expectations
- more efficient decision-making with opportunity for debate and discussion.

Design Thinking

This co-design process leveraged the practice of Design Thinking (also known as Human-centred Design), which is a creative and innovative problem-solving approach that prioritises the needs, expectations and desires of customers.

Rather than assessing ideas for feasibility (is it technically achievable) or viability (is it financially achievable), Design Thinking approaches focus on responding to human needs. Participants were instructed to focus solely on what vulnerable customers want and need, with consideration to feasibility and viability to be tested at a later stage following the co-design process.

The Design Thinking-led approach was selected for its ability to generate a high volume of innovative ideas, leveraging the experience of participants.

¹ Source: International Association for Public Participation <https://www.iap2.org.au/resources/spectrum/>

Approach

Participants

Participants were nominated by AGN and were provided a sitting fee for attendance across the three workshops. Each workshop was held from 5:30-7:00pm over the course of three weeks during November 2019. For an attendance record of participants across the three workshops, please refer to Appendix A.

Name	Role and Organisation
Carolyn Piper	Financial Counsellor, Anglicare SA
Colin Fugiel/ Mel Holmes-Allen	Origin Energy
Debra Foster	Manager Rates, City of Playford
Helena Kyriazopoulos	Chief Executive Officer, Multicultural Communities Council of SA
Jo De Silva	Policy and Communications Lead, Energy and Water Ombudsman SA
Mark Henley	Manager, Advocacy and Communications, Uniting Communities
Matthew Pearce	Partner, KPMG
Nick Lombardi	Project Manager, National Disability Services
Sue Averay	Council of the Ageing SA
Wendy Shirley	Executive Officer, Financial Counsellors' Association of SA
Ben Wilson	Chief Executive, AGN
Craig de Laine	General Manager, People and Strategy, AGN
Andrew Staniford	Chief Customer Officer, AGN

Principles of Engagement

Participants contributed to developing and agreed to the following principles of engagement at the commencement of the process.

- **Participative:** All attendees have equal opportunity to participate and be involved and are committed to making meaningful contributions.
- **Genuine:** AGN is genuinely committed to collaborating, including sharing responsibility for developing ideas and identifying potential solutions.
- **Outcomes-focused:** All participants are committed to driving meaningful outcomes.
- **Iterative:** We recognise that adaptation, testing and iteration are necessary parts of the process and that the process itself may adapt to changing requirements throughout.
- **Chatham House Rules Apply:** Participants may use the information shared within this forum, but not attribute specific positions or statements to individuals or affiliated organisations.
- **Consensus:** While we will seek to gain alignment, we also recognise that full consensus may or may not be achieved within the scope of this activity, and respect participants' right to hold diverse and differing views.
- **Trusting:** We trust that our fellow participants are committed to participating in the spirit of these principles of engagement.

Views Expressed

While drawing on insights gained through experience, the views of the participants were taken to be their own and not necessarily representative of their employer.

AGN Observers

A number of observers from AGN and the Australian Energy Regulator's Consumer Challenge Panel were present at workshops. These attendees did not participate in discussions. Please refer to Appendix A for list of attendees.

Approach

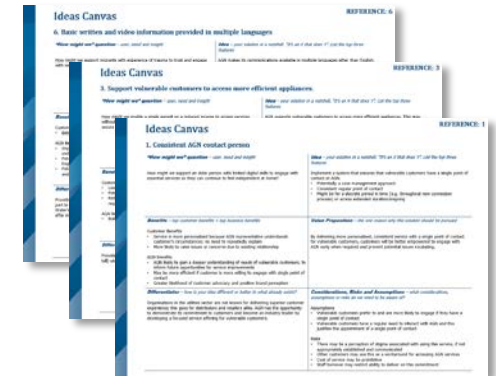
This co-design process leveraged the practice of Design Thinking (also known as Human-centred Design), a creative and innovative problem-solving approach that prioritises the needs, expectations and desires of customers. The Design Thinking-led approach was selected for its ability to generate a high volume of innovative ideas, leveraging the experience of participants.



- Rapid research: understanding the indicators of vulnerability
- Developing empathy through the use of hypothetical but representative personas
- Identifying key areas of opportunity



- Generating 104 unique ideas with a 'no holds barred' approach
- Harvesting ideas – prioritising ideas according to highest impact for customers
- Narrowing the focus to a shortlist of prioritised ideas



- Elaborating on each shortlisted idea and examining in more detail
- Collaboratively assessing each idea and providing feedback for consideration by AGN

Approach: Empathise



AGN Context and Introduction

- Ben Wilson, AGN Chief Executive, provided an introduction to the role of AGN, including organisational vision and values.
- The presentation included information on current support available for vulnerable customers, which includes:
 - policy and processes in place for customers on life support
 - providing support to customers on a case-by-case basis in the event of a major outage
 - providing sponsorship and making charitable donations as part of commitment to corporate social responsibility.
- The presentation also clarified common interactions customers may have with AGN, and the role of the energy retailer.

Introduction to Co-design and Design Thinking

- KPMG facilitators introduced attendees to the co-design and design thinking approach.

Rapid Research

- Through a structured activity, non-AGN participants were invited to share their expertise and experience on the topic of: *What would you like AGN to understand about vulnerable customers?*
- The discussion addressed both the indicators of vulnerability and the experiences vulnerable customers may have (refer page 13 for more detail).

Persona Development

- Personas are hypothetical but representative and realistic characters and in this instance were used to better understand and empathise with vulnerable customers.
- Participants worked in small groups to complete four core persona worksheets that describe the persona's goals, daily experiences, barriers, influences, communication channels and degree of understanding of AGN (refer Appendix B).
- Each group shared key insights gained through the activity, informing the scoping of opportunity areas.

Framing Opportunity Areas

- Leveraging key insights generated through Rapid Research and Personal Development activities, participants agreed on four opportunity areas, all framed as "How Might We..." questions (refer Appendix B).
- Each opportunity area was designed to be:
 - actionable – leading to new opportunities and solutions
 - refreshing – changing the way one might see things
 - deep and true – showing deep understanding about customers' motivations.



- Rapid research: understanding the indicators of vulnerability
- Developing empathy through the use of hypothetical but representative personas
- Identifying key areas of opportunity

Approach: Ideate and harvest

IDEATE AND HARVEST



- Generating 104 unique ideas with a 'no holds barred' approach
- Harvesting ideas – prioritising ideas according to highest impact for customers
- Narrowing the focus to a shortlist of prioritised ideas

Ideation

- KPMG facilitators introduced ideation: using creative techniques to come up with new ideas and new solutions.
- Participants were assigned into four small groups to generate ideas to solve for one of the key opportunity areas.
- The criteria for the ideation activities were:
 - volume over quality – generate as many ideas as possible
 - prioritise desirability (what customers desire, want or need) over all other criteria
 - do not apply lenses of feasibility (what is technically feasible) or viable (financially).

Ideation technique #1: Individual mind mapping

- Participants individually developed a range of ideas, building a mind map of potential solutions.



Ideation technique #2: Brainstorming

- Participants worked in small groups to generate high volumes of ideas, building on ideas from their own mindmap and those suggested by other participants.

Ideation technique #3: Parallel Worlds

- In small groups, participants used the 'parallel worlds' technique to identify others (organisations, brands, products, people, sports) who lead the way in solving the challenge or key opportunity areas. Participants then identified the principles underpinning those solutions and borrowed from those concepts to generate new ideas for the AGN opportunity area under consideration.

Ideas from AGN customers

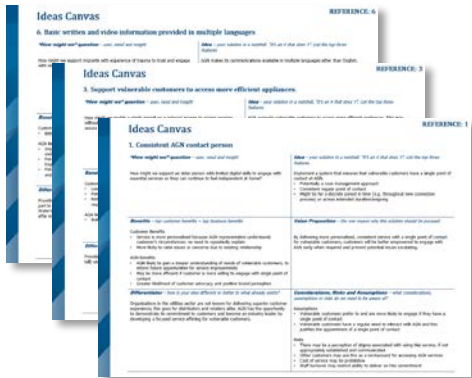
- During AGN's customer engagement activities, customers were invited to submit ideas for how AGN might better support vulnerable customers. These ideas were included in the co-design activity.

Harvesting

- Participants shared all ideas generated across each of the four key opportunity areas and participated in a 'dotmocracy' activity structured to select ideas based on their potential for impact for customers. Each participant was provided with two green, two yellow and two red sticky dots and had the opportunity to place their votes across the 104 ideas, according to the following instructions:
 - Place your **green** dots on the ideas you think are the easiest to execute or implement
 - Place your **yellow** dots on the ideas that would most delight customers (without regard for practical constraints)
 - Place your **red** dots on the ideas that you think are the most breakthrough or is a game changer.

Approach: Canvas and test

CANVAS AND TEST



- Elaborating on each shortlisted idea and examining in more detail
- Collaboratively assessing each idea and providing feedback for consideration by AGN

Canvas Development

- KPMG developed a shortlist of ideas based on the results of the harvesting activity and developed an Idea Canvas for each idea to expand upon how the idea creates value for AGN’s vulnerable customers.
- Each Idea Canvas explores the benefits the idea delivers to customers and AGN, the value proposition, how the idea is different or better to what already exists, and what risks, assumptions or considerations need to be addressed.

Shortlist Review

- Participants were presented with the opportunity to review the shortlisted ideas and vote on whether any other ideas should be prioritised into the shortlist for AGN to consider. These ideas were developed into Ideas Canvases following the conclusion of the co-design activity with participants.

Canvas Review and Feedback

- KPMG facilitators presented each Idea Canvas to participants, who had the opportunity to make improvements or additions to the idea.
- Participants then provided feedback (refer Appendix C for worksheet) on:
 - their degree of support for the idea
 - how helpful they believe the idea will be for vulnerable customers
 - the action AGN should take with this idea
 - whose responsibility the idea should be.

Synthesis and Analysis

- KPMG synthesised all inputs and findings from the activity and prepared this report.



Synthesis

An overview of the insights and actions generated through the co-design activity.

