

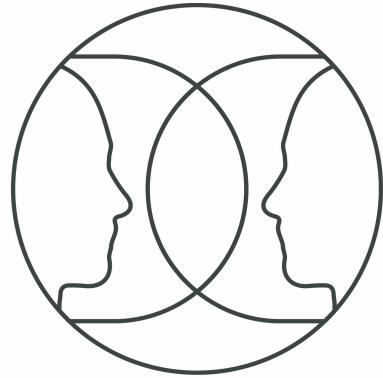


Supporting
document 0.15

Think Human IT Deep Dive Workshop Report

2020-2025
Regulatory Proposal
June 2018





Think Human

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Information Technology Deep Dive Workshop Report

SA Power Networks

28th June 2018
version 1

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Executive Summary

As part of the Regulatory Reset Engagement Program, SA Power Networks (SAPN)¹ has undertaken a series of Deep Dive workshops in the third phase of engagement, to explore complex aspects of its Regulatory Proposal for 2020-25. This report outlines the process, results and evaluation of the Information Technology (IT) Deep Dive Workshop.

The workshop aimed to explore what customer and stakeholders value and expect in relation to IT, including:

- the role of IT in supporting SAPN
- the importance of maintaining SAPN's systems, infrastructure and devices
- why and how SAPN is investing in technology

The workshop also aimed to gather feedback on SAPN's preliminary IT expenditure plans and identify areas of stakeholder acceptance and areas that require further clarification or discussion.

Workshop Overview

The IT workshop attracted a much smaller number of participants than previous Deep Dive workshops. As a result the workshop was designed to enable dynamic dialogue throughout the day in contrast to the more structured approach adopted with larger numbers of participants. As a result, there were no small group breakout sessions with participants asking questions and contributing to plenary discussions throughout the presentations. This was captured by note-takers during the session. The workshop culminated in a plenary feedback process, addressing each planned area of expenditure in turn to 'triage' the key messages, areas of acceptance and areas for further clarification and refinement.

Participants received a range of presentations as follows, with an opportunity for question and answer sessions at four key points through the day:

1. Workshop and IT introduction
2. Messages from the Customer Engagement Program to date
3. Introduction to IT for non-IT people
4. SAPN's Digital Strategy 2018-2025
5. 2020-2025 Proposal Summary Presentation
6. Asset and Works Program and GIS consolidation
7. Applications Investment Lifecycle
8. Keeping SAP supportable
9. Cloud hosting and infrastructure
10. Billing Replacement project completion

¹ Please note that all acronyms used throughout the report are available as an appendix.



Summary of results

Customer focus

In all elements of the proposed IT expenditure, participants wished to reinforce that direct links to positive and measurable customer outcomes was critical. The IT proposal should deliver the basic regulatory obligations to customers, with ‘no bells and whistles’ to provide tangible benefits to all customers. Participants wished to emphasise that in the context of customers being faced with increasing energy prices, they had not heard enough through the course of the day to reassure them that SAPN is doing everything it can to reduce these customer costs.

This was summed up by one of the participants representing vulnerable customers:

“No matter how fancy or good the network is, it doesn’t matter if a customer can’t afford to turn the lights on...”

Participants voiced concerns relating to the overarching IT Strategy that the balance between external customer-facing benefit and internal business benefit did not seem to be right and sought to see more emphasis on customer benefits. With regards to the IT expenditure proposal, participants wished to see greater clarity between what was an internal business improvement decision that any business might make to access the best available technology, and what was a decision that is required to create positive outcomes for customers.

IT narrative

There was broad agreement amongst participants that the overarching narrative for IT needed strengthening. Whilst each individual line of expenditure led to a separate discussion and analysis, with specific feedback outlined below, most participants found it hard to see the whole picture. Participants also voiced some concern that SAPN’s proposed breadth of planned work was ambitious and sought reassurance about their ability to deliver it all on time and on budget. Finally, participants wished to see a better balance in the narrative between internal IT investment and outcomes and external customer facing outcomes driven by equity of access for all and a commitment to cost minimisation for the end customer.

