



Technology program

Workforce Collaboration

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1 Document Background

1.1 Purpose of this document

The purpose of this document is to outline a business case for a proposed program of work that will form part of AusNet's Technology GAAR submission.

1.2 References

Document	Version	Author
AusNet Services FY19-FY23 Technology Plan	V1.00	AusNet Services
Ausnet GAS IT Strategy FY24-2FY8	V1.00	Ausnet Services

1.3 Document History

Date	Version	Comment	Person
15/08/2018	V0.1	First Draft	Greta Kaehne
12/09/2018	V.02	2nd Cut Final Issue	Greta Kaehne
19/03/2019	V.022	Consistency edits	John Hancock
20/03/2019	V.023	Consistency workshop	John Hancock, Tom Lillis, Janine Perri
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29/10/2019	V4.0	Draft version provided to Regulatory team	Samantha Scanlon
18/11/2019	V4.1	Incorporated review feedback	Samantha Scanlon
14/1/2020	V4.3	Incorporated review feedback	Samantha Scanlon
07/09/2021	V5.0	Amended for GAAR	Mathew Abraham
17/10/2021	V6.0	Amended for GAAR – Additional initiatives included	Mathew Abraham
16/02/2022	V7.0	Amended for GAAR – Regulatory Team review	Mathew Abraham
02/06/2022	V8.0	Amended for GAAR – Regulatory Team review	Mathew Abraham
18/06/2022	V9.0	Amended post Regulatory Team review	Mathew Abraham

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1.4 Approvals

Position
Technology Leadership Team

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2 Executive summary

2.1 Program summary

The table below provides a summary of the Workforce collaboration program. Additional information is provided throughout the brief.

Table 2-1 Summary table

Key objective(s) of the program	To maintain enterprise capability and modernise day-to-day operations in the office and on the field while ensuring business continuity and sustainable risk management.						
Key benefits	Supporting day-to-day operations of our staff in the office and on the field, in an increasingly complex and challenging environment by delivering: <ul style="list-style-type: none"> • More efficient and effective means for communication, workforce collaboration and mobility, improving AusNet staff productivity within a hybrid working environment. • Ability to utilise information efficiently across the workplace to improve speed, safety and accuracy of workforce decision-making and information reporting to customers. • Ability to efficiently deliver reliable, safe gas for customers. • Greater capability to analyse financial information leading to more transparent and accurate planning, budgeting, and forecasting. This allows AusNet Services to find increasingly cost-effective ways of working. • Enhanced effectiveness of core enterprise functions and back-office functions, through automation of previous manual processes, improving AusNet Service's staff's productivity. 						
Cost allocation	Electricity Distribution	49%	Electricity Transmission	30%			
	Gas Distribution	21%					
Program type	Recurrent	<input checked="" type="checkbox"/>					
	Non-Recurrent	<input checked="" type="checkbox"/>					
	Client Devices	<input type="checkbox"/>					
Program timings	The estimated life of the solutions deployed on-premises is 5 years with a refresh. Those solutions that are deployed as subscription services would be contracted for the term of the regulatory period.						
Expenditure forecast	(\$m)	FY24	FY25	FY26	FY27	FY28	Total
	CAPEX	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$3.13
	OPEX	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$1.38
	Gas Distribution cost	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$4.51

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	Total program cost	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$19.23
Estimated life of system	The estimated life of the solutions deployed on-premises is 5 years with a refresh. Those solutions that are deployed as subscription services would be contracted for the term of the regulatory period.						
Customer Engagement	<p>This program was proposed (and approved) as part of AusNet’s Electricity Distribution Price Reset (EDPR) and Transmission Revenue Review (TRR) submissions. This brief pertains to the Gas Access Arrangement (GAAR) allocation of these costs.</p> <p>We have undertaken significant stakeholder engagement.</p> <p>As part of the EDPR process, we held deep dive workshops with stakeholders on ICT. In that engagement, we described the importance and need for ICT expenditure to meet our customers’ evolving needs and to support compliance with regulatory and legal obligations.</p> <p>We acknowledge the feedback received from both sessions and have taken it into consideration when proposing the most appropriate option for this business case.</p> <p>This brief has also taken into consideration:</p> <ul style="list-style-type: none"> • The challenge we received from stakeholders as part of the GAAR engagement process to minimise discretionary IT spend where possible – a challenge consistent with the broader feedback we received on our capital investments. • Recent customer engagement studies conducted by AusNet, including the Energy Sentiments Survey (2021) and the AusNet Listening Report “Engaging Victorians on the Future of the Gas Networks” (2021). 						

Despite ongoing uncertainty about the future of the Gas Networks, AusNet’s Gas Business Plan focuses on ensuring we remain operationally effective, improving services that customers value, and continuing to maintain our network in order to safely deliver gas to our customers.

Industry wide change, rapid technology advancements, customer expectations and ongoing safety obligations are transforming the way utilities engage with their workforces. Technology plays a key role in enabling AusNet’s ability to maintain the core business and preparing for the uncertain future.

As advanced technologies become commonplace, there is increasing demand from employees for devices and applications that enable flexible working arrangements, making tasks both safer, easier, and more efficient for teams. A connected workforce able to communicate with remote teams via mobile devices has many benefits, including improved safety and efficiency of operations and overarching management, regardless of the physical location of employees. Embedding collaboration tools into the way work is performed facilitates the sharing of ideas and knowledge, creating a seamless delivery of services to our customers.

As employees progress within the organisation, they acquire knowledge which is specialised to the company’s operations, structure and culture. The unique insights that are gathered by individuals in roles such as Access Coordinators or System Planners make training difficult for new employees to replicate as the workforce ages. While new technologies enable learning conversations, equally as important is cultivating a culture that captures ongoing knowledge and facilitates collaborative behaviour. This ability to capture and utilise information and learnings efficiently across the workplace improves the speed and accuracy of tasks and decision-making, allowing quicker response to both customer and business needs.

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Corporate functions play an integral role furthering the accuracy of decision making from a financial perspective. Simplification of finance through automation of repetitive transactional tasks will enable more time for employees to support the business, by identifying opportunities and providing critical information and analysis to make strategic decisions. The ability to perform advanced analytics on consolidated financial information will allow finance employees to deliver more value in creating transparency and improved accuracy of planning, budgeting and forecasting.

In this current regulatory period, AusNet has had an increased focus toward strategic initiatives to ensure our changing workforce is equipped with modern tools to work efficiently into the future and deliver affordable services to customers. While progress has been made from a communications perspective (through implementation of Skype, SharePoint, upgraded intranet) and remote working platforms and through increasing use of mobility devices, the use of these technologies as a central source of knowledge is not embedded into daily routine, limiting ability to build on existing enterprise content. Similarly, manual processes are limiting the ability to distribute timely information, and input into planning and management.