Understanding vulnerable customers

Developing empathy and understanding for vulnerable customers and their experiences was a core objective of the co-design approach.

Indicators of Vulnerability

The following features were discussed as being potential indicators for vulnerability:

- Financial, geographical, physical, cultural
- Working poor
- Language, literacy, and financial literacy
- Addiction (drugs, alcohol, gambling, other)
- People with disability – physical and intellectual
- Communities – low socio economic status, Indigenous communities, new immigrants and residents
- Family and domestic violence
- Physical need (e.g. elderly or young baby needing heating)
- Renters (due to low quality houses and appliances).

There was general acknowledgement that vulnerable customers, regardless of their barriers, may not necessarily identify as vulnerable; this can lead to additional challenges when seeking to provide support and assistance.

Barriers and Challenges

Participants also reflected that vulnerable customers may experience a range of barriers and challenges, including:

- co-morbidities or concurrently occurring challenges that make individuals vulnerable in more than one way
- identifying as vulnerable can be experienced as being shameful, and challenging – customers may believe others are ‘more deserving’
- vulnerability may be long-term, short-term or ad hoc, and anyone can be vulnerable – it can strike randomly
- vulnerable people may avoid contact with services (e.g. not answer phone or answer mail)
- barriers can constrain ability to access support and services – may be unable to self-advocate.

While some research papers were provided to participants across the course of the co-design activity, the process was designed to generate innovative new ideas uninhibited by existing products and services and did not include a comprehensive literature review. This approach aligns with AGN’s intention to further explore, validate and consider the ideas generated through this process prior to implementing any solutions.

The following recommendations and considerations are based upon the response provided by participants through the co-design process.

Theme	Ref [^]	Idea Description	Participant recommendations: considerations for AGN
Being proactive in situations where customers are vulnerable	1	Establish a consistent AGN contact person or team for vulnerable customers	Persevere with this idea – assess feasibility and viability
	2	Support vulnerable customers to access more efficient appliances	Persevere with this idea – assess feasibility and viability
	3	Establish a register for vulnerable customers, leveraging existing data	Explore options further and engage with stakeholders to test appetite for partnerships
	4	Communicate in multiple languages	Pivot to improving engagement with multicultural communities
Doing more in the community through public engagement, education, and outreach programs	5	Create a children’s section on the AGN website	Perish this idea and integrate into more comprehensive educational and public engagement program/facilities
	6	Broadcast on ethnic radio stations	Pivot to improving engagement with multicultural communities
	7	Establish an education and public engagement centre	Persevere with this idea – assess feasibility and viability
Being present in the affordability debate	8	Introduce a ‘pay it forward’ option	Explore options further and engage with stakeholders to test appetite for partnerships
	9	Advocate for increasing concessions and government allowances	Explore options further and conduct review prior to assessing feasibility and viability
Understanding customers better	10	Train staff to engage with empathy and sensitivity	Persevere with this idea – assess feasibility and viability
	11	Establish a vulnerable customers unit within AGN	Persevere with this idea – assess feasibility and viability

Detailed explanations of each idea, and the feedback on that idea from co-design stakeholders, is provided in the following section of this report (refer page 16).

[^]Note that numbering of ideas is provided for ease of reference only, and does not denote priority.



Idea Canvas Analysis

Exploration of the top ideas generated through the co-design process.

1. Establish a consistent AGN contact person or team for vulnerable customers

Idea – the solution in a nutshell ('It's an X that does Y')

Establish a team of skilled customer service staff with responsibility for managing contact from vulnerable customers.

Benefits – top customer benefits and top business benefits

Customer Benefits

- Service is more personalised because AGN representative understands customer's circumstances: no need for customer to repeatedly explain themselves.
- More likely to raise issues or concerns due to existing relationship.

AGN Benefits

- AGN likely to gain a deeper understanding of needs of vulnerable customers, to inform future opportunities for service improvements
- May be more efficient if customer is more willing to engage with single point of contact
- System creates ownership and accountability for delivering for customers.

Value Proposition – the one reason why this solution should be pursued

By delivering more personalised, consistent service with a single point of contact for vulnerable customers, customers will be better empowered to engage with AGN early when required and prevent potential issues escalating.

Differentiator – how is this idea different or better to what already exists?

While the utilities sector is increasing its focus on customer experience through initiatives including the release of the Energy Charter and the establishment of the Thriving Communities Partnership, the opportunity exists for AGN to take a leadership role in demonstrating its commitment to customers and developing a focused service offering for vulnerable customers.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- Vulnerable customers prefer to and are more likely to engage if they have a single point of contact
- Vulnerable customers have a regular need to interact with AGN and this justifies the appointment of a single point of contact

Risks

- There may be a perception of stigma associated with using this service, if not appropriately established and communicated
- Other customers may use this as a workaround for accessing AGN services
- Cost of service may be prohibitive
- Staff turnover may restrict ability to deliver on this commitment

Builds – what additional features might improve this idea?

- Consider an opt-in choice for vulnerable customers to elect to speak with the same individual each time they contact AGN.
- Consider role of a customer champion, who has responsibility for vulnerable customers.
- Might be for a discrete period in time (e.g. throughout new connection process) or across extended duration/ongoing

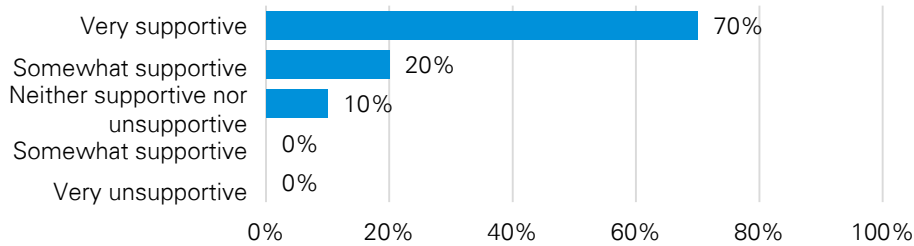
1. Establish a consistent AGN contact person or team for vulnerable customers

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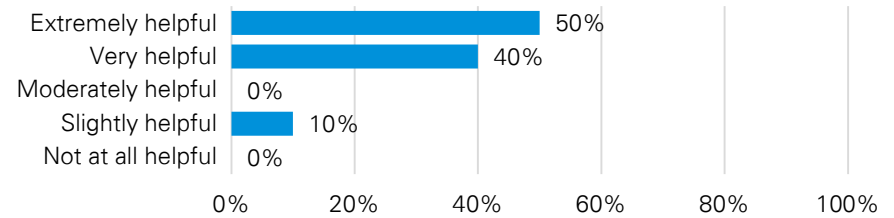
Commentary

- Participants were supportive of the concept of delivering more personalised service and indicated support for AGN exploring the service model further, including considering options for establishing a team of specialists for vulnerable customers.
- Participants noted that enabling mechanisms such as recruitment, training, and systems to support a single view of the customer may be required (e.g. a Customer Relationship Management System – CRM).
- Participants indicated that benefits may be enhanced through collaboration with energy retailers, some of whom have established vulnerable customer support units.

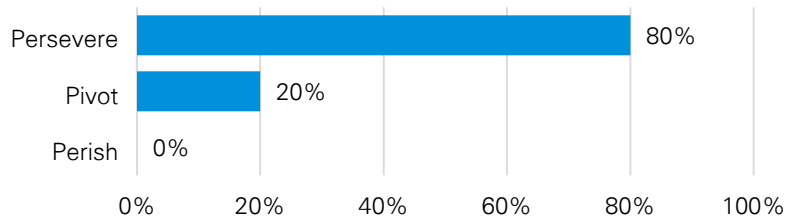
Overall, how supportive of this idea are you?



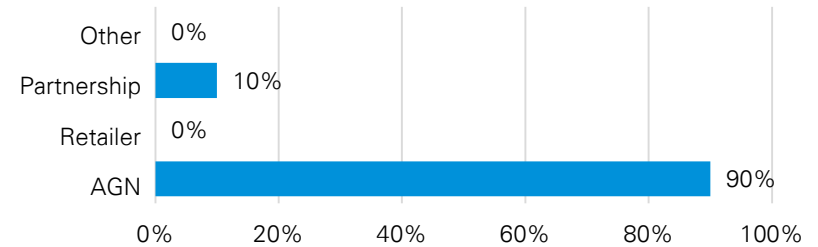
How helpful do you think this idea will be for vulnerable customers?



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



2. Support vulnerable customers to access more efficient appliances

Idea – the solution in a nutshell ('It's an X that does Y')

AGN supports vulnerable customers to access more efficient appliances. This may be through:

- cash grants
- partnering arrangements with manufacturers
- auditing of appliances or conducting household energy audits
- facilitating second hand swap marketplace.

Value Proposition – the one reason why this solution should be pursued

This provides customers with the tools required to take control of their gas use, empowering individuals and communities.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- AGN is able to develop set criteria for eligibility.

Risks

- Relies on third parties to deliver quality appliances – implications for liability and safety.

Considerations

- Some energy retailers already offer household energy audits.

Benefits – top customer benefits and top business benefits

Customer Benefits

- Lower bills due to using less gas.
- Potentially increased safety associated with newer appliances.
- Reduces stress associated with large purchase of appliance, and ongoing billing requirements.

AGN Benefits

- Build positive brand perception and raise profile in community.

Differentiator – how is this idea different or better to what already exists?

Provides both a tangible product (the appliance) and a service solution (reduced bill) while improving the quality of life of the family.

Builds – what additional features might improve this idea?

- Work with retailers to support existing schemes
- Broaden advocacy for the Retailer Energy Efficiency Scheme (REES)
- Offer a No Interest Loan Scheme to enable vulnerable customers to purchase energy efficient appliances.