Outcome measurement

Participants gave a very clear message that for all areas of expenditure they wanted to see clear and measurable customer outcomes described. In the overview presentation of the IT focus for 2020-2025, the Reset Program Manager shared a summary of investment and benefits and implications if there was no investment. These were in the form of broad statements such as ‘security issues’ and ‘enabling improved customer satisfaction’, and



whilst participants supported the direction of these, they wanted to see solid measures and cost benefit analyses to underpin these.

Options and cost reductions

Participants noted that for most areas of expenditure there was a large financial difference between some of the options presented and sought a more detailed breakdown of the assumptions behind the recommended options. Likewise, participants wished to see some projections of what anticipated future expenditure would look like as a result of this investment and a more detailed breakdown of the reported and anticipated Replacement Expenditure (repex) savings as a result. There was a strong message that SAPN needed to provide more detail on the counter-factuals and detailed scenarios in their Proposal to give confidence that all reasonable alternatives had been considered.

Complexity

Participants noted that the IT landscape appears overly complex and questioned if it is necessarily so, or if SAPN could make decisions to rationalise the complexity. There was a high level of scrutiny on the number of IT applications being used across the business and SAPN was encouraged to carefully consider the balance between efficiency and cost in the ongoing expenditure on applications.

IT ambition

A repeated theme through the workshop from participants was the observation that many organisations fall into the trap of needing “the latest and greatest” IT solutions and sought reassurance that this was not SAPN’s approach. SAPN provided a number of examples where their investment cycles were longer than vendors’ or the Australian Tax Office’s recommended update or replacement cycles; however, participants sought reassurance that the investment cycles represented the right balance between efficiency and economy. SAPN assured participants that the ambition for IT was not to be sector leaders but to be at an ‘acceptable’ standard to function efficiently and maintain supply to customers.

Background

Every five years, SA Power Networks (SAPN) develops a Regulatory Proposal outlining its proposed operations and expenditure. Engaging with the public to understand their most pressing concerns and priorities is an integral component of how this Proposal is developed. This Proposal is submitted to the Australian Energy Regulator (AER) for assessment, with the AER determining SAPN's revenues for the five-year period.

The Regulatory Proposal Customer Engagement Program for the 2020-2025 Regulatory Proposal has been designed drawing on best practice from the industry and community engagement practice as well as building on previous SAPN experience. Key frameworks and principles underpinning this work include the International Association for Public Participation (IAP2) Public Participation Spectrum and the AER's Consumer Engagement Guideline.

The Customer Engagement Program has been designed in three phases, as follows:

Phase 1: Strategic Research and Early Engagement

The key platforms for this phase were preliminary customer research, a reference group survey and planning workshops with stakeholders. These activities were designed to build an understanding of current customer and stakeholder needs, values and priorities and subsequently develop an appropriate and accessible engagement approach. Key deliverables were a set of Customer Insights, the Engagement themes and the Engagement Program Framework.

Phase 2: In-depth Engagement

There were three key platforms in this phase: a series of Directions workshops, targeted engagement for specific customer groups and online engagement through the *Talking Power* platform. The objectives of this phase were to deliberate on the engagement themes and deepen understanding of stakeholder and customer preferences and priorities across the breadth of SAPN's stakeholder groups, including vulnerable customers and those from Culturally and Linguistically Diverse background. This phase concluded with an assessment of phase outcomes and the development of an overall Engagement Outcomes Report.

Phase 3: Draft Plan Development and Engagement

There are two main platforms for Engagement in this phase: a set of Deep Dive workshops to explore complex and technical aspects of the Regulatory Proposal and technical workshops at the request of the Australian Energy Regulator (AER). Following an assessment of the outcomes of this and prior phases, SAPN will develop its draft plan and TSS discussion paper.

This report outlines the process and outcomes from the Information Technology (IT) Deep Dive Workshop.

Workshop overview

The IT Deep Dive was designed to deliver on the following objectives:

1. To explore what customer and stakeholders value and expect in relation to IT, including:
 - the role of IT in supporting SAPN
 - the importance of maintaining SAPN's systems, infrastructure and devices
 - why and how SAPN is investing in technology
2. To gather feedback on SAPN's preliminary IT plans
3. To identify areas of stakeholder acceptance and areas that require further clarification or discussion.