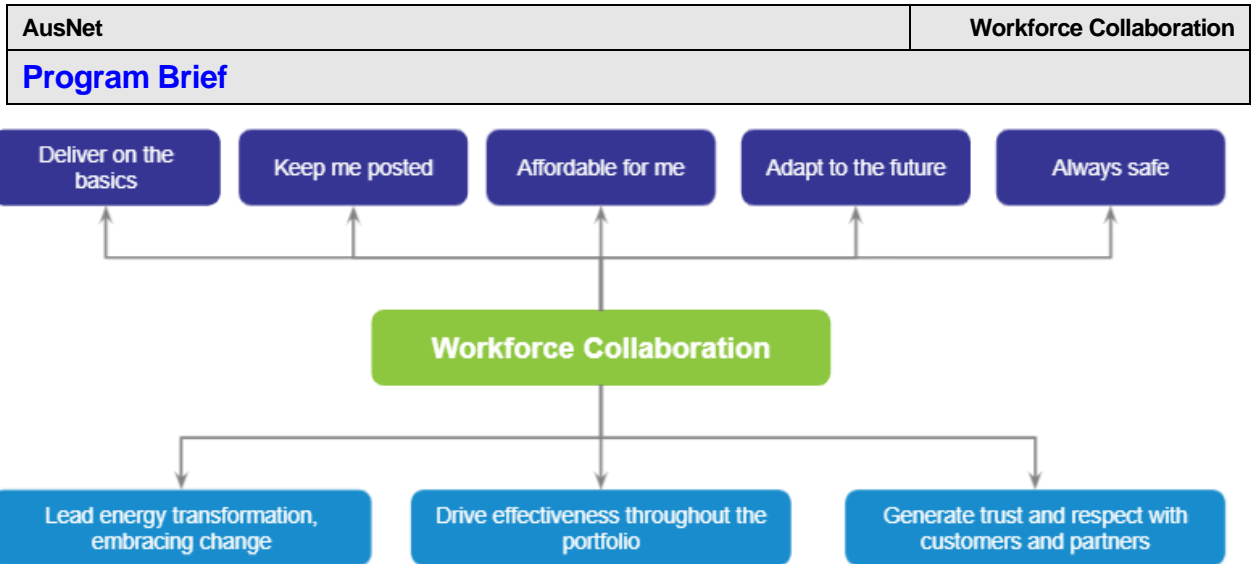
Acknowledging these limitations, investments proposed in this program of work for the upcoming access arrangement period (2024-2028) include enhanced solutions such as:

- Technology to establish efficient and effective means for communication and workforce collaboration
- Improvements in capability to continuously capture and transfer knowledge amongst employees
- Improvements in analytics capabilities, including transparency and accuracy of portfolio and enterprise-wide planning, budgeting, forecasting, and reporting
- Leveraging automation and cognitive tools to optimise previously manual processes in back-office functions.

Connectivity of employees, as well as an improved learning capability and seamless flow of information will ensure employees can more efficiently **'deliver the basics'** for customers, transparently **'keeping (customers) posted'** as well as ensuring the network is **'always safe'**. The improvements in operational efficiency will also result in lower bills for customers **'affordable for me'** as the cost to serve decreases. The initiative will prepare AusNet to be **'ready for the future'** by creating a platform for employees to utilise learnings and knowledge rapidly, increasingly important as technology change occurs at a rapid pace. Furthermore, AusNet will be able to provide staff with improved information about safe work practices, ensuring that the services provided by AusNet are **'always safe'**.

This program of work will deliver significant benefits to employees in 'driving efficiency and effectiveness across the portfolio' over the long term, as information is more readily accessible regardless of workforce location or business area. It also aligns to 'Lead energy transformation, embracing change' enabling AusNet to embrace changes in the workforce and technology.

Figure 2-1 Summary of customer, business, and risk drivers of this program



2.1.1 Alignment with AER ICT expenditure assessment framework

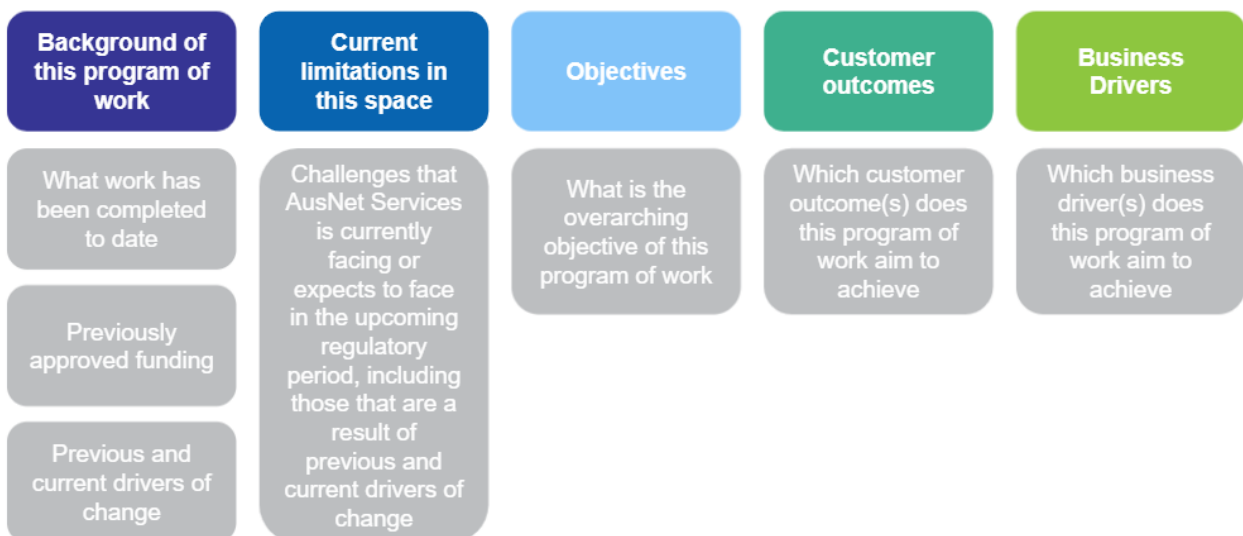
In accordance with the framework outlined in the AER’s Consultation paper – Non-network ICT Capex Assessment Approach for Electricity Distributors of November 2019, we have categorised this program as 70% recurrent expenditure on the basis that a portion relates to ongoing refresh of AusNet’s core business systems, a cost that must be incurred periodically. We have also categorised this program as 30% non-recurrent, on the basis that a portion involves new additional investment.

We have also undertaken NPV analysis in support of the program, along with a detailed business case.

3 Context

New technologies to drive collaboration will enable AusNet to evolve in line with its changing market and workforce. It includes initiatives that address limitations in AusNet’s ability to collaborate and share knowledge, and increased capacity to manage performance and productivity of projects and business / operating units. It provides use cases to input into other business investments in mobility and information management.

Figure 3-1 Key areas of the context to be discussed



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3.1 Background

Over the past decade, our energy consumers, regulators, and industry peers have raised their expectations of utilities to match the customer centric, digital capabilities of other services providers such as banks and telecommunications services. Feedback from our customers highlights a strong commitment to continuing to use gas with the key focus areas on health and safety, affordability, environmental impacts, and reliability of service.

AusNet operates using a partner ecosystem, with a large portion of operations completed by vendors and contractors. In some divisions, such as our field crews, we rely on a high percentage of external labour, which is expected to remain into the future. While enhancing the flexibility of our workforce, this approach to outsourcing core work creates challenges in ensuring information is easily accessible. It can also limit the way knowledge about our business is captured and transferred among employees.