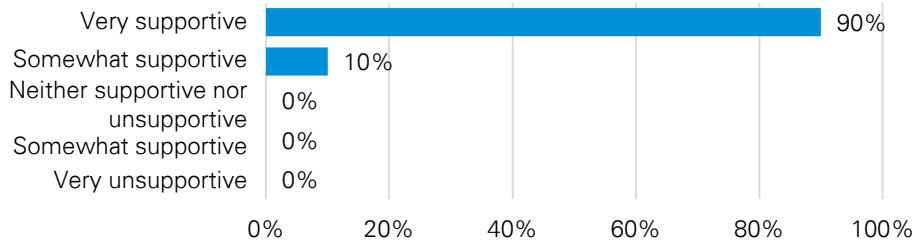
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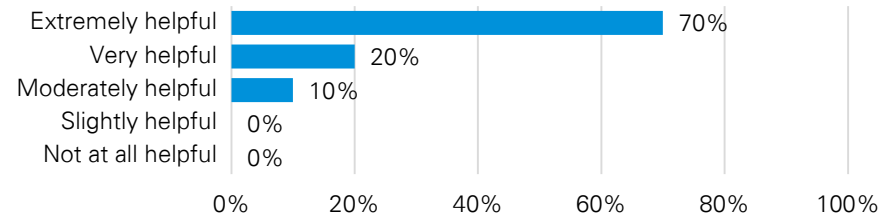
Commentary

- Participants reflected that this idea has promise, may deliver considerable value to vulnerable customers, and would benefit from further exploration.
- Participants indicated there may be benefit in reviewing existing schemes and offerings (e.g. by energy retailers) to identify opportunities to augment, enhance, or learn prior to developing a standalone scheme. Participants referred to schemes such as the Retailer Energy Efficiency Scheme (REES), education and audit schemes from SA Water, and No Interest Loan Schemes (NILS) as opportunities for review.
- Participants suggested exploring parallel options such as offering household energy audits, either directly through AGN or in partnership with retailers, government and the community sector.

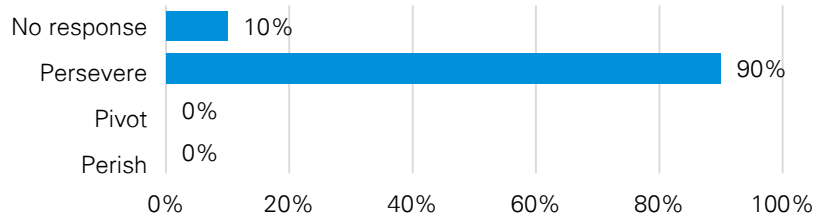
Overall, how supportive of this idea are you?



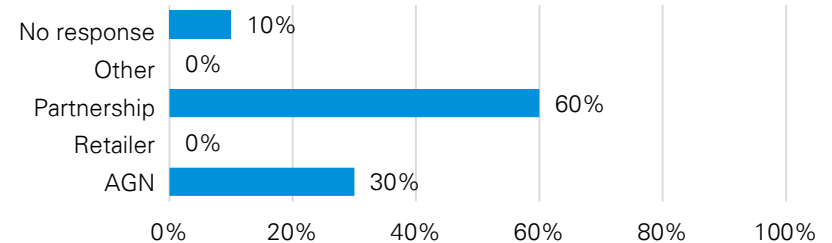
How helpful do you think this idea will be for vulnerable customers?



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



3. Establish a register for vulnerable customers, leveraging existing data

Idea – the solution in a nutshell ('It's an X that does Y')

AGN maintains a register of vulnerable customers, using its existing customer data to identify vulnerable customers where possible.

Value Proposition – the one reason why this solution should be pursued

AGN draws insights from the data it already has access to, rather than creating a process by which vulnerable customers must self-identify.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- Support mechanisms are established and available for referral once customers are identified.
- AGN owns or can access the data required to identify vulnerable customers.

Risks

- Ensuring customer privacy and appropriate use of data, including sharing provisions with retailers.
- Approaching customers who do not identify as vulnerable or in need of support may cause additional stress or issues.

Consideration

- Need to better understand the data points which might indicate vulnerability, and assess the extent to which AGN has access to these.

Benefits – top customer benefits and top business benefits

Customer Benefits

- No need to self-identify as vulnerable, potentially reducing stigma associated with and increasing likelihood of identification.

AGN Benefits

- May be more accurate than self-identification.
- May provide more insightful understanding of vulnerable customers.

Differentiator – how is this idea different or better to what already exists?

Organisations across all sectors are increasingly treating data as an asset: turning data into insights generates improved decision-making and greater efficiency, both of which are likely to improve outcomes for customers.

Builds – what additional features might improve this idea?

- Opportunities to work with retailers to access their customer data.
- Working with or becoming a member of the Thriving Communities Partnership, a cross-sector collaboration focused on implementing policies, practices and initiatives that result in tangible improvement in the lives of vulnerable people.

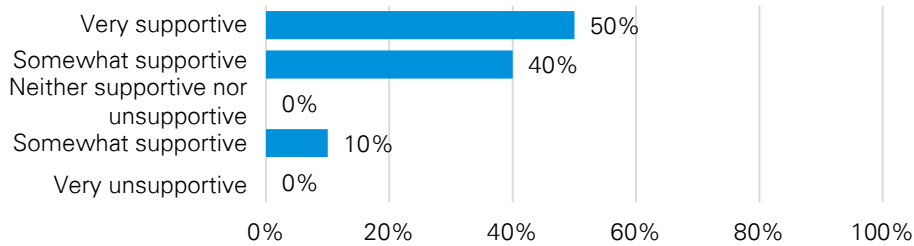
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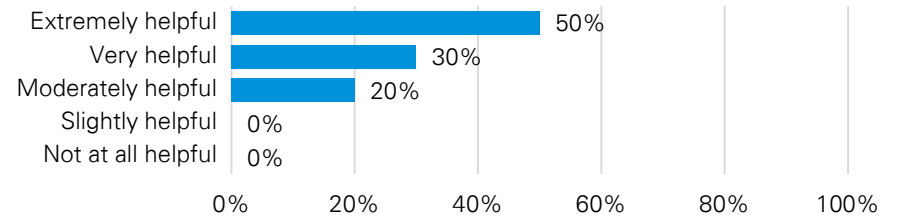
Commentary

- Participants saw value in establishing improved identification systems for vulnerable customers but expressed concern about the feasibility for AGN to do this based on existing data. Participants indicated that if AGN proceeds with this idea, it should do so in partnership with energy retailers.
- There was a view that AGN may not have the customer-specific data required to proactively identify customers, and could benefit from partnering with retailers who may have access to this data.
- Participants identified that while proactive identification and support for vulnerable customers can be helpful, it should not replace a process by which customers can identify themselves as vulnerable.
- Participants raised challenges with using data to accurately identify vulnerable customers across a range of indicators.

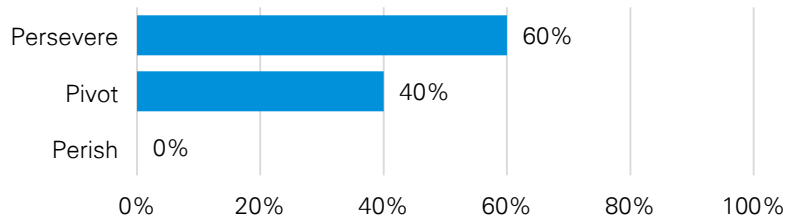
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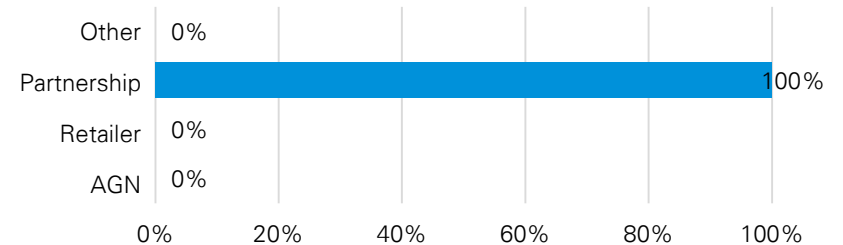
How helpful do you think this idea will be for vulnerable customers?



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



4. Communicate in multiple languages

Idea – the solution in a nutshell ('It's an X that does Y')

- AGN makes its communications available in multiple languages other than English.
- This may include all communications, or a subset, across physical (e.g. letter) and digital channels (e.g. website).
 - Customer can elect to receive communication in a specific language – and this service is easy to engage with.
 - Also applies to AGN partner communications (e.g. APA communications).

Value Proposition – the one reason why this solution should be pursued

As an essential services provider, AGN is expected to demonstrate that its services are equally accessible by all Australians.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- AGN has a means/system by which to record a customer's language preference (for direct communications).

Risks

- Miscommunication or potential safety implications if translation services are not exceptional.

Benefits – top customer benefits and top business benefits

Customer Benefits

- Better able to engage with AGN as required, and enhanced trust of AGN.

AGN Benefits

- Improved engagement with customers and confident that customers understand critical information.
- Potential for growth into new markets due to increased advocacy among non-English-speaking communities.
- Potential for increased public safety if customers more likely to report faults and concerns.

Differentiator – how is this idea different or better to what already exists?

Providing support across multiple languages is increasingly an expectation, due in part to the availability of online translation tools such as Google Translate. SA Water's website can be translated into 15 languages, and SA Power Networks offer interpreter services for 8 languages.

Builds – what additional features might improve this idea?

- Broader than solely written communications: embed into other channels including face to face and phone. Consider cultural sensitivities as well as language.
- Could engage specifically with multicultural community leaders as an avenue to communities.
- Conduct market scan and see which utilities/organisations do this best – leverage from these partners.

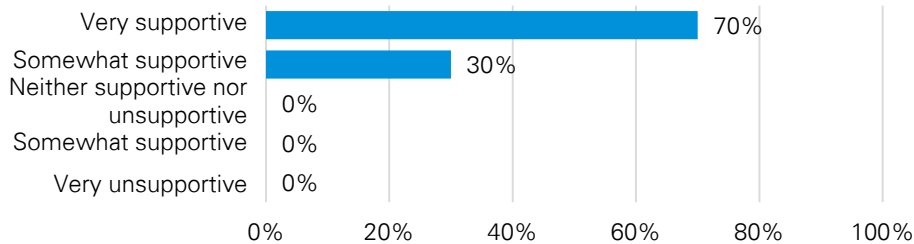
4. Communicate in multiple languages

The below analysis captures participants' (n=10) responses to and feedback on the Idea Canvas presented on the previous page.