Planning for the workshop took place over a series of three plenary sessions involving SAPN staff members who were contributing to content development and delivery, with additional content development carried out by individual content experts between planning sessions. The external facilitator liaised with the project leader between planning sessions and participated in the final planning session, to ensure delivery methods were appropriate and accessible for the stakeholder groups attending.

Given the small number of participants registered, the overall workshop methodology was altered in the latter stages of planning from a more formal structure of breakout sessions to a more organic approach. Participants were encouraged to ask questions and provoke dialogue throughout the presentations to iteratively build understanding and resolve or highlight issues as the workshop progressed. The workshop process culminated with a full plenary feedback session, where SAPN staff listened to the participants' synopsis and 'triaging' of key messages to inform SAPN's draft Regulatory Proposal.

The workshop was designed to maximise information flow from SAPN to workshop participants whilst allowing them the opportunity to ask questions and seek clarification. The full list of presentations and presenters is included in Table 1, with a list of attendees included in Table 2.

Table 1: IT Deep Dive presentations	
Workshop topic	Presenter
1. Workshop and IT introduction	Doug Schmidt, General Manager, Regulation
2. Messages from the Customer Engagement Program to date	Jessica Vonthethoff, Manager, Stakeholder Engagement
3. Introduction to IT for non-IT people	Brett Miller, Reset Project Manager
4. SAPN's Digital Strategy 2018-2025	Chris Ford, Chief Information Officer
5. 2020-2025 Proposal Summary Presentation	Brett Miller, Reset Project Manager
6. Asset and Works Program and GIS consolidation	Dean Pangrazio, Program Manager, Assets and Works & Alida Jansen van Vuuren, Strategic Initiatives Manager
7. Applications Investment Lifecycle	Chris Ford, Chief Information Officer
8. Keeping SAP supportable	Chris Ford, Chief Information Officer
9. Cloud hosting and infrastructure	Brett Miller, Reset Project Manager
10. Billing Replacement project completion	Dana Rankine, Manager, Customer Programs

Table 2: Who was in the room	
External Stakeholders	SA Power Networks staff
Louise Benjamin, Consumer Consultative Panel (CCP14)	Doug Schmidt, General Manager, Regulation
Chris Marsden, South Australian Department of Premier & Cabinet	Chris Ford, Chief Information Officer
James Brown, Australian Energy Regulator (AER)	Brett Miller, Outgoing Reset Project Manager
Mike Swanston (CCP 14)	Jessica Vonthethoff, Manager, Stakeholder Engagement
Mark Henley, Uniting Communities	Alida Jansen van Vuuren, Strategic Initiatives Manager
Brian Atwood, Consumers SA	Dean Pangrazio Program Manager, Assets and Works
Naomi Pollock, CitiPower/Powercor	Dana Rankine, Manager, Customer Programs
Beverley Hughson, South Australian Council of Social Services (SACOSS)	Justin Needham, Digital Technologies Analyst
Heather Merran, Uniting Care Wesley	Richard Sibly, Acting Head of Regulation
Debbie Wielgosz Department of Premier & Cabinet	Sara Camarinha, Project Manager, Regulatory Reset
John Herbst, Solar Advocate	Craig Parsons, incoming Reset Project Manager
Jenny Marwood, Customer Representative	
Kym Mercer, Anti-Poverty Network	



To enable participants to maximise the opportunity to gather the required information from the morning presentations, three devices were designed into the methodology to strengthen the participant voice:

1. **Key overarching questions:** Participants were presented at the outset with two overarching questions which were visible at all points through the workshop and acted as their 'true north' to guide their thinking, questioning and recommendations throughout the workshop. These questions were determined in advance by SAPN with guidance from the external facilitator, to ensure they were broad enough to enable participants to voice their own priorities and enable them to challenge SAPN to provide greater clarity or depth as required. For this workshop the questions were:
 - "To what extent can you support SA Power Networks' proposal for IT?"
 - "What would SA Power Networks need to do to help you feel comfortable with their proposal?"
2. **Critical Thinking Elements²:** Participants were introduced to a set of critical thinking elements and encouraged to use these to help them ask challenging questions of presenters. These critical thinking elements help participants to seek greater clarity, relevance, accuracy, depth, breadth and logic in the information they are receiving.
3. **"Help! I don't understand..." paddles:** each table was provided with a couple of 'paddles' that could be held up at any time to ask for explanation of the information or to call out any jargon in the presentations. Participants were encouraged to write their own message on the back of the paddles if desired.