Changing workforce demographics mean AusNet Services is also faced with the burden of finding skilled staff to replace experienced field workers as they retire. Having an enterprise knowledge management solution, which is consistently updated to include relevant materials in terms of both training and developments as well as standard procedure documentation, will allow new staff to be upskilled quickly, and leverage the insights and experience of previous employees.

Digital workforce collaboration will reduce the impact of these challenges by improving efficiency of management and provision of information to all employees. In the current regulatory period, collaboration tools have been made more widely available to increasing workforce connectivity. There was also investment to significantly uplift the presence of physical digital devices. Work toward a truly connected enterprise will continue into the next regulatory period.

Corporate functions play an integral role furthering the accuracy of decision making from a financial perspective. Simplification of finance through automation of repetitive transactional tasks will alleviate time to support the business by identifying opportunities and providing critical information and analysis to make strategic decisions. The ability to perform advanced analytics on consolidated financial information, will allow finance to deliver more value in creating transparency and improved accuracy of planning budgeting and forecasting.

Strategic initiatives for the proposed program of work for FY2024-2028 include:

- **Integrated digital engagement** – Intranet upgrade to improve information access and collaboration between internal and external stakeholders. This included developing an in-house information system to collect and leverage employee, customer, and other stakeholder insights for the purpose of improving service delivery. This overarching strategy will continue into the FY2024-2028 period, with the intention to fully utilise existing digital assets before addressing gaps with new solutions.
- **Unified communications** – Communications features that enable mobility and collaboration (multi-party, multimedia, multi-location information sharing) capabilities for users. Moving forward, communications will extend to optimise 130 sites and continue to enable flexible work arrangements.
- **Modernise and simplify the overall technology landscape** – AusNet has previously identified the need for a single solution for asset and workforce management (SAP ERP & EAM) and has continued to consolidate data and standardise processes over several regulatory periods. This work will continue in the FY2024-2028 period.

These overarching programs and the focus on these areas will continue into the FY2024-2028 regulatory period:

1. Leveraging employee insights and knowledge to enable efficient capture and transfer of knowledge
2. Connectivity of employees, to allow flexible work arrangements and increase collaboration
3. Improved efficiency and analytics capabilities for corporate functions

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Business continuity and risk mitigation will become increasingly dependent on how new technologies can be utilised by corporate functions to deliver greater value to customers and the business.

This program brief proposes three different options and recommends the option which best addresses these challenges given the associated costs, benefits, risks, and impacts on customer outcomes and business drivers. This analysis is discussed in sections 4 and 5.

3.2 Current limitations

Despite improvements over the previous and current regulatory periods, the current asset maintenance process has the following limitations:

- **Limited knowledge management capability** – Despite having an enterprise content management solution, relevant information is not always available and accessible for timely problem identification and solution determination. This impacts greatly on productivity in time spent looking for useful information and has the potential to impact on health and safety (in field crews). Uplifting this technology capability in the coming period will also act as a risk mitigation strategy to combat potential knowledge loss as a large portion of the workforce approaches retirement, and new recruits will require training.
- **Risk of information loss** – Missing documentation and incomplete data due to effort to input and double entry are ongoing issues. There is a lack of process around updating and maintaining records for both financial and enterprise content information.
- **Lack of collaborative culture** – Tools are currently available to upload documentation, presentations, learnings etc. AusNet currently does not actively promote utilising these tools as part of daily tasks. There is little incentive to upload work to shared folders and the information that is uploaded is not stored in an easily accessible way.
- **Shift to hybrid and flexible work arrangements** – To retain and attract new talent and to work effectively in the post COVID-19 environment, employees' expectation that they will be able to work from home or remotely from other office locations if required must be met. While fundamental technology exists, a more interactive experience could be developed to share information in a more collaborative way.
- **Complex workforce structure** – The mix of internal and external staff working across multiple locations (particularly in field work) requires a greater degree of control and visibility of work tasks and operations to track both financials and quality/ performance metrics to inform future decision making.
- **Manual and disparate processes** – AusNet currently utilises multiple systems, and is heavily reliant on Excel to perform planning, budgeting, forecasting, and reporting. This is a timely process and introduces a risk of human error in processing, limiting the ability for leadership teams to make informed decisions about projects and portfolio investment.
- **Lack of controls** – Lack of business rules and checks, to ensure data quality used in financial planning, budgeting forecasting and reporting. Often consolidated at different levels, making traceability challenging.

3.3 Objectives

The overarching objective of this program of work is to maintain enterprise capability, modernise day-to-day operations in the office, at home and on the field to ensure business continuity and sustainable risk management and deliver cost reductions for customers.

This will be completed through:

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- Technology solution to establish efficient and effective means for communication and workforce collaboration, to enable workforce mobility and allow for remote and flexible work arrangements
- Improvements in capability to continuously capture and transfer knowledge amongst employees
- Improvements in analytics capabilities, including transparency and accuracy of portfolio and enterprise-wide planning, budgeting, forecasting, and reporting
- Leveraging automation and cognitive tools to optimise previously manual processes in back-office functions

3.4 Customer outcomes

Through customer research carried out by AusNet, a succinct list of key customer values and priorities were identified. These customer outcomes are:

- Deliver on the basics – Ensure reliability of services
- Keep me posted – Keep customers informed and improve customer service
- Affordable for me – Lower costs for customers
- Adapt to the future – Sustainability and the future supply of gas
- Always safe – Make networks safer, regarding health, safety, and positive environmental impacts

This research has been further validated through the Customer Sentiments Survey and GAAR customer workshops. Additional information on each of these customer outcomes is provided in the overarching Technology GAAR submission FY2024-2028.

All expenditure programs identified and proposed by AusNet will have regard to the customer outcomes and can be directly linked to at least one of these five outcomes.

We consider that this program of work will be most relevant to **'affordable for me'** as cost savings made from a more efficient process can be passed on to customers over the long-term. In this initiative, improvements to knowledge management will enable the transitioning and dynamic workforce to retain operational insights that can reduce time and costs. All corporate functions serve the purpose of **'delivering the basics'**, specifically increased communication between employees ensuring smooth operations and collaboration, creating greater opportunity for efficiency, as well as maintained ability to provide timely meter reading. With these efficiencies, it means that customers will have a smoother customer experience related to reduction in overlap of service providers, faster response times, and more efficient issue resolutions. Customers will also experience an uplift in service standards, as effective knowledge management would strengthen service standardisation. Equally as important is **'always safe,'** as improved access to safe work practices, risk mitigation procedures, and timely information about status of assets, sites, and customers will ensure safety of employees and the community. This initiative will also support the **"keep me posted"** customer outcome as it will enable faster and more accurate communication about on-site issues from the field workforce, in turn providing accurate updates for customers.

3.5 Business drivers

In the face of significant industry disruption resulting in a period of substantial uncertainty and increasing complexity across the industry, and the changing environment that the COVID-19 global

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pandemic presents our workforce and our partner's workforce, AusNet has selected four key business drivers which set the direction for the business.

These business drivers are:

- Maintain current service performance
- Lead energy transformation, embracing change.
- Drive effectiveness throughout the portfolio; and
- Generate trust and respect with customers and partners.

To drive effectiveness throughout the portfolio, remaining top quartile in cost performance in the industry and ensuring that prudent and sustainable network investment is always undertaken will be key considerations. AusNet's commitment to delivering valued services to customers will also contribute to generating trust with customers, as well as the maintenance of network safety in accordance with the Gas Safety Case. This will also help drive maintenance of current service performance.