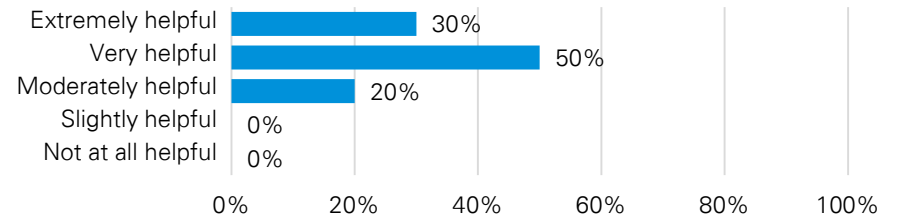
Commentary

- Participants indicated that while they were very supportive of AGN adopting this idea, it is not sufficient, in isolation, to deliver benefits for all cohorts of vulnerable customers.
- Participants reflected that in addition to AGN adopting this idea, vulnerable customers and communities would benefit from AGN developing a more comprehensive, inclusive communications plan.
- While participants indicated a need for a broader communications and community plan to be deployed, they reflected that culturally and linguistically diverse (CALD) communities are often highly vulnerable and offering communications in multiple languages may deliver considerable value.
- There is opportunity for AGN to partner with energy retailers and the community sector to explore this further, including engaging with local community leaders.

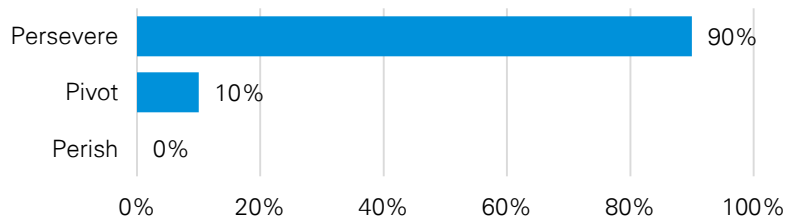
Overall, how supportive of this idea are you?



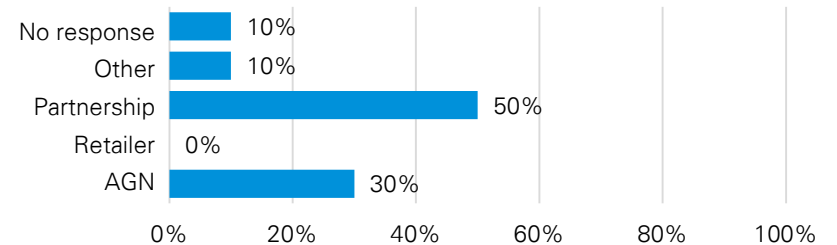
How helpful do you think this idea will be for vulnerable customers?



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



5. Create a children's games section on the AGN website

Idea – the solution in a nutshell ('It's an X that does Y')

AGN creates an interactive, games-based space for children on its website. This might include:

- educational games that provide information about using gas safely and/or the benefits of gas
- a range of offerings for different age groups.

Value Proposition – the one reason why this solution should be pursued

AGN is an essential services provider to its customers and this approach to engagement is both innovative and accessible.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- Customers feel comfortable engaging with AGN through an interactive, games-based channel.
- Customers have reliable internet access.
- Engaging with customers' children and providing education supports customers to reduce the stress associated with paying bills.

Risks

- May be perceived as being invasive or cynical in approach to vulnerable customers – market testing may be required.
- Risk of overinvestment in development of engaging games if cost-benefit analysis not valid.

Consideration: ensuring game design meets regulatory requirements for children

Benefits – top customer benefits and top business benefits

Customer Benefits

- Children gain access to educational resources that assist in developing their understanding of essential services.
- Older children may be able to support parents in understanding information and making decisions.

AGN Benefits

- Opportunity to engage with and build relationships with next generation of potential customer base.
- Customers may be better equipped to pay gas bill if child in the household understands the context and requirements.
- May create positive brand perception and create brand equity for AGN.

Differentiator – how is this idea different or better to what already exists?

Rather than treating the customer as an impersonal gas connection, this approach positions AGN as taking an innovative, whole-of-person approach to customer experience.

Builds – what additional features might improve this idea?

- Consider evolving this into a combined physical and digital offering by connecting it to the development of a built education and public engagement centre.

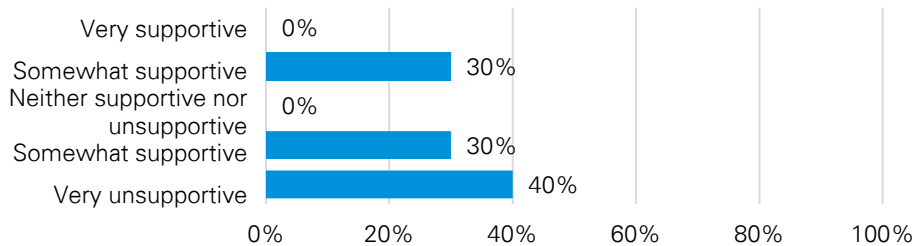
5. Create a children's games section on the AGN website

The below analysis captures participants' (n=10) responses to and feedback on the Idea Canvas presented on the previous page.

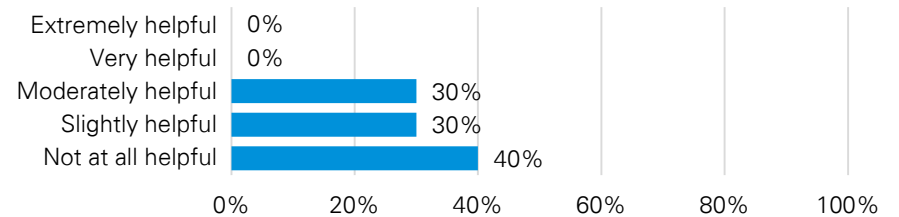
Commentary

- While participants supported the innovative nature of this idea, there was concern that it may not deliver meaningful value for vulnerable customers.
- Participants saw value in AGN taking an innovative approach to stakeholder engagement and public education, but reflected that there may be more value in developing a school and community engagement strategy.
- Refer page 34 for the idea that this is proposed to be integrated with (Establish an education and public engagement centre).

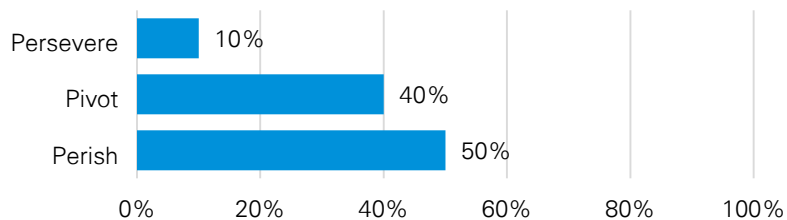
Overall, how supportive of this idea are you?



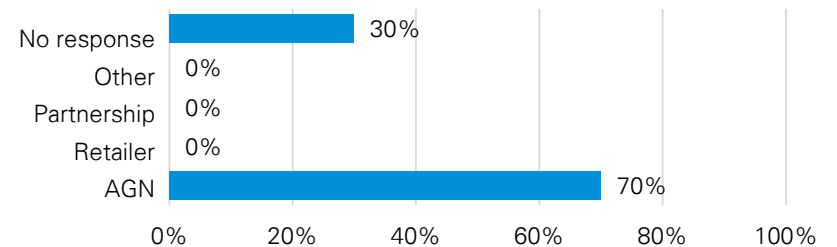
How helpful do you think this idea will be for vulnerable customers?



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



6. Broadcast on ethnic radio stations

Idea – the solution in a nutshell ('It's an X that does Y')

AGN is a regular guest presenter on ethnic radio stations presenting in languages other than English.

- May involve providing facts and information about gas.
- May involve Q&A sessions with the community.
- May be on a range of topics (e.g. advocating Hydrogen).

Benefits – top customer benefits and top business benefits

Customer Benefits

- Able to engage directly with AGN in a language of choice.
- Able to dispel myths or concerns about AGN, and find additional information directly.

AGN Benefits

- Opportunity to build awareness and grow community understanding of gas and AGN, including key topics of interest to the community and AGN.
- Demonstrates commitment to and shows respect for multicultural communities.
- Two-way engagement gives insight into community sentiment and interest, informing marketing and engagement approaches.

Value Proposition – the one reason why this solution should be pursued

For a relatively low investment (likely to be largely time and effort), AGN can reach new audiences and demonstrate its commitment to engaging with a range of multicultural communities.

Differentiator – how is this idea different or better to what already exists?

The use of ethnic radio would be an addition to AGN's existing engagement and communication activities, rather than a replacement. AGN and its comparators typically engage through traditional media; adopting this approach demonstrates a willingness to 'go to where the customer is', rather than expecting the customer to come to AGN's channels.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- The audience (size and composition) of ethnic radio stations is sufficient to deliver value to both the community and AGN.
- AGN spokespeople are media ready and equipped to engage directly with the community and media.
- More direct engagement with multicultural communities is required and valuable.
- Radio stations see value in program and are willing to support.

Risks

- Live media carries with it the risk of reputational damage through unexpected community issues or media spotlight.
- Potentially highly resource intensive

Builds – what additional features might improve this idea?

- Explore advertising/infomercials in multiple languages and directing to website instead (as this may be a more efficient use of resources).
- Educate existing broadcasters/radio hosts instead of or in addition to upskilling AGN communications staff.
- Could form part of a broader multicultural engagement program across multiple channels and engagement opportunities.