² Mosaic Lab. <https://www.mosaiclab.com.au/news-all-posts/2016/10/17/in-the-works-critical-thinking>. Accessed 21/05/18.



Summary of results

Customer focus

In all elements of the IT proposed expenditure, participants wished to reinforce that direct links to positive and measurable customer outcomes was critical. The proposal should deliver the basic regulatory obligations to customers, with 'no bells and whistles' to provide tangible benefits to all customers. Participants wished to emphasise that in the context of customers being faced with increasing energy prices, they had not heard enough through the course of the day to reassure them that SAPN is doing everything it can to reduce these customer costs.

This was summed up by:

"No matter how fancy or good the network is, it doesn't matter if a customer can't afford to turn the lights on..."

Participants voiced concerns relating to the overarching IT Strategy that the balance between external customer-facing benefit and internal business benefit did not seem to be right and sought to see more emphasis on customer benefits. With regards to the IT expenditure proposal, participants wished to see greater clarity between what was an internal business improvement decision that any business might make to access the best available technology, and what was a decision that was required to create positive outcomes for customers.

IT narrative

There was broad agreement amongst participants that the overarching narrative for IT needed strengthening. Whilst each individual line of expenditure led to a separate discussion and analysis, with specific feedback outlined below, most participants found it hard to see the whole picture. Participants also voiced some concern that SAPN's proposed breadth of planned work was ambitious and sought reassurance about their ability to deliver it all on time and on budget. Finally, participants wished to see a better balance in the narrative between internal IT investment and outcomes and external customer facing outcomes driven by equity of access for all and a commitment to cost minimisation for the end customer. As one participant commented:

"You need to prove that you're delivering something better that customers actually 'need' rather than just what you 'want'."



Outcome measurement

Participants gave a very clear message that for all areas of expenditure they wanted to see clear and measurable customer outcomes described. In the overview presentation of the IT focus for 2020-2025, the Reset Program Manager shared a summary of investment and benefits and implications if there was no investment. These were in the form of broad statements such as 'security issues' and 'enabling improved customer satisfaction', and whilst participants supported the direction of these, they wanted to see solid measures and cost benefit analyses to underpin these, summed up by the representative from SACOSS:

"Turn these words into measures also we can have ongoing reassurance that this is being delivered..."

Options and cost reductions

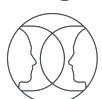
Participants noted that for most areas of expenditure there was a large financial difference between some of the options presented, and sought a more detailed breakdown of the assumptions behind the recommended options. Likewise, participants wished to see some projections of what anticipated future expenditure would look like as a result of this investment ("Are we looking at \$300million into the future...?"), and a more detailed breakdown of the reported and anticipated Replacement Expenditure (repex) savings as a result. Participants wanted to know what SAPN would do if they got only 75% of their proposal and how they would prioritise. Finally, there was a strong message that SAPN needed to provide more detail on the counter-factuals and detailed scenarios in their Proposal to give confidence that all reasonable alternatives has been considered.

Complexity

Participants noted that the IT landscape appears overly complex and questioned if it is necessarily so, or if SAPN could make decisions to rationalise the complexity. Whilst it was acknowledged that any longstanding business has legacy systems that create additional complexity to a new start-up, SAPN Chief Information Officer Chris Ford assured participants that rationalisation was underway. There was a high level of scrutiny on the number of IT applications being used across the business and SAPN was encouraged to carefully consider the balance between efficiency and cost in the ongoing expenditure on applications.