All expenditure programs identified and proposed by AusNet will have regard to the business drivers and can be directly linked to at least one of these initiatives.

We consider that this program of work will be most relevant to 'drive effectiveness throughout the portfolio', as increased productivity will result from having information more readily available for employees and improved visibility across the workforce and program/ portfolio management will aid effective decision-making. We will further explore this in the discussions of each of the options.

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4 Options

4.1 Overview

This section provides an overview of options that may alleviate current limitations.

Table 4-1 Brief overview of the options

Brief overview of each of the options	
Option 1	Business as usual (no new applications or systems, only refreshing current applications)
Option 2 (Recommended)	Knowledge capture and transfer: <ul style="list-style-type: none"> ● Establishing an integrated platform allowing for knowledge capture and transfer ● Improvements in corporate mobility solutions to enable collaboration and remote and flexible work arrangements ● Improvements in automation and analytics capability across enterprise content management back-office functions, specifically improving the accuracy of planning, budgeting, and forecasting ●
Option 3	Intelligent Workforce platform: <ul style="list-style-type: none"> ● Establishing a further level of integration between systems and mobile devices, including cognitive models and automation to assist in knowledge capture and planning budgeting and forecasting at a portfolio and enterprise level

4.2 Option #1 Business as Usual

This option involves continuing AusNet’s current tactical roadmap, which includes maintaining current systems and applications used to manage enterprise content, connect employees, and manage both the workforce and program/ portfolio planning.

At a minimum, a series of refreshes will be required for existing applications. This option does not look to expand any of the existing capabilities; it is the base level of investment to maintain current business as usual outcomes.

Knowledge Management

Complete the necessary refreshes to allow continued content management via SharePoint (Microsoft Cloud and On Premise).

Workforce Mobility and Collaboration

Refreshes to the Windows workstation, Citrix platform and maintenance of the enterprise application store for both IT and OT employee devices will be required during the period. Continue to ensure employees are set up for a hybrid working arrangement where remote working can be safely, efficiently, and effectively undertaken.

Corporate Functions

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The current SaaS Solution for planning, budgeting, and forecasting will require refreshed modules or implementation of additional modules required by the current vendor within the FY2024-2028 regulatory period.

As described in the context and drivers' sections above, limitations in knowledge capture and transfer as well as visibility and accountability over the workforce and external service providers are impacting on AusNet's ability to efficiently deliver reliable, safe energy for customers. As such, continuing AusNet's current capabilities in workforce management, communication and field mobility is not an acceptable option over the next regulatory period.

4.2.1 Alignment to objectives

We do not consider that this option achieves any of the intended objectives of this program of work, as shown in Table 4-2 below.

Table 4-2 Objectives analysis of option 1

Objective		Comments
Establishing a communication and workforce collaboration solution to enable workforce mobility and allow for remote and flexible work arrangements	✘	No further benefits or strategic objectives will be achieved by refreshing existing systems and applications.
An enhanced solution to facilitate the distribution of information efficiently across the workplace to improve speed and accuracy of workforce decision-making	✘	No further benefits or strategic objectives will be achieved by refreshing existing systems and applications.
Improvements in analytics capabilities, including transparency and accuracy of portfolio and enterprise-wide planning, budgeting, forecasting, and reporting	✘	No further benefits or strategic objectives will be achieved by refreshing existing systems and applications.
Utilising automation to improve efficiency of manual corporate functions.	✘	No implementation of automated processes.

4.2.2 Costs

Table 4-3 Costs of option 1

(\$m)	FY24	FY25	FY26	FY27	FY28	Total
Capex	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$0.68
Opex	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$0.28
Gas distribution cost	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$0.96
Total program cost	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$4.58

4.2.3 Benefits

This option involves maintaining the current systems and operations, without any uplift of capability to address the need and limitations described above.

With the implementation of this option, a benefit will be observed in the avoidance of further degradation of service and benefits associated with maintaining status quo systems.

4.2.4 Risks

There are several risks associated with this program, as highlighted in the table below. Based on how well this Option is addressing the risk, we have rated the consequence and likelihood of each residual risk as blue, green, yellow, orange, and red (order of severity). See Attachment 1 – Risk level matrix for additional information on this rating system.

Table 4-4 Risks of option 1

	Risks	Consequence	Likelihood	Risk rating
R1.1	Knowledge loss due to staff turnover	Level 1: Limited ability to capture knowledge from subject matter experts and establish knowledge sharing across the organisation. Extending time to train new staff and may create a skill gap in the organisation	Almost Certain	C
R1.2	Lost productivity due to time spent locating information	Level 1: Compromised ability to efficiently utilise existing knowledge across the organisation creating inconsistencies in information management and decision- making.	Almost Certain	C
R1.3	Impacted health and safety of field crews if correct information is not readily available on the field	Level 2: Health and safety risk where correct procedures are not carried out, particularly in the field	Likely	C
R1.4	Limited ability to attract and retain talent	Level 1: As work force ages, there is the risk of finding long term replacements for critical operational roles	Almost Certain	C
R1.5	Inefficiencies (e.g., workarounds), manual errors and poor data integrity associated with management, planning budget, and forecasting and reporting processes	Level 1: Poor data integrity and manual processes increase the time to perform management and reporting. A lack of visibility to across all business units affects ability to manage employees and ensure targets are met.	Almost Certain	C

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As we have identified most medium risks, we consider that overall, this option is rated medium risk.

4.2.5 Customer related drivers of expenditure

As discussed in Section 3.4, five key customer outcomes have been identified through discussions with customers. The table below highlights how this option will achieve these outcomes. Where we consider that a customer outcome is not directly achievable by the option or irrelevant, 'N/A' is applied.

Table 4-5 Customer related drivers of option 1

Customer outcome	How this option achieves this
Deliver on the basics	At a minimum, a series of refreshes will be required for existing applications to maintain business as usual for operations and field employees. This will not deliver any services with better capability or efficiency than what exists today.
Keep me posted	N/A
Affordable for me	N/A
Adapt to the future	N/A
Always safe	N/A

4.2.6 Business related drivers of expenditure

As discussed in Section 3.5, there are four business drivers that AusNet's has identified and is focussing on over the next regulatory period. The table below highlights how this option will input into the initiatives where relevant. Where we consider that a business driver is not directly relevant to the option, 'N/A' is applied.

Table 4-6 Business related drivers of option 1

Business drivers	How this program achieves this
Maintain current service performance	N/A - No uplift from existing capabilities
Lead energy transformation, embracing change	N/A - No uplift from existing capabilities
Drive effectiveness throughout the portfolio	N/A - No uplift from existing capabilities
Generate trust and respect with customers and partners	N/A - No uplift from existing capabilities

4.3 Option #2 Knowledge Capture and Transfer (RECOMMENDED)

In today's hybrid working environment, which has been accelerated with the COVID-19 pandemic, there is rapid increase in the use of collaboration platforms like chat, email, calendars, meeting notes, project plans, and risk/issue tracking programs. With the increased use of these platforms comes exponential increases in data in many forms and file types across many messages and documents. As an employee or partner, it becomes harder to search, find and utilise this information within an organisation, whether it originates in an email, a document, or a team member. Legacy share folders and intranets like SharePoint where teams manually upload documentation quickly lose relevance,

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because the maintenance of these pages takes time and requires clear ownership and accountability.