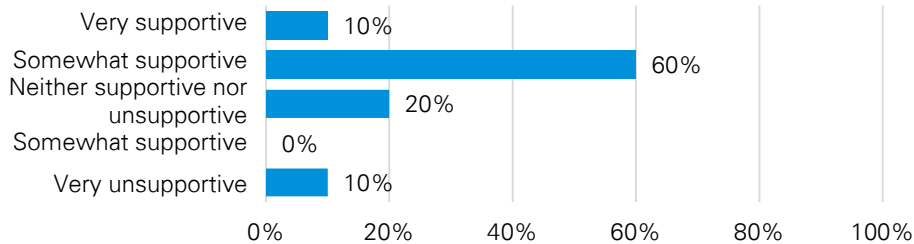
6. Broadcast on ethnic radio stations

The below analysis captures participants' (n=10) responses to and feedback on the Idea Canvas presented on the previous page.

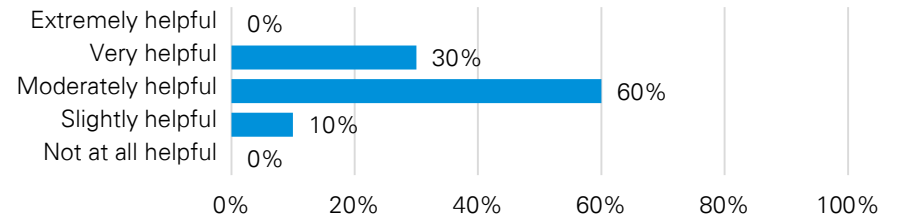
Commentary

- While participants saw the value in AGN engaging with multicultural communities, there was a view that a broader communications and community plan is needed.
- Participants expressed some concern about the cost-benefit outcomes, and indicated that similar value at a lower cost could be obtained through delivering advertising or educational 'infomercials' instead.

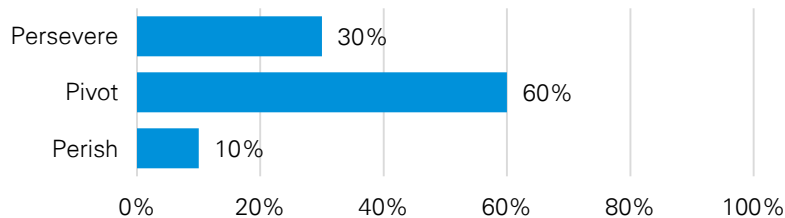
Overall, how supportive of this idea are you?



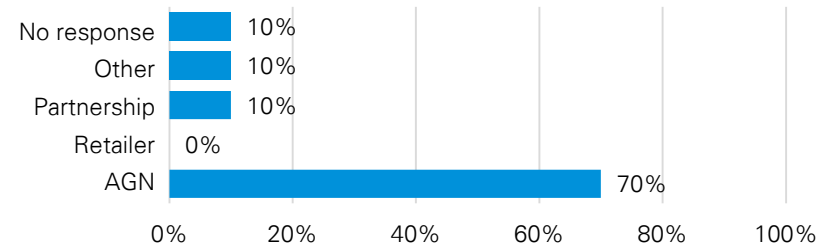
How helpful do you think this idea will be for vulnerable customers



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



7. Establish an education and public engagement centre

Idea – the solution in a nutshell (‘It’s an X that does Y’)

AGN establishes a community and stakeholder education and engagement centre that could include:

- school group tours and offerings
- engaging, educational games
- education about Hydrogen and efforts to mitigate climate change
- partnering with SA Government, other utilities, energy retailers or other stakeholders.

Benefits – top customer benefits and top business benefits

Customer Benefits

- Opportunity to learn more about the safe, reliable supply of gas.

AGN Benefits

- Raise public awareness and understanding of gas and its features, potentially generating increased demand.
- Opportunity to engage and build relationships with next generation of potential customer base.
- May create positive brand perception and create brand equity for AGN.

Value Proposition – the one reason why this solution should be pursued

Introducing Hydrogen to the gas supply will require significant stakeholder and community engagement, and establishing an education centre is way to create a genuine relationship with stakeholders early.

Differentiator – how is this idea different or better to what already exists?

There is opportunity to build on existing stakeholder engagement activities at Hydrogen Park SA to engage with a broader stakeholder cohort including younger generations.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- There is sufficient community interest in gas to warrant the investment required.

Risks

- Poorly managed media and communications could result in negative public perception of AGN.

Considerations

- Likely to require additional resourcing including centre management capital and operational expenditure (design, build and maintenance; sufficient staffing and leadership oversight)

Builds – what additional features might improve this idea?

- Integrate with online offerings – e.g. educational games that children could access both from the education centre and online from home/school
- Integrate into broader community outreach strategy

Commentary

As this idea was re-shortlisted (i.e. prioritised for inclusion while conducting the review of shortlisted solutions), no formal feedback was obtained from co-design participants. However, discussion among participants indicated anecdotal support for further exploration and the development of a business case.

8. Introduce a 'pay it forward' option

Idea – the solution in a nutshell ('It's an X that does Y')

AGN works with retailers to introduce an option for gas customers to pay an additional fee on their bill in order to support financially vulnerable customers.

- Scale of donation could be variable and nominated by the participant.
- Recipients of the assistance would need to meet eligibility criteria.
- AGN could showcase the benefits of the recipient in engagement and communications materials.

Value Proposition – the one reason why this solution should be pursued

This positions AGN and retailers as an enabler for a community-led solution designed by the community for the community.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Considerations

- Consideration to be given to AGN's role in facilitating the scheme.
- Consider tax implications (for individuals and organisations).

Assumptions

- Gas retailers must be supportive of the approach and fully engaged in design and delivery.
- Eligibility requirements for financially vulnerable customers must be clearly defined but not onerous (e.g. may be customers utilising retailers' hardship plans).
- Customers trust retailers and AGN to pass on benefits to vulnerable customers.

Risks

- May have associated reputational/brand risk – market testing required to ensure not perceived as corporate overreach.
- May not be adopted by customers with the ability to pay it forward.

Benefits – top customer benefits and top business benefits

Customer Benefits

- The financial burden of gas bills is reduced for financially vulnerable customers.
- Other customers are provided with the opportunity to contribute to community.

AGN Benefits

- May increase advocacy (measured by NPS) results and brand perception.
- Reduced likelihood of customers defaulting on gas payments resulting in disconnection.
- May increase likelihood of customers reporting gas leaks and therefore public safety.

Differentiator – how is this idea different or better to what already exists?

AGN does not currently offer or facilitate financial support schemes for financially vulnerable customers, making this a new service offering.

Builds – what additional features might improve this idea?

- Offer integrated support with financial counselling services.

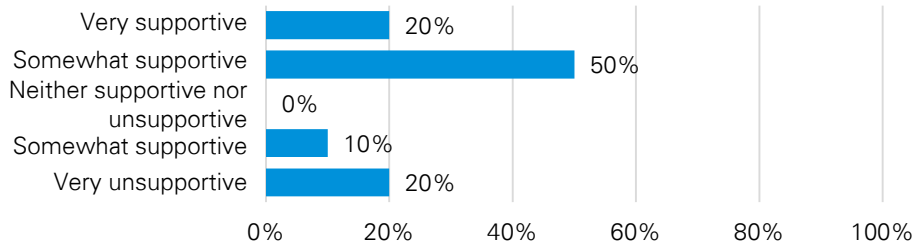
8. Introduce a 'pay it forward' option

The below analysis captures participants' (n=10) responses to and feedback on the Idea Canvas presented on the previous page.

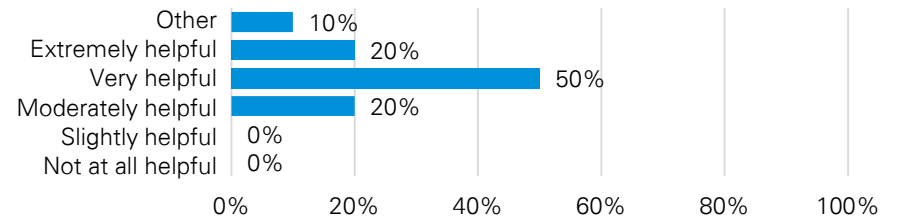
Commentary

- Participants expressed concern about the feasibility of deploying this idea and the role of AGN in doing so, expressing a consistent view that this was either wholly or in part the responsibility of the retailer.
- Participants cited concerns about the feasibility of administering the funds, identifying eligibility criteria for receiving the funds, and manage benefits realisation for customers.
- While participants saw this as primarily the role of the retailer, there was recognition that AGN could adopt an advocacy, support or negotiation role to drive uptake by retailers.

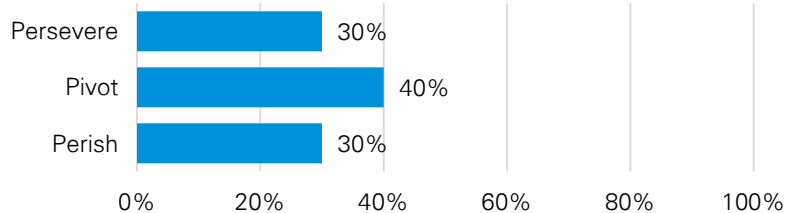
Overall, how supportive of this idea are you?



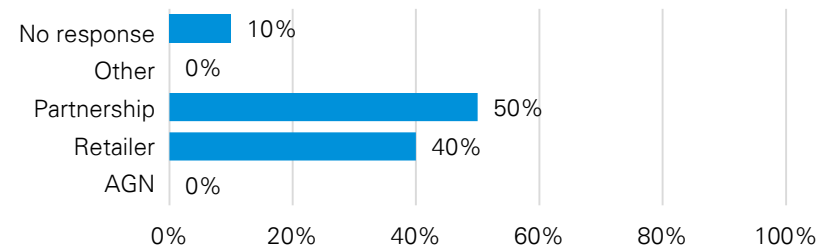
How helpful do you think this idea will be for vulnerable customers?



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



9. Advocate for increasing concessions and government allowances

Idea – the solution in a nutshell (‘It’s an X that does Y’)

AGN adopts a public stance that concessions and Centrelink allowances should be increased, and joins other corporates in campaigning to Australian Government to raise the allowance. This may include:

- media presence and campaigning
- participation in broader corporate campaign.