IT ambition

A repeated theme throughout the workshop from participants was the observation that many organisations fall into the trap of needing "the latest and greatest" IT solutions and sought reassurance that this was not SAPN's approach. SAPN provided a number of



examples where their investment cycles were longer than vendors' or the Australian Tax Office's recommended update or replacement cycles; however, participants sought reassurance that the investment cycles represented the right balance between efficiency and economy. SAPN assured participants that the ambition for IT was not to be sector leaders but to be at an 'acceptable' standard to function efficiently and maintain supply to customers.

Detailed feedback on the IT proposal: Capital Expenditure

In feeding back the key messages to SAPN on the detailed breakdown of their IT Expenditure proposal, participants used the slide below as their key reference point for proposed capital expenditure (capex). The feedback is outlined below under each category of proposed expenditure.

Proposed IT Capex \$June 2020

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Expenditure Category	15-20 Allowance	15-20 Act/F'cast	20-25 Capex F'cast
IT Recurrent	214.4 m	211.8 m	201.4 m
Applications	86.4 m	76.5 m	74.6 m
* End User Computing	21.3 m	25.6 m	24.4 m
Infrastructure (Inc Cloud, DC & SAP Foundations)	38.8 m	38.5 m	29.9 m
* Enterprise Information Security	7.2 m	10.6 m	11.0 m
* IT Management, Risk, Governance & Compliance	6.1 m	6.6 m	5.2 m
CRM and Billing Replacement	54.6 m	41.6 m	13.2 m
Keeping SAP Supportable	-	1.0 m	26.9 m
GIS Consolidation	-	-	13.6 m
* Other (ITSM/Click/OMS/PSS)	-	11.3 m	2.6 m
Non Recurrent	72.0 m	75.8 m	60.0 m
Asset and Works Management (inc Safety)	51.3 m	39.1 m	48.0 m
* Regulatory Changes – MC, RIN, Ring Fence, 5 Min Rule	9.3 m	27.0 m	10.5 m
* Other	11.5 m	9.8 m	1.6 m
Grand Total	286.4 m	287.6 m	261.4 m

IT Recurrent: Applications

In broad terms, participants considered the proposed \$74.6 million a lot of money and wanted to see the breakdown of why each application was necessary for the business to



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deliver customer outcomes. Participants also sought to understand the modelling of any impact the new SAP environment would have on application expenditure. SAPN was encouraged to review update schedules and ensure they could be confident that the schedules represented best value for customers.

As already noted above, Applications came under particular scrutiny, and SAPN is encouraged to ensure that all applications are fit for purpose, optimally integrated and add genuine customer value. Those costed into the Regulatory Proposal should represent the minimum required to deliver the regulated service to customers. However, a participant also noted that there is a lot of investment required behind the scenes to keep systems running which was hard to quantify from outside.

Participants wished to emphasise that customers are also users of IT systems and SAPN should ensure that they were not overly internally focused but were considering the customer-facing applications equally.

There was robust discussion about the breakdown of the desired investment, noting that a large component was project costs to implement and upgrade rather than the application software itself. Participants wanted clearer quantification of the labour cost of the applications figure. Likewise it was noted that there had been significant reduction in Full-Time Equivalent (FTE) paid positions in IT, and participants wanted to see the benefits of this modelled in the proposal and a deeper understanding of what the balance of labour was between in-house and contractors for these application projects.

IT Recurrent: End user computing

Participants voiced concerns about the staff to device ratios presented (Figure 1) and sought reassurance that this was appropriate to deliver the regulated service.