While AusNet's has commenced initiatives in this space in the CY18-22 regulatory period, this option will ensure more data and contents in multimedia format are easily accessible and intuitive for corporate employees and field force workers to interact with and distribute in a timely manner.

To ensure a prudent approach to investment during the regulatory period, for each opportunity for capability improvement, several options will be assessed including new products, additional functionality to existing tools or a customised solution built in-house. There will be a mix of software and hardware required to uplift capability across the workforces. Included in this initiative is an investment in change management which will be critical to ensuring the culture of collaboration is established in line with the new solutions.

Digital solutions will be considered in the following areas.

Knowledge Management and Collaboration

Currently, while Microsoft SharePoint exists enterprise-wide, it is not fully utilised as a true Enterprise Content management solution. It contains mainly static word documents and presentation packs used across the business. In the FY2024-2028 regulatory period, knowledge management must grow from storage of documents to both capture and transfer of current and past employee insights.

The solution proposed will seek to:

- Create an intelligent user interface which can be personalised by function and business role;
- Improve search-ability through consistent tagging of files and organisation of existing content into relevant folders for appropriate teams to access;
- Allow multimedia artefacts to be uploaded including videos etc. that could be utilised for training purposes or as quick reference guides for common problems both back office and field workers;
- Ensure all procedural information can be in a digital form for easy access by all employees on all devices (e.g., field crews accessing short video demonstrations on mobile devices);
- Create a dynamic list of expertise across the business, in the absence of information there is the capability to locate and 'Dial the Expert';
- Embed a metric into a wider KPI framework which incentivises individuals to upload work to the shared environment.

Workforce Mobility Solutions

As mentioned previously, the prior regulatory period saw the roll out of mobile devices, improving the mobility and flexibility of employees. For the next regulatory period over FY2024-2028, AusNet's proposes to create the capability to collaborate virtually to solve customer and business problems leveraging mobility, and non-standard input devices (e.g., speech). This capability is more critical given the hybrid working environment enforced by the COVID-19 pandemic. This will also assist in creating an environment that attracts and retains talented employees.

The solution proposed will seek to:

- Roll out devices such as field worker smart screens, video conferencing (for example, Skype for business, for use with clients and partners)
- Rationalise existing end user mobile devices
- Migrate OT applications onto field platforms to allow accessibility on mobile devices
- Refresh the OT windows interface to ensure the most recent updates are available

As presented in Option 1, AusNet will continue to ensure employees are set up for a hybrid working arrangement where remote working can be safely, efficiently, and effectively undertaken.

Corporate Functions

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AusNet completes continuous improvement initiatives as they arise within our corporate functions. Many finance processes have already been outsourced, however, moving forward the intention is to utilise automation and an established robotics platform to create further operational efficiency in manual rule-based tasks. Analysis will continue to be conducted to determine the most cost-effective form of automation (robotics, automated products and systems/ cognitive).

Utilising the robotics platform, the solution proposed will progress AusNet’s automation capabilities by:

- Conducting initial analysis into relevant processes to undergo robotic process automation
- Prioritising workflows
- Conducting proof-of-concepts and first high value, low complexity processes
- Building and rolling out automations to relevant back-office functions (including HR and legal).

In addition to automation, a more transparent and accurate financial analysis solution will utilise real time data and advanced analytics. This tool will enable:

- Utilisation of advanced analytics to incorporate real time data into financial planning budgeting and forecasting
- Provision of end-to-end visibility of all projects within the enterprise portfolio
- Integration with Finance solutions (SAP Financial or similar)
- Consolidation of an overarching view of spend (budget v. actuals), with the ability to visualise by business unit, project, location, employee type etc.
- Tracing accountability and progress of project in close to real time
- Integration with existing systems to aid other financial calculations, implementing additional modules if required.

Described in the context and drivers’ sections above, limitations in knowledge capture and transfer, mobility and efficiency of corporate functions and operations in the field affect AusNet’s ability to deliver reliable, safe energy for customers. Option 2 is designed to address a significant number of the capability gaps that are faced.

4.3.1 Alignment to objectives

We consider that this option achieves all the intended objectives of this program of work, as shown in the table below.

Table 4-7 Objectives analysis of Option 2

Objective		Comments
Establishing a communication and workforce collaboration solution to enable workforce mobility and allow for remote and flexible work arrangements	✓	This option will enable greater knowledge and idea sharing through the implementation of digital solutions in conjunction with change management programs to promote a collaborative culture.
An enhanced solution to facilitate the distribution of information efficiently across the workplace to improve speed and accuracy of workforce decision-making	✓	This option will improve search functionality to locate relevant data for modelling and planning, as well as troubleshooting, learning, and resourcing. For the field staff, more timely location-specific information on the field will improve productivity and quality of service.
Improvements in analytics capabilities, including transparency and accuracy of portfolio and enterprise-wide	✓	This option will significantly increase the analytics capability of corporate functions, specifically enhancing accuracy and transparency of planning budgeting and forecasting by utilising real time data.

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planning, budgeting, forecasting, and reporting		
Utilising automation to improve efficiency of manual corporate functions.	✓	Under this option, AusNet will commence automation on highest priority functional processes based on the highest impact for lowest cost.

4.3.2 Costs

Table 4-8 Costs of Option 2

(\$m)	FY24	FY25	FY26	FY27	FY28	Total
Capex	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$3.13
Opex	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$1.38
Gas distribution cost	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$4.51
Total program cost	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$19.23

Both the Knowledge Management and Portfolio Management tools that form part of option 2 are likely to be deployed as subscription services; we would expect this to result in a permanent increase in opex of approximately \$94,500 per annum.

4.3.3 Benefits

Knowledge Management and Collaboration:

- Increased enterprise-wide operational effectiveness through timely access to the correct information and up to date versions of documents, and a reduction in lost or misplaced information.
- A centralised and integrated repository of information reducing rework / duplication of work, information inconsistencies and operational effectiveness (e.g., time spent searching for documentation would be reduced).
- Improved and more collaborative culture, supporting teamwork and information/knowledge sharing.
- Timely access to safety material, policies, procedures etc.
- Reduced time to train and on-board new employees.
- Capture specialised role information to avoid knowledge loss due to staff turnover.

Workforce Mobility Solutions:

- Ability to work remotely and support flexible work arrangements.
- Avoidance of travel when organising meetings e.g., between field staff, CBD office sites and staff homes.

Corporate Functions:

- Reduction in manual process due to automation of transactional tasks.
- Reduced time to complete financial modelling and analysis due to enhanced decision-making through more readily accessible quality information.
- More accurate and detailed financial modelling and analysis due to inclusion of real time data.

4.3.4 Risks

There are a number of risks associated with this program, as highlighted in the table below. Based on how well this Option is addressing the risk, we have rated the consequence and likelihood of each residual risk as blue, green, yellow, orange, and red (order of severity). See Attachment 1 – Risk level matrix for additional information on this rating system.