Value Proposition – the one reason why this solution should be pursued

Positions AGN as a leading voice in the Australian market, reflective of its size and influence, and contributes to improved financial support for vulnerable communities.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- AGN is permitted by regulation to voice an opinion on government policy.

Risks

- May have associated reputational/brand risk – market testing required, and clear and refined messaging and communications strategy.

Benefits – top customer benefits and top business benefits

Customer Benefits

- Customers feel more engaged with organisations who demonstrate corporate social responsibility.

AGN Benefits

- Increased public awareness about AGN and potential to enhance brand positioning.
- If campaign is successful, may increase new gas connections and reduce disconnections due to reduced financial vulnerability of customers.

Differentiator – how is this idea different or better to what already exists?

While AGN supports a range of services and programs through its corporate social responsibility platforms, it does not take a role in publicly advocating for social policy or other change. This may present an opportunity for AGN to take a leadership role in the utilities and energy sector, joining large corporates nationally and globally.

Builds – what additional features might improve this idea?

- Consider establishing a role within AGN that is responsible for championing vulnerability within the organisation – pivoting the focus of the organisation as a whole.
- Participate in relevant advocacy bodies (e.g. Thriving Communities Partnership).
- Consider other advocacy roles too (e.g. climate change).

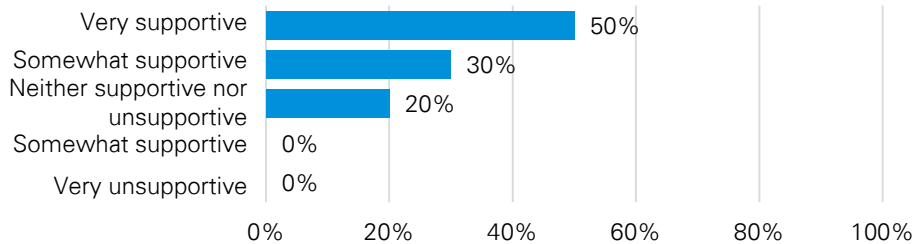
9. Advocate for increasing concessions and government allowances

The below analysis captures participants' (n=10) responses to and feedback on the Idea Canvas presented on the previous page.

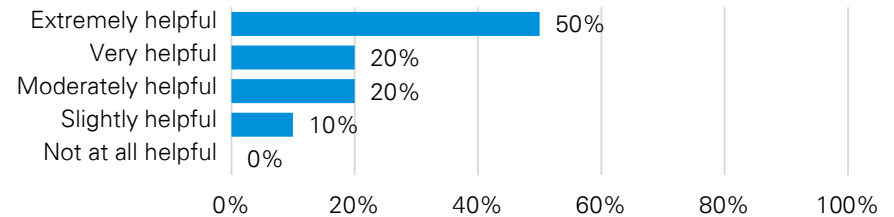
Commentary

- During the co-design session, participants re-defined this idea from being specific to advocating for increases to the Newstart allowance to a broader advocacy role.
- While participants were very supportive of AGN taking a more prominent role in advocacy and corporate social responsibility, participants recognised the complexity associated with implementing this idea.
- Partnership arrangements with retailers, corporates, peak bodies (e.g. ACOSS/SACOSS) and community groups were suggested.

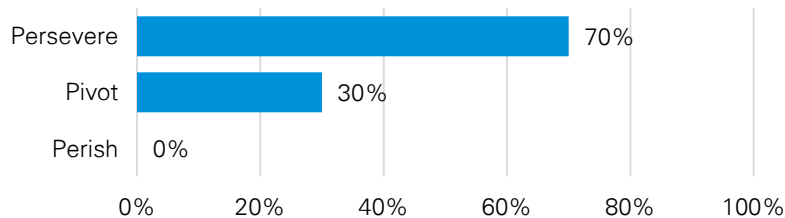
Overall, how supportive of this idea are you?



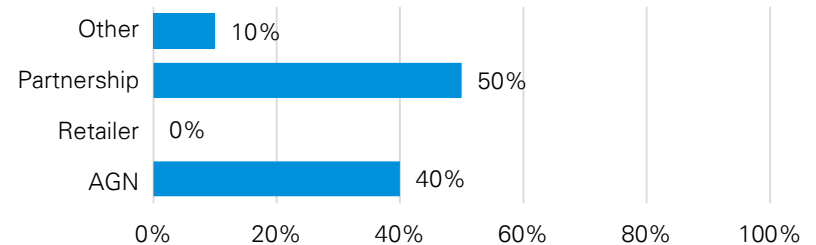
How helpful do you think this idea will be for vulnerable custom



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



10. Train staff to engage with empathy and sensitivity

Idea – the solution in a nutshell (*‘It’s an X that does Y’*)

All AGN staff (and those of its third party providers such as APA) receive training in empathy and engagement. AGN takes as much time as needed to interact with every customer, and ensures that reward and recognition systems are designed to embed this customer-first commitment.

Training is tailored for:

- staff in customer-facing roles, particularly those who may engage with vulnerable customers
- leaders and staff in policy or project roles whose decisions may influence customers’ experiences.

Value Proposition – the one reason why this solution should be pursued

Fostering rapport with customers drives customer experience excellence and creates brand equity upon which AGN can draw in the event of issues arising (e.g. outages, leaks). This approach also aligns with AGN’s vision of delivering for customers and being socially responsible.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

Assumptions

- Current customer interactions are transactional and may not be long enough to deliver value for the customer.
- Customer experience expectations are clearly defined with a consistent framework applied across AGN & APA.
- AGN can require APA’s contracted workforce to participate in empathy training to ensure alignment with AGN.

Risks

- Potential for significant investment of effort by AGN for minimal financial or reputational gain.
- May place undue stress on employees in terms of providing social support and building rapport.

Benefits – top customer benefits and top business benefits

Customer Benefits

- Receive improved customer service that is personalised and shows empathy.
- AGN’s services, products, communications are more relevant, engaging and accessible due to having been designed with a customer-first, empathetic focus.

AGN Benefits

- Improved customer experiences and community engagement reduce complaints and issues.
- AGN is better able to recognise the indicators of vulnerability and identify when support is required.
- May improve employee engagement and satisfaction.
- Likely to reduce need for customers to re-contact AGN and duplicate effort.
- May increase advocacy (measured by NPS) results and brand perception.

Differentiator – how is this idea different or better to what already exists?

Customers are increasingly discerning and demanding, and their expectations are influenced by interactions with world-leading services. There is an increasing expectation that AGN deliver high quality customer experiences and this includes ensuring that interactions are personalised and outcomes-oriented.

Builds – what additional features might improve this idea?

- Expand into cultural sensitivity training and disability awareness as well as empathy and emotional intelligence – applicable for all customers.
- Provide mechanisms for service staff to refer customers to support services where required (through training and partnerships with service providers)
- Review existing training materials and approach and consider incorporating into this.
- Engage with retailers to incorporate into broad spectrum of training and interactions.

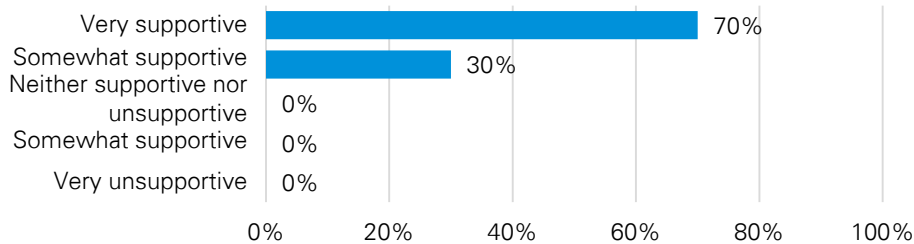
10. Train staff to engage with empathy and sensitivity

The below analysis captures participants' (n=10) responses to and feedback on the Idea Canvas presented on the previous page.

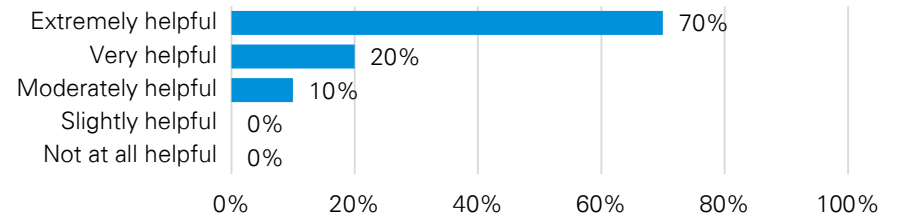
Commentary

- Participants were very supportive of this idea and expanded it from the original suggestion of empathy training to include disability and cultural awareness training.
- Participants were eager to see support mechanisms established for staff to refer vulnerable customers to dedicated support services when required.
- Participants suggested that while this idea could be implemented by AGN alone, it may benefit from partnering with retailers and the community sector.
- There was a degree of recognition among participants that deploying this solution would generate benefits for not only AGN and vulnerable customers, but all customer cohorts.

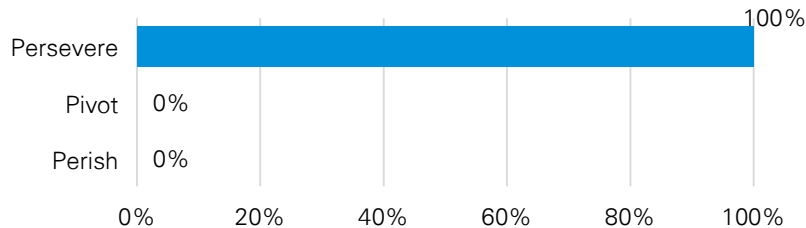
Overall, how supportive of this idea are you?



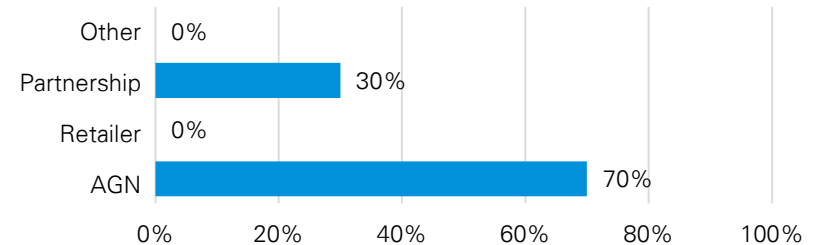
How helpful do you think this idea will be for vulnerable customers?