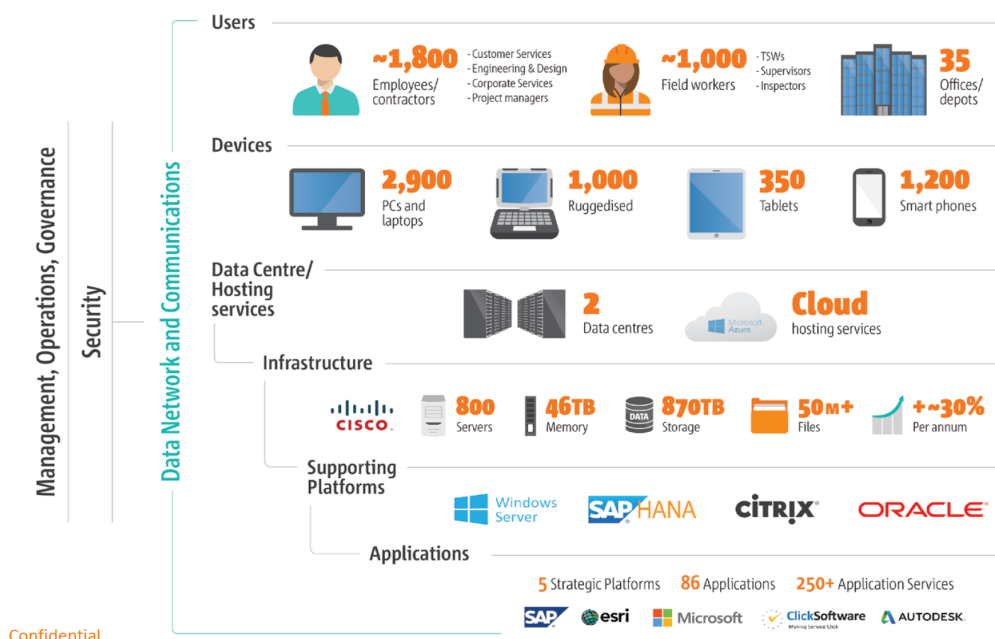


Figure 1: The SA Power Networks IT Landscape



SAPN was encouraged to explore if numbers of devices could be reduced and explain the rationale for what appeared to be an excessively high number of devices. SAPN assured participants that they had a robust procedure to oversee replacement schedules and that in most cases this significantly surpassed the schedules set by the ATO; however, SAPN is strongly encouraged to review replacement cycles and consider if any asset lives could be stretched without compromising quality of supply and service to customers. Likewise, SAPN should ensure that the inventory of devices matched current and anticipated future need and use; for example, are multi-functional, multi-user, portable devices used wherever possible, and is SAPN addressing issues of legacy work practices being resourced with superfluous devices. Participants also wanted to be sure that SAPN was considering third party management options for computer hardware and costing these alternatives.

IT Recurrent: Infrastructure (including cloud, DC and SAP foundations)

Participants were broadly comfortable with this proposed expenditure, but sought reassurance that it represented the best price for the work.

IT Recurrent: Enterprise Information Security

Participants recognised that cyber security is a necessary expense and that the energy market is at high risk. They encouraged SAPN to explore whether solutions at a national level could be simultaneously more efficient in terms of expenditure and be more effective. Participants also wanted to know how risks changed as SAPN moved increasingly to cloud computing and storage. A proposal that arose from the AER representative at the workshop was that the Consumer Challenge Panel members and the AER should be offered a cyber security briefing to understand this issue more deeply.

IT Recurrent: IT management, risk, governance and compliance

This area of expenditure was not detailed in the workshop presentations. Participants seek clarity on what the proposed expenditure of \$5.2 million covers and the rationale for the expenditure.

IT Recurrent: Customer Relationship Management (CRM) System and Billing replacement

It was acknowledged that this area of proposed expenditure relates to investment that was pre-approved in the last regulatory period and thus did not represent a concern. However, what was of concern was the delay on this project, and whilst it was acknowledged that the Metering Contestability legislation and associated project of work was not budgeted and contributed to the delay, participants wanted it noted that they expected projects to be

delivered not only on budget, but also on time, within the regulatory period unless indicated and approved to be ongoing work.

In relation to the CRM, participants wished to see how the new CRM analytics would help to reduce the Distributed Energy Resources (DER) peak and how it supported the Future Networks' work to reduce customer costs through smarter tariff setting.

IT Recurrent: Keeping SAP supportable

Whilst SAPN offered three investment options relating to the future of Systems Applications and Products (SAP) as the core underpinning platform to run the business, participants felt that a counter-factual option of implementing a cheaper alternative to SAP was a gap in the discussion. In order to make a strong case SAPN needed to demonstrate why SAP was critical to its business and why a cheaper alternative was not sufficient to deliver the regulated service to customers. SAPN was encouraged to detail the benefits of SAP over alternatives and draw out any particularities of the South Australian and SAPN contexts that made SAP the demonstrably best option. Participants stated that if there were no clear benefits then the AER should only fund the cheaper alternative. Participants also sought reassurance that the proposed \$26.9 million spend represented efficiency and questioned what a proposal would look like that represented about 80% of this spend, as no option was presented between the \$26.9 million spend and no investment at all, which would lead to SAP being unsupported from 2025 onwards.