Table 4-9 Risks of Option 2

	Risks	Consequence	Likelihood	Risk rating
R2.1	Knowledge loss due to staff turnover	Level 1: Limited ability to capture knowledge from Subject matter experts and establish knowledge sharing across the organisation. Extending time to train new staff and may create a skill gap in the organisation	Likely	D
R2.2	Lost productivity due to time spent locating information	Level 1: Compromised ability to efficiently utilise existing knowledge across the organisation creating inconsistencies in information management and decision- making.	Unlikely	E
R2.3	Impacted health and safety of field crews if correct information is not readily available	Level 2: Health and safety risk where correct procedures are not carried out, particularly in the field	Possible	D
R2.4	Limited ability to attract and retaining talent	Level 1: As work force ages, there is the risk of finding long term replacements for critical operational roles	Possible	E
R2.5	Inefficiencies (e.g., workarounds), manual errors and poor data integrity associated with management, planning budget, and forecasting and reporting processes	Level 1: Poor data integrity and manual processes increase the time to perform management and reporting. A lack of visibility to across all business units affects ability to manage employees and ensure targets are met.	Possible	E

As we have identified a majority of low and very low risk ratings, we consider that overall, this option is rated low risk.

4.3.5 Alignment to customer related drivers of expenditure

As discussed in Section 3.4, five key customer outcomes have been identified through discussions with customers. The table below highlights how this option will achieve these outcomes. Where we consider that a customer outcome is not directly achievable by the option or irrelevant, 'N/A' is applied.

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Table 4-10 Customer related drivers of Option 2

Customer outcome	How this option achieves this
Deliver on the basics	This option allows AusNet to carry out network operations more efficiently and ensure reliable supply to our customers. This option will also maintain AusNet's compliance obligations in providing timely meter reading to customers. Customers will experience an increase in service standards and a more satisfied customer experience with reduced manual communication efforts.
Keep me posted	This option allows for increased on-site reporting and information management that will help support more transparent and efficient issue notification for affected customers. Experience of vulnerable customers will be improved through understanding their location relative to outages and field work, allowing field force staff to take direct and specific action for these customers where possible.
Affordable for me	By improving on knowledge management, retention of knowledge and efficient ways of working, this will improve AusNet's ability to work more cost effectively. These efficiencies will reduce business costs and therefore costs to customers. This option has the potential of increasing the recovery for damages from third party through more timely information from the field supported with images and video on mains and services damages. The costs recovered by a third party mean reduced business costs and therefore costs to customers.
Adapt to the future	This option will prepare AusNet's for the future by creating a platform for employees to utilise learnings and knowledge rapidly, which is increasingly important as technology change occurs at a rapid pace as does change in customer needs.
Always safe	This option allows AusNet's to complete operations more safely by providing all staff with quick and digestible information on best / safe work practices, and access to SMEs able to assist with enquiries as they arise. Additionally, the proposed use of short instructional videos will also provide staff with safety best practice to ensure each task is approached safely, delivering safe services to customers.

4.3.6 Alignment to business related drivers of expenditure

As discussed in Section 3.5, there are four business drivers that AusNet's has identified and is focussing on over the next regulatory period. The table below highlights how this option will input into the initiatives where relevant. Where we consider that a business driver is not directly relevant to the option, 'N/A' is applied.

Table 4-11 Business related drivers of Option 2

Business drivers	How this option achieves this
------------------	-------------------------------

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Maintain current service performance	This option will uplift current gas service performance through improved knowledge of occurrences in the field including outages and damages.
Lead energy transformation, embracing change	This option will advance AusNet's in embracing the changing workforce and advancements in technology.
Drive effectiveness throughout the portfolio	This option will lead to effective information management and utilisation of existing employee insight and experience. Enhanced management tools with a greater level of visibility over financials and performance will also lead to more informed decision-making and operational effectiveness.
Generate trust and respect with customers and partners	This option seeks to advance the way that information is provided to our partner's field force working on outages and maintenance, improving safety outcomes and knowledge of what is occurring in the field. This information will then be provided to customers in a timely and digestible format for them to understand when their services will be affected.

4.4 Option #3 Intelligent Workforce Platform

Option 3 involves investments in cutting edge technologies to enhance workforce tools, data collection and analysis.

To fully realise AusNet's objective to be an industry leader in the use of digital technologies, a significant investment in both technology as well as change management is required. In addition to the investments included in option 2, option 3 includes further investment in the following areas:

Knowledge Management and Collaboration

There is an opportunity for more personalised enterprise searching, collaboration and knowledge management that seamlessly integrate and combine modelling capabilities, to create a new layer of workplace intelligence that:

- Integrates across all collaboration tools in real time
- Utilises data to build an enterprise knowledge core, matching and replacing outdated materials instantaneously
- Develops and utilise machine learning algorithms to extract meaningful information and highlights insight on a personalised interface
- Able to identify relevant information based on image recognition (input image of network fault, and potential causes and solutions are highlighted)
- Has the ability to auto populate or recommend inputs where relevant
- Identifies subject matter experts within the organisation to ensure the most experienced and competent individual are contacted
- Trial Natural Language Processing to capture conversations and knowledge via speech recognition, which converts spoken language into text.
- Controllers and field-based crews can have a two-way conversation to solve common issues with digital assistants
- Common back office operational issues can be raised with help desk chat bots.

Workforce Mobility Solutions

- Extend mobile devices to wearables, tracking metrics such as health across the organisation
- As presented in Option 1 and 2, AusNet will continue to ensure employees are set up for a hybrid working arrangement where remote working can be efficiently and effectively undertaken.

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- Roll out automation to all possible functions
- Utilise AI to enhance project planning and tracking, improve PBF modelling accuracy, track performance metrics and employee capabilities to direct them to work that is most relevant.

This option is heavily dependent on significant uplift in communications, security infrastructure and integration between field mobility solutions and core back-end systems as well as the completion of the information management 'data lake' to collate information and enable new models to be developed, both inputting and extracting information.

Given the significant degree of change and large impact on 'business as usual' operations required to undergo the initiatives above, Option 3 is not recommended. The highly integrated nature of the proposed solution also increases delivery risk and complexity of implementation.

4.4.1 Alignment to objectives

We consider that this option achieves all the intended objectives of this program of work, as shown in the table below.

Table 4-12 Objectives analysis of Option 3

Objective		Comments
Establishing a communication and workforce collaboration solution to enable workforce mobility and allow for remote and flexible work arrangements	✓	This option will utilise cognitive tools to further enhance knowledge and idea sharing through the implementation of digital solutions in conjunction with change management pieces to promote collaborative culture.
An enhanced solution to facilitate the distribution of information efficiently across the workplace to improve speed and accuracy of workforce decision-making	✓	This option will improve search functionality to locate relevant data for modelling and planning, as well as troubleshooting, learning, and resourcing. For the field staff, more timely location-specific information on the field will improve productivity and quality of service.
Improvements in analytics capabilities, including transparency and accuracy of portfolio and enterprise-wide planning, budgeting, forecasting, and reporting	✓	This option will further increase the analytics capability of corporate functions by utilising cognitive analytics, specifically enhancing accuracy and transparency of planning budgeting and forecasting by utilising real time data.
Utilising automation to improve efficiency of manual corporate functions.	✓	Commence automation on highest priority functional processes based on highest impact for lowest cost.