What action do you think AGN should take with this idea?



Whose responsibility is this idea?



11. Establish a vulnerable customers unit within AGN

Idea – the solution in a nutshell (*‘It’s an X that does Y’*)

AGN establishes a role or staffed business unit dedicated to developing and implementing a vulnerable customers strategy. This may include:

- identifying opportunities for making products and services more accessible to vulnerable customers
- creating a ‘voice of the customer’ program for vulnerable customers
- advocating for vulnerable customers in decision-making processes.

Value Proposition – the one reason why this solution should be pursued

Establishing a dedicated role or team for vulnerable customers will enable AGN to ensure its products, services and experiences meet the needs of vulnerable customers and develop skills and expertise in this domain.

Considerations, Risks and Assumptions – what considerations, assumptions or risks do we need to be aware of?

- Assumptions
- The needs of vulnerable customers are not currently being met, or there is room for improvement in AGN’s services.
- Risks
- If not sufficiently resourced and prioritised, this could be seen as a tokenistic approach.
- Considerations
- AGN will need to define the scope of and objectives for the role/unit.

Benefits – top customer benefits and top business benefits

- Customer Benefits
- Improved customer experiences for both vulnerable and other customers.
 - Opportunity to empower vulnerable customers to influence AGN decision-making.
- AGN Benefits
- Greater insight into the needs and expectations of vulnerable customers.
 - Dedicated resourcing and role will drive ownership and accountability throughout AGN.
 - Improved customer experiences (including across product and service design) may increase demand and network growth.

Differentiator – how is this idea different or better to what already exists?

While the role of Chief Customer Officer exists within AGN, there is no existing focus on vulnerable customers. Establishing a role focused on vulnerable customers elevates focus and accountability.

Builds – what additional features might improve this idea?

- This could be established either as an ongoing, permanent commitment or in a pilot/ project capacity (e.g. 3-year term).
- Instead of owning the capability, AGN could partner with service provider(s) who specialise in this area.

Commentary

As this idea was re-shortlisted (i.e. prioritised for inclusion while conducting the review of shortlisted solutions), no formal feedback was obtained from co-design participants. However, discussion among participants indicated anecdotal support for further exploration and the development of a business case.



Appendix

A. Participation Record

Participation record

The below table illustrates attendance of participants and observers (identified in *italics*) across the three workshops.

Name	Role and Organisation	W1	W2	W3
Ben Wilson	Chief Executive, AGN	✓	✓	✓
Andrew Staniford	Chief Customer Officer, AGN	✓	✓	✗
Carolyn Piper	Financial Counsellor, Anglicare SA	✓	✓	✓
Colin Fugiel/Mel Holmes-Allen	Origin Energy	✗	✓	✓
Craig de Laine	General Manager, People and Strategy, AGN	✓	✓	✓
Debra Foster	Manager Rates, City of Playford	✓	✓	✓
Helena Kyriazopoulos	Chief Executive Officer, Multicultural Communities Council of SA	✓	✓	✗
Jo De Silva	Policy and Communications Lead, Energy and Water Ombudsman SA	✗	✓	✓
Mark Henley	Manager, Advocacy and Communications, Uniting Communities	✓	✓	✓
Matthew Pearce	Partner, KPMG	✓	✓	✗
Nick Lombardi	Project Manager, NDS	✓	✓	✓
Sue Averay	Council of the Ageing SA	✗	✓	✓
Wendy Shirley	Executive Officer, Financial Counsellors' Association of SA	✓	✓	✓
<i>Brooke Palmer</i>	<i>Senior Regulatory Advisor, AGN</i>	✓	✗	✗
<i>Chris Hewson</i>	<i>Head of Customer Growth, AGN</i>	✗	✓	✓
<i>Claire Minns</i>	<i>Marketing Manager, AGN</i>	✗	✗	✓
<i>Krissy Raman</i>	<i>Head of Strategy and Innovation, AGN</i>	✓	✓	✓
<i>Kristen Pellew</i>	<i>Senior Manager Stakeholder Engagement, AGN</i>	✓	✗	✓
<i>Paul Bolton</i>	<i>Program Manager, Northern Gas Networks (UK)</i>	✓	✗	✗
<i>Peter Bucki</i>	<i>Head of Regulation, AGN</i>	✓	✗	✗
<i>Phil Jones</i>	<i>Stakeholder Engagement Advisor, AGN</i>	✓	✓	✓



Appendix

B. Personas and Opportunity Areas

Personas: Activity

The following worksheet provided a framework for an activity in which participants, in small groups, developed hypothetical personas intended to generate empathy and understanding.

Persona

Name: | Age: | Suburb:

ABOUT

Who is this person? What personal history might they have? What skills or experiences might they have?

GOALS

What goals might they have? What is important to them?

PREFERRED COMMUNICATION CHANNELS

How do they like to contact services? (e.g. in person, phone, email, SMS, Whatsapp, WeChat)

DECISIONS ARE INFLUENCED BY

How do they make decisions? Do they rely on their parents, friends or others for recommendations? Do they take advice from internet forums? Do they watch advertising?

What does a typical day look like?

1.
2.
3.
4.

What does this person's typical day involve? What typical activities might they participate in?

BARRIERS

What gets in the way of achieving those goals? What barriers to service might they experience?

DELIGHT POINTS

What makes service exceptional for them – what do they love?

HOW IMPORTANT IS GAS – WHY?

Is gas important to this person? Relatively how important to their other priorities? Why or why not?

DEGREE OF UNDERSTANDING OF AGN

None
 Some
 Full

How well does this person understand AGN's role?

Personas

Kristie

Age: 34 | Suburb: Smithfield Fields

ABOUT

- Recently divorced
- Father on Newstart
- Wasn't working whilst raising young children
- Children 3 & 5 years old
- One has a disability
- Private rental
- Unprepared for this life – confidence low
- Vulnerable to reliance

WHAT DOES A TYPICAL DAY LOOK LIKE?

1. Up early for meals for kids
2. Take 5 Y.O. to school
3. Bit of school voluntarily work – housework, washing etc.
4. Caring for 3 Y.O. Pick up school
5. Prepare evening meal + Kids to bed

GOALS

- Wants to go back into workforce
- Wants to give children best possible start in life
- Find ways to minimise expenses (Disconnect from gas)

BARRIERS

- Lack of qualifications and experience to get a job that makes it beneficial to work

DELIGHT POINTS

- Appliance rebates
- Discounted tariff/ relief
- Can't disconnect for non-payment
- Information easily accessible

Insights

- Didn't expect to end up in this position
- Feels out of control and this has negatively impacted on her confidence

PREFERRED COMMUNICATION CHANNELS

- Phone and website

DECISIONS ARE INFLUENCED BY

- Costs
- Information/education
- What her friends/ family say

HOW IMPORTANT IS GAS – WHY?

.....

DEGREE OF UNDERSTANDING OF AGN

- None**
- Some
- Full

These personas were developed solely for use during the co-design activity and are not intended to be used for any other purpose.

Personas

Gladys

Age: 80 | Suburb: Elizabeth

ABOUT

- Widow
- Aged pension – no superannuation
- Adult child living interstate
- Meals on wheels (Son Paying)

GOALS

- See son for Christmas
- Weekly phone call with son and grandkids

BARRIERS

- Fixed income
- No computer literacy
- No financial literacy – relied on husband

WHAT DOES A TYPICAL DAY LOOK LIKE?

1. Weekly bingo
2. Watches TV
3. Feeds cats
4. Meals on wheels delivery
5. Post office

DELIGHT POINTS

- Speaking to person on phone

Insights

- Limited opportunity for social outings
- Limited capacity to learn/engage in new technologies – uses traditional media/communication channels

PREFERRED COMMUNICATION CHANNELS

- Land line phone

DECISIONS ARE INFLUENCED BY

- Person on the other end of the phone
- Son
- Friends

HOW IMPORTANT IS GAS – WHY?

- Heating
- Hot water

DEGREE OF UNDERSTANDING OF AGN

- None**
- Some
- Full

These personas were developed solely for use during the co-design activity and are not intended to be used for any other purpose.

Personas

Olivia & John

Age: late 20s | Suburb: Elizabeth

ABOUT

- Visually impaired, but live independently
- Both working
- Renting
- Has a guide dog

GOALS

- Feel safe and secure at home

BARRIERS

- Dog = no meter read if not there
- Security may not answer door

WHAT DOES A TYPICAL DAY LOOK LIKE?

1. Both at work
2. Public transport
3. Olivia needs help to travel

DELIGHT POINTS

- Getting a helpful response
- Tools/info to empower
- Inclusive organisation
- Website that works

Insights

- Safety/security is critical – need to feel safe and secure in their homes.
- Empathy, inclusivity and respect are critical.
- Independence – need to feel empowered to live independently.

PREFERRED COMMUNICATION CHANNELS

- Olivia – phone, email
- Read out website

DECISIONS ARE INFLUENCED BY

- Security/ trust
- Reliability of service
- Support services

HOW IMPORTANT IS GAS – WHY?

- ‘Normal’ – hot water
- Cook
- Heat

DEGREE OF UNDERSTANDING OF AGN

- None**
- Some
- Full

These personas were developed solely for use during the co-design activity and are not intended to be used for any other purpose.

Personas

Mr & Mrs Lee

Age: mid 50s | Suburb: Cheltham

ABOUT

- Vietnamese – arrived 1970s/80s
- Horticultural work
- Tortured/trauma
- Hard work
- Limited integration
- Poor language skills
- Illiterate native language
- No children

WHAT DOES A TYPICAL DAY LOOK LIKE?