Finally, participants wanted clarity on what risks it presented to SAPN into the future to be so dependent on SAP and future pricing or support decisions made by SAP and how this was being mitigated.

IT Recurrent: Geographic Information Systems consolidation

Geographic Information Systems (GIS) was considered jointly with Assets and Works as an enabling investment.

IT Recurrent: Other (ITSM / Click / OMS / PSS)

This item was not discussed in the workshop. Participants sought clarification on the detail relating to the \$2.6 million proposed spend is for and why it is necessary.

IT Non-Recurrent: Assets and Works Management (& GIS)

SAPN's proposed spend of \$62 million in Assets and Works was described as leading to a \$200 million pay off in benefits. Participants were broadly happy with this proposal but felt that more detail was required on what exactly the \$200 million savings were; SAPN staff indicated that this had been captured in more depth at the previous discussion on



replacement expenditure (repex) at an earlier Capital Expenditure (capex) Deep Dive Workshop and reassured participants that it would be included in the Draft Plan. Participants were clear that they wanted to see an “unambiguous link from IT investment to impact on the field.” There was a message to the AER to test the \$200 million benefit.

A number of participants sought an additional option between proposed spend for Assets and Works and the lower option, which at around \$9 million was significantly less than the expenditure proposed.

IT Non-Recurrent: Regulatory Changes

Participants were broadly happy to accept this investment as necessary expenditure but urged SAPN to be clear that this was an efficient spend to deliver the regulated service.

IT Non-Recurrent: Other

This item was not discussed in the workshop. Participants sought clarification on the detail relating to the \$1.6 million proposed spend is for and why it is necessary.

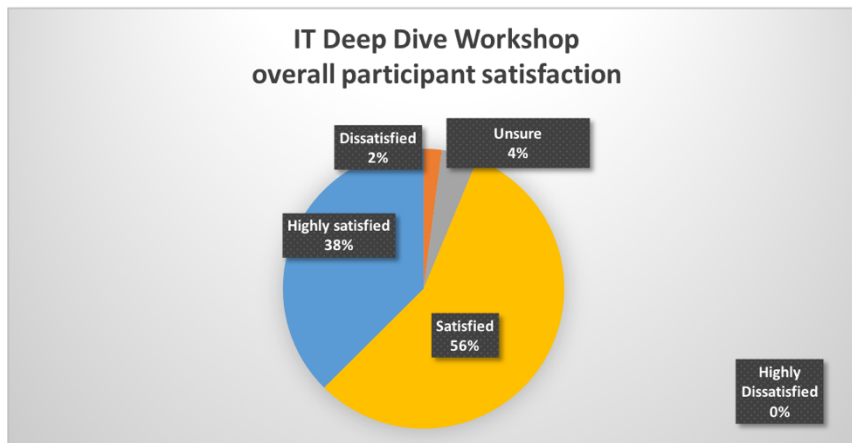
Feedback on the IT proposal: Operating Expenditure

Given the fluid nature of IT investment, where many of the same functions can be delivered through either an operating expenditure (opex) or a capital expenditure (capex) solution, SAPN did not deal with the two bodies of expenditure separately. As a result, participants noted that it was unclear what opex trade-offs were already included in the figures. Whilst SAPN referred to some of the opex figures presented as ‘step changes’ a number of participants felt that, with the exception of Critical Infrastructure Compliance (CIC), most were not step changes and urged the AER to investigate step changes. It was noted that an alternative to the transition to cloud hosting would lead to a capex spend; however, participants questioned the claimed opex step change figure of \$3.4 million for billing replacement.

SA Power Networks' Workshop Evaluation

Participants were asked to evaluate the workshop for clarity of information, range of engagement opportunities, time provided range of topics, extent to which they felt their views were considered and the overall facilitation of the session. A total of 16 participants completed the evaluation.