4.4.2 Costs

Table 4-13 Costs of Option 3

(\$m)	FY24	FY25	FY26	FY27	FY28	Total
Capex	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$4.19

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(\$m)	FY24	FY25	FY26	FY27	FY28	Total
Opex	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$2.27
Gas distribution cost	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$6.47
Total program cost	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	[C-I-C]	\$34.18

4.4.3 Benefits

Many of the benefits for option 3 are the same as option 2 but the platform creates the opportunity to realise additional operational efficiencies in future GAAR periods.

Knowledge Management and Collaboration:

- Increased enterprise-wide operational effectiveness through timely access to the correct information and up to date versions of documents, and a reduction in loss or misplaced information
- A centralised and integrated repository of information reducing rework / duplication of work, information inconsistencies and operational effectiveness (e.g., time spent searching for documentation would be reduced).
- Improved and more collaborative culture, supporting teamwork and information/knowledge sharing.
- Timely access to safety material, policies, procedures etc.
- Reduced time to train and on-board new employees
- Capture specialised role information to avoid knowledge loss due to staff turnover

Workforce Mobility Solutions:

- Ability to work remotely and support flexible work arrangements
- Track health and other metrics via wearable devices (particularly for field crews)
- Avoidance of travel time and associated costs (e.g., petrol, accommodation), in organising meetings etc. between field staff, CBD office sites and staff homes.

Corporate Functions:

- Reduction in manual process due to automation and incorporation of AI to complete transactional tasks
- Reduced time to complete financial modelling and analysis (for BPC & PPM) due to enhanced decision-making through more readily accessible quality information
- More accurate and detailed financial modelling and analysis due to inclusion of real time data.

Meter Data Collection:

- No further benefits other than continued ability to provide meter reading to customers

4.4.4 Risks

There are several risks associated with this program, as highlighted in the table below. Based on how well this Option is addressing the risk, we have rated the consequence and likelihood of each residual risk as blue, green, yellow, orange, and red (order of severity). See Attachment 1 – Risk level matrix for additional information on this rating system.

Table 4-14 Risks of Option 3

	Risks	Consequence	Likelihood	Risk rating
R3.1	Knowledge loss due to staff turnover	Level 1: Limited ability to capture knowledge from Subject matter experts and establish knowledge sharing across the organisation. Extending time to train new staff and may create a skill gap in the organisation	Unlikely	E
R3.2	Lost productivity due to time spent locating information	Level 1: Compromised ability to efficiently utilise existing knowledge across the organisation creating inconsistencies in information management and decision- making.	Unlikely	E
R3.3	Impacted health and safety of field crews if correct information is not readily available	Level 2: Health and safety risk where correct procedures are not carried out, particularly in the field	Unlikely	E
R3.4	Limited ability to attract and retaining talent	Level 1: As work force ages, there is the risk of finding long term replacements for critical operational roles	Unlikely	E
R3.5	Inefficiencies (e.g., workarounds), manual errors and poor data integrity associated with management, planning budget, and forecasting and reporting processes	Level 1: Poor data integrity and manual processes increase the time to perform management and reporting. A lack of visibility to across all business units affects ability to manage employees and ensure targets are met.	Unlikely	E

As we have identified a majority of very low risk ratings, we consider that overall, this option is rated very low risk.

4.4.5 Alignment to customer related drivers of expenditure

As discussed in Section 3.4, five key customer outcomes have been identified through discussions with customers. The table below highlights how this option will achieve these outcomes. Where we consider that a customer outcome is not directly achievable by the option or irrelevant, 'N/A' is applied.

Table 4-15 Customer related drivers of Option 3

Customer outcome	How this option achieves this
Deliver on the basics	This option allows AusNet to carry out network operations more efficiently and ensure reliable supply to our customers. This option will also maintain AusNet's compliance obligations in providing timely meter reading to customers. Customers will

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Customer outcome	How this option achieves this
	experience an increase in service standards, reduced response times, and an overall more satisfied customer experience with reduced duplication of communication efforts.
Keep me posted	This option allows for increased on-site reporting and information management that will help support more transparent and efficient issue notification for affected customers.
Affordable for me	By improving on knowledge management, retention of knowledge and efficient ways of working, this will improve AusNet's ability to work more cost effectively. These efficiencies will reduce costs to serve and therefore costs to customers. However, the increased investment required to deliver Option 3 may also impact customer bills negatively.
Adapt to the future	This option will prepare AusNet for the future by creating a platform for employees to utilise learnings and knowledge rapidly, which is increasingly important as technology change occurs at a rapid pace.
Always safe	This option allows AusNet to complete operations safely by providing all staff with quick and digestible information on best / safe work practices, and access to SMEs able to assist with enquiries as they arise. Additionally, the proposed use of short instructional videos will also provide staff with safety best practice to ensure each task is approached safely, delivering safe services to customers. It will also track field workers' health to identify where anomalies may lie.

4.4.6 Alignment to business related drivers of expenditure

As discussed in Section 3.5, there are four business drivers that AusNet has identified and is focussing on over the next regulatory period. The table below highlights how this option will input into the initiatives where relevant. Where we consider that a business driver is not directly relevant to the option, 'N/A' is applied.

Table 4-16 Business related drivers of Option 3

Business drivers	How this option achieves this
Maintain current service performance	This option will uplift current gas service performance through improved knowledge of occurrences in the field including outages and damages.
Lead energy transformation, embracing change	This option will advance AusNet significantly in embracing the changing workforce and advancements in technology.
Drive effectiveness throughout the portfolio	This option will see productivity gains from effective information management and utilisation of existing employee insight and experience. Enhanced management tools with a greater level of visibility over financials and performance will also lead to more informed decision-making and operational effectiveness.
Generate trust and respect with customers and partners	n/a

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5 Assessment and recommended option

5.1 Assessment of the options

To identify a recommended option for this program of work, we have selected several criteria to assess each of the options. We consider that these criteria represent a comprehensive view of each option, in achieving AusNet’s business and customer objectives as well as requirements of the AER in ensuring that any expenditure is both prudent and efficient.

The table below summarises our assessment of each of the options against the criteria.

Table 5-1 Summary table of the assessment of the options

	Option 1	Option 2	Option 3
Alignment to objective	Achieves one objective (1/6)	Aligned with program objectives (6/6)	Aligned with program objectives (6/6)
Costs	\$ 0.96M	\$ 4.51M	\$ 6.47M
Risk rating	Medium	Low	Very Low
Alignment to customer related drivers of expenditure	Low alignment (1/5)	High alignment (5/5)	High alignment (5/5)
Alignment to business related drivers of expenditure	No alignment (0/4)	High alignment (4/4)	High alignment (4/4)

As discussed above, the recommended option for Workforce collaboration over the FY2024-2028 period creates opportunities for AusNet to capture and transfer knowledge, promote, and execute on workforce collaboration, operate corporate functions more effectively, maintain meter reading obligation, and improve field safety.

This is because:

- Option 1 provides no uplift in capability, only required refreshes of existing systems to ensure they stay in support
- Option 2 can meet capability requirements with realistic degree of implementation and able to deliver sufficient benefits
- Option 3 achieves the same objectives and are aligned to the same customer and business drivers of expenditure of option 2 but at a much higher cost. The fact that it creates options for future automation (and efficiency savings) is balanced against the higher level of delivery risk due to a large degree of integration and change management in terms of establishing a collaborative culture to realise benefits.