1. Spiritual connection
2. Working
3. Attending cultural groups

GOALS

- Daily survival
- Connection to local Vietnamese community

BARRIERS

- Language
- Trust
- Isolation

DELIGHT POINTS

- Vietnamese New Year

Insights

- Focus is on daily survival and they rely heavily on their connection to their spiritual leader and community.
- They have complex trust issues that can be a barrier.

PREFERRED COMMUNICATION CHANNELS

- Through trusted friends and organisations i.e. Vietnamese associations
- Radio life line
- Spiritual leader

DECISIONS ARE INFLUENCED BY

- Spiritual leaders
- Through trusted friends and organisations i.e. Vietnamese associations

HOW IMPORTANT IS GAS – WHY?

- Cooking
- Hot water
- Heating

DEGREE OF UNDERSTANDING OF AGN

- None**
- Some
- Full

These personas were developed solely for use during the co-design activity and are not intended to be used for any other purpose.

Key Opportunity Areas

The following key opportunity areas were identified for the purpose of providing a focal point for generating ideas.

- How might we support a person with a physical disability to be safe with a gas connection when living alone because being independent is critical to their sense of self and wellbeing?
- How might we enable a single parent on a reduced income to access services without judgement and reduce the stress associated with paying bills so she can secure a future for her children?
- How might we support migrants with an experience of trauma to trust and engage with services so they can survive and feel supported by their community?
- How might we support an older person with limited digital skills to engage with essential services so she can continue to feel independent at home?



Appendix

C. Ideas and Feedback

Full list of ideas

The following pages contain the full and unedited original list of ideas generated through the co-design process, including the results of participants' voting. These ideas have not been edited and are presented as described by participants.

Idea	Green Votes	Yellow Votes	Red Votes	Total votes	Re-shortlisting votes
Regular (same) contact person	4	4	1	9	0
Basic written information in different languages	7	0	0	7	0
Kids section on website - games	0	6	0	6	0
Video in own language	0	2	3	5	0
Ethnic radio	0	1	4	5	0
Better more efficient appliances	3	2	0	5	0
Use of data to identify vulnerable	0	1	3	4	0
Don't rush - have time for me	0	0	4	4	0
Appropriate support - empathy training	4	0	0	4	0
"Pay it forward" option for other customers to support vulnerable	0	0	3	3	0
Pressure government to raise Newstart	0	3	0	3	0
Establish a vulnerable customers unit within AGN	0	0	0	0	N/A
Smart meter so no meter readers	1	0	2	3	3
Lower tariffs (social tariff)	0	1	2	3	2
Able to self serve their own info	2	1	0	3	0
Development relationships with community leaders (e.g. spiritual leaders)	1	1	1	3	0
Disability awareness training for staff	0	1	1	2	0
Regular check-ins day (visit AGN or AGN visits you)	0	2	0	2	0
Ethnic workers relationship	1	1	0	2	0
Local call centre - accent and knowledge area	0	2	0	2	0
Information on services online	2	0	0	2	1
SMS you when someone coming	1	1	0	2	1
Present bills more clearly	2	0	0	2	0
Understand my circumstances	1	1	0	2	0

KEY

Green votes = easiest to execute or implement

Yellow votes = most likely to delight customers

Red votes = most breakthrough or game changing

Re-shortlisted = votes to add this idea to the shortlist

Idea	Green Votes	Yellow Votes	Red Votes	Total votes	Re-shortlisting votes
Short simple plain English documents	2	0	0	2	0
Meter read each time	0	0	2	2	0
Work jointly with other support groups	0	1	0	1	2
Chat (online) capability	0	1	0	1	1
Offer appliance audit & advice	1	0	0	1	1
Easy to access concessions	1	0	0	1	1
Able to register online if need a service	0	1	0	1	0
Remove need for physical access	0	1	0	1	0
Universal design (physical asset)	0	0	1	1	0
Community talks (held in place where community gathers)	1	0	0	1	0
Provide digital hub for reference	0	0	1	1	0
All communications disability accessible	1	0	0	1	0
Our staff know your situation	1	0	0	1	0
Phone me	0	1	0	1	0
Advance notice for meter read - phone call that morning	0	1	0	1	0
Call proactively	0	0	1	1	0
Extra outage notifications including how long likely to last	0	1	0	1	0
Information on options (e.g. REES scheme)	1	0	0	1	0
AGN/SAG Community and stakeholder education centre - school groups, interested stakeholder groups, Hydrogen education, etc	0	0	0	0	5
CRM (for purpose)	0	0	0	0	3
Arrange Centrepay	0	0	0	0	1
Social equity person - staff liaison	0	0	0	0	0
Push button 'electricity lock'	0	0	0	0	0

Full list of ideas

Idea	Green Votes	Yellow Votes	Red Votes	Total votes	Re-shortlisting votes
Funding for voucher system	0	0	0	0	0
Pressure retailers to give vouchers to vulnerable customers	0	0	0	0	0
Register your needs with AGN	0	0	0	0	0
Call us to check if visitor is legit (or other method)	0	0	0	0	0
We have tech to prove our credentials (e.g. braille ID card, voice ID)	0	0	0	0	0
Remote shut off of supply	0	0	0	0	0
Workforce diversity [to match customer base]	0	0	0	0	0
Disability inclusion plans - government, council	0	0	0	0	0
Self reads (meters)	0	0	0	0	0
Energy efficiency advice	0	0	0	0	0
Online access	0	0	0	0	0
Retailer assistance schemes - smoothing, waiving	0	0	0	0	0
Assistance for outages (can't afford takeaway)	0	0	0	0	0
Options to manage my bills & usage	0	0	0	0	3
Regulations life support	0	0	0	0	1
Privacy laws for vulnerable customers	0	0	0	0	0
hardship policy	0	0	0	0	0
We email or call rather than letter drop	0	0	0	0	0
Guidance on how to use gas appliances	0	0	0	0	0
Have referral info available on the ground	0	0	0	0	0
Use case management techniques	0	0	0	0	0
Relevant SEO (search engine optimisation) results	0	0	0	0	0
Ensure good close out advice	0	0	0	0	0
Early intervention	0	0	0	0	0
Multiple (communication) channels	0	0	0	0	0
Trained staff	0	0	0	0	0
Accessible design	0	0	0	0	0
Have policies and guidelines	0	0	0	0	0
All staff one voice/message	0	0	0	0	0
Contact details for a friend (know where to get advice)	0	0	0	0	0


Idea	Green Votes	Yellow Votes	Red Votes	Total votes	Re-shortlisting votes
Call centre hotline	0	0	0	0	0
Support family (children) - next generation	0	0	0	0	0
Workshops when into country	0	0	0	0	0
Culturally relevant	0	0	0	0	0
Singular goal	0	0	0	0	0
Simplicity of message	0	0	0	0	0
Presence	0	0	0	0	0
Cross platform advertising	0	0	0	0	0
Cheap	0	0	0	0	0
Multi targeted	0	0	0	0	0
Choice of product	0	0	0	0	0
Have my son's number (alternative contact point)	0	0	0	0	0
Do everything on the phone	0	0	0	0	0
Payment options	0	0	0	0	0
Explain this to me - create social connections group	0	0	0	0	0
Keep info flowing - magnet, calendar reminder	0	0	0	0	0
Reminders	0	0	0	0	0
Know what other services are relevant to me - and offer them	0	0	0	0	0
I don't want to worry - TRUST	0	0	0	0	0
Listen, make time for connection	0	0	0	0	0
In home, come to you	0	0	0	0	0
Consistent, routine	0	0	0	0	0
Education about providing access to meter	0	0	0	0	0
Adequate concessions	0	0	0	0	0
Retailer referrals	0	0	0	0	0
Insulation and other energy saving tools	0	0	0	0	0
Compounding vulnerability (i.e. could also have a language barrier)	0	0	0	0	0
Family assistance	0	0	0	0	0

Feedback worksheet

Each participant completed the following worksheet for each idea, providing clear data and insight into the degree of support and underlying rationale.

Idea: _____

Your Name (optional): _____



- 1. Overall, how supportive of this idea are you?**

Very
unsupportive

Somewhat
unsupportive

Neither
supportive
nor
unsupportive

Somewhat
supportive

Very
supportive

- 2. How helpful do you think this idea will be for vulnerable customers?**

Not at all

Slightly
helpful

Moderately
helpful

Very helpful

Extremely
helpful

- 3. What action do you think AGN should take with this idea?**

Perish
No longer
pursue this idea

Pivot
Re-think this idea

Persevere
Pursue this idea and
develop in more
depth/detail

- 4. Whose responsibility is this idea?**

AGN
This is AGN's
responsibility.

Retailer
This is the retailer's
responsibility.

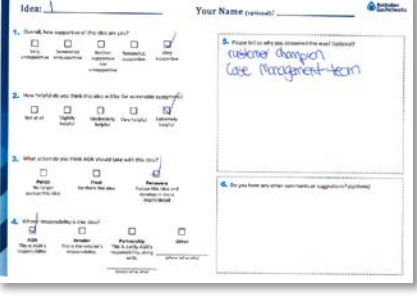
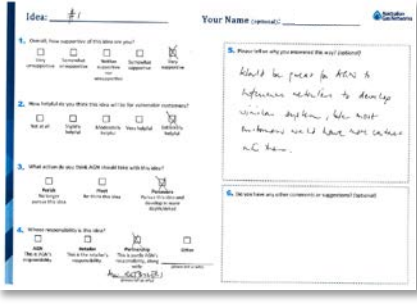
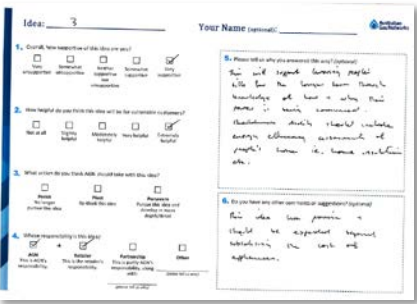
Partnership
This is partly AGN's
responsibility, along
with: _____
(please tell us who)

Other

(please tell us who)

5. Please tell us why you answered this way? (optional)

6. Do you have any other comments or suggestions? (optional)





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