Overall 94% of participants were satisfied or highly satisfied across all these dimensions.



The detailed breakdown of evaluation results is included below. Given the low number of participants, this is presented by number of people rather than a percentage value.

	Highly Dissatisfied	Dissatisfied	Unsure	Satisfied	Highly satisfied
Clarity of information provided in the workshop	0	1		6	1
Range of engagement opportunities provided	0		1	3	4
Amount of time provided to allow effective participation in activities*	0		1	5	2
Range of topics discussed*	0			6	2
My views were considered within the process	0			6	2
Session chairing/facilitation	0			1	7

Think Human Evaluation

As an external facilitator of the Deep Dive workshop on IT, I offer the following observations and feedback for consideration in the planning of future engagement.

SA Power Networks should ensure they have a compelling narrative for IT

SAPN staff went to great lengths to make sure information in each section of their presentation was clear and thorough; however, the overarching narrative about IT ambition and strategy could have been stronger. SAPN should be commended for ensuring the Chief Information Officer was both present all day and was a key presenter. SAPN should consider leading with and placing greater emphasis on the overarching IT Strategy in future workshops; whilst it was presented, it was somewhat embedded in the day's content.

Critically, the IT narrative needs to ensure the priority of and impact on end customers is explicit and prioritised in SAPN's narrative and decision-making. In customer engagement forums, SAPN should expect participants to seek detail and measurable data on these external customer impacts.

SA Power Networks should ensure data presented is clear and comprehensible to non-expert audiences

SAPN staff should be commended on their ability to share highly complex information in comprehensible ways. In particular I would highlight SAPN's willingness to share and discuss data comparisons of other distribution networks and the openness to provoking real and challenging debate with consumer representatives.

However, in their efforts to make information accessible SAPN were at risk of leaving out critical detail that participants sought. In particular, participants wanted to see clear and measurable customer outcomes presented, summed up in the request, "turn these word into measures."

Finally, I would recommend that SAPN is prepared with some relatable analogies to help non-expert participants understand the nature of the scenarios under discussion. On a few occasions in the workshop, participants presented their own analogies to relate to the data and scenarios, which did not speak to the complexity or nuance of implementing, supporting, updating or replacing IT systems. SAPN could strengthen their engagement by preparing more appropriate analogies which, whilst still imperfect analogues, may help participants to better connect with the information.

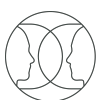
SA Power Networks should continue with their open approach to feedback and engagement.

SA Power Networks should be commended for their openness to customer engagement. SAPN was represented by senior leaders including a general manager and Chief Information Officer and other senior managers and key staff from across the business. All showed genuine openness to respond to participant questions and comments without showing defensiveness. Likewise, in working with SAPN to prepare this session, they were open to take feedback on their proposed structure and were willing to adapt to recommendations. This included late adaptation to tailor the workshop methodology to a smaller audience than at previous Deep Dives. An example was their openness to adopting a more organic approach to discussion and feedback. This led to timings being flexible throughout the day to allow participants to dig into areas of information that were particularly pertinent or challenging. All SAPN presenters should be commended for being open to this less predictable flow and responding openly and honestly to participant questions and feedback during presentations.

Given the complexity of information that SAPN engagement processes entails, I recommend that they continue to use the Critical Thinking elements, or similar, and the use of an overarching question, to enable participants to ask insightful questions and unpack the complexity of the information presented.

Appendix: Acronym overview

SAPN	SA Power Networks
AEMC	Australian Energy Market Commission
AEMO	Australian Energy Market Operator
AER	Australian Energy Regulator
ATO	Australian Taxation Office
CAPEX	Capital Expenditure
CRM	Customer Relationship Management
IT	Information Technology
ITSM	IT Service Management
OMS	Outage Management System
OPEX	Operating Expenditure
PSS	Protection Settings Sheet (Network Protection Management System)
REPEX	Replacement Expenditure
RIN	Regulatory Information Notices
SAP	Systems Applications and Products (SAPN core ERP system)
Totex	Total Expenditure



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