5.1.1 NPV analysis

As this program includes 30% non-recurrent expenditure, we have undertaken NPV analysis demonstrating the cost effectiveness of Option 2, the recommended option, as shown in Table 5-2, below.

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Table 5-2 NPV analysis (\$FY23m)

	Costs (NPV)	Benefit (NPV)	Net benefit (NPV)
Option 1	\$ 0.25	\$ -	-\$ 0.25
Option 2	\$ 0.92	\$ 2.06	\$ 1.13
Option 3	\$ 1.39	\$ 2.10	\$ 0.70

We have captured several primary benefits for this program:

- Avoided system failure costs
- Improved employee productivity, recognising that we are operating in an increasingly complex hybrid environment with increasing requirements
- Reduced safety risks through improved ability to meet safety obligations in the field and avoided cost in new connection fields work (cost avoidance)
- Reduced loss in revenue from third party damages

We have only captured 21% of the benefits for each of the options for enterprise-wide shared costs, as only 21% of the costs of the program are allocated to this GAAR submission.

We consider that only Options 2 and 3 will improve employee productivity or avoid future investment in more employees. Option 1 involves continuing business as usual. Option 2 and 3 will improve employee productivity through mobility solutions and flexible work arrangements, as well as improvements in automation and analytics capability. The annual productivity savings across Ausnet's networks would be effective from Year 3 of the program.

We consider that only Options 2 and 3 will reduce safety risks on the field. Option 1 will continue the current process of collating various safety information from disparate systems and printing them out before going on site. Option 2 and 3 will allow relevant safety information to be made available on the field mobility solution, to ensure nothing is missed and they are up to date, allowing our field force to prepare and better manage the safety risks. This will significantly reduce the costs associated with injuries. Option 2 will improve efficiency through better information flow to mobility solutions on the field and greater integration between field mobility and the asset management and customer information systems. Option 2 and 3 will lead to avoided costs through dissemination of real-time information on asset status, site, and customers to the field. We would anticipate an increase in efficiency from 1% to 2% through greater integration and real-time data flows to and from the field.

We also consider that this program will reduce AusNet's loss in revenue from third party damages across its networks. We have conservatively estimated that while Option 1 will not deliver this benefit, Options 2 and 3 would better assist in AusNet's ability to identify and better investigate mains and services damage by third parties and thereby lead to reduced revenue loss across the FY2024-2028 period.

By investing in our systems and solution to ensure currency of functionality and security capabilities we are mitigating risks of system failure and the costs associated with recovery from outage events. Risk mitigation represents an increasing investment required based on increasing volumes of incidents in Ausnet's networks over a 5-year period.

Based on our NPV analysis, Option 2 has the most positive NPV and is therefore our recommended option.

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5.2 Recommended option

Option 2 is the recommended option for AusNet for the Workplace Collaboration program of work. Table 5-3 confirms what is in scope and out of scope for this program of work, as well as the other programs of work on which the successful delivery of this program is dependent on.

Table 5-3 Confirmation of scope of recommended option

In scope	Out of scope	Dependencies
<p>Solutions to</p> <ul style="list-style-type: none"> - capture current process, and detailed job knowledge as well as other enterprise content in many file types (multimedia etc.) - Display information in a digestible way for new staff to utilise and learn 	<p>Integration with Data Lake</p> <p>(Assumed costs included in IM briefs for additional integrations will cover the systems required)</p>	<p>Base Analytics (IM)</p> <ul style="list-style-type: none"> • Data cleanse of all existing customer substation data should be completed prior to changes in managing data quality going forward
<p>Solution to</p> <ul style="list-style-type: none"> - Provide end to end visibility of all projects in the portfolio - Consolidated view of spend (budget V actuals) - Trace accountability and Portfolio progress - final integration and SAP modules remaining if required 	<p>Additional analytics products</p> <p>(Assumed existing tools and visualizers, analytics referenced in IM briefs can be accessed and models built within)</p>	<p>Corporate Communications</p> <ul style="list-style-type: none"> • Similar Lifecycle and upgrades will be necessary as an increased number of connected devices and sensors require the Communications network to transfer data.
<p>Solution to</p> <ul style="list-style-type: none"> - further Phase 1 Digital Workplace by extending digital uplift from corporate office to field workers - Emphasis on collaborative work via smart screens etc. 	<p>No inclusion for uplift and replacement of hardware rolled out in current period Phase 1 of digital workplace program</p>	<p>Security</p> <ul style="list-style-type: none"> • Similar Lifecycle and refreshes will be necessary as increased number of connected devices and sensors require security platforms to extend 'to the edge'
<p>Solution to</p> <ul style="list-style-type: none"> - improve analytics capability utilising real time data -conduct initial analysis into relevant processes to undergo RPA - prioritisation of workflows - POC's and first high value, low complexity processes 	<p>No build for establishing RPA Platform, the platform is enabled and accepting use cases prior to the program kick off</p>	
<p>Change management and training to ensure tools are used in a way that realises full benefits.</p>		

Below in Table 5-4, we have identified the risks mitigated by this option.

Table 5-4 Option 2 risks and mitigation actions

	Risks	Consequence	Likelihood	Risk rating	Mitigation
R2.1	Knowledge loss due to staff turnover	Level 1: Limited ability to capture knowledge from Subject matter experts and establish knowledge sharing across the organisation. Extending time to train new staff and may create a skill gap in the organisation	Likely	D	This risk will be alleviated by implementation of option 2 however should be tracked going forward.
R2.2	Lost productivity due to time spent locating information	Level 1: Compromised ability to efficiently utilise existing knowledge across the organisation creating inconsistencies in information management and decision- making.	Unlikely	E	This risk will be alleviated by implementation of option 2 however should be tracked going forward.
R2.3	Impacted health and safety of field crews if correct information is not readily available	Level 2: Health and safety risk where correct procedures are not carried out, particularly in the field	Possible	D	This risk will be alleviated by implementation of option 2 however should be tracked going forward.
R2.4	Limited ability to attract and retaining talent	Level 1: As work force ages, there is the risk of finding long term replacements for critical operational roles	Possible	E	This risk will be alleviated by implementation of option 2 however should be tracked going forward.
R2.5	Inefficiencies (e.g., workarounds), manual errors and poor data integrity associated with management, planning budget, and forecasting and reporting processes	Level 1: Poor data integrity and manual processes increase the time to perform management and reporting. A lack of visibility to across all business units affects ability to manage employees and ensure targets are met.	Possible	E	This risk will be alleviated by implementation of option 2 however should be tracked going forward.

6 Attachment 1 – Risk level matrix

The figure below shows the risk level matrix to which we have assessed each of the risks within the options. Risks of highest concern are rated red, whereas those of lowest concern are rated blue.

Figure 6-1

		Consequence				
		1	2	3	4	5
L i k e l i h o o d	Almost Certain	C	C	B	A	A
	Likely	D	C	B	B	A
	Possible	E	D	C	B	A
	Unlikely	E	D	D	C	B
	Rare	E	E	D	C	C

Consequence Rating	
5	Catastrophic
4	Major
3	Moderate
2	Minor
1	Insignificant

Overall Risk Rating	
A	Extreme
B	High
C	Medium
D	Low
E	Very Low