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# Consumer Engagement Step Change

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## TransGrid is invested in improving our own decision making through meaningful consumer engagement, not a ‘tick the box’ exercise

TransGrid considers effective consumer engagement has the potential to both save consumers money and ensure funds spent are aligned with stakeholder preferences and requirements. Engagement is not a simple ‘communications’ exercise, rather a dialogue between multiple parties to improve and align decision making. In our case this includes business, network and project planning decisions that impact cost and service levels.

We agree that consumers should not bear the costs for activities that are ineffective and not useful in planning and prioritising our operations and expenditure. To this extent, TransGrid has been trialling a range of engagement methods and activities, to create an engagement program that best aligns to stakeholder expectations and preferences. Whilst our engagement program is still being redefined and continuously improving, initial feedback from consumer and large energy user participants suggests we are heading in a positive direction.

We have listened and understand the concerns of consumers about our stakeholder engagement program. In response, we have revised our proposed program and expenditure to be more reflective of what our stakeholders expect from us. Our initial proposed spend of average \$2.2m per year has been reduced to just \$1.6 million per year, and is well below identified benchmarks for similar businesses as both a percentage of revenue and operating expense. This covers the wages of additional specialist staff, as well as materials, technology and program costs. Consumer engagement, if done seriously and effectively, will offer a return to consumers in savings and/or service levels many times higher than the cost expended on the activity.

### Conflicting advice between the AEMC and the AER

In its Final Rule Determination, the AEMC stated “The Commission considers that the consultation process in the regulatory determination process that will apply in the NER is the minimum that would be required. The Commission encourages greater engagement and interaction between the NSP and consumer representative groups, and the NSP and the AER outside of the formal regulatory determination process set out in the NER.”<sup>1</sup>

This type of engagement is new for our business. Originally driven by the AEMC rule change, the business has embraced this new regulatory obligation and taken the AEMC directive for the reset process to be the minimum, and turned it into an opportunity to improve the way our business consults and communicates across the board. We are committed to changing the way stakeholder engagement is conducted at TransGrid and we are currently in the process of devising the best ways to embed stakeholder and consumer engagement into our businesses ethos and as such, the way we conduct our operations every day. This is challenging for an organisation that has not traditionally involved consumer preferences from beginning to end and every check point in-between. This requires additional funding to ensure the process meets the needs of today’s energy consumer, now and into the future.

The AER has provided some conflicting views on its expectations of TransGrid’s role in engagement with consumers. In the AER Consumer Engagement Guideline for Network Service Providers, the AER states, “Our [AER] guideline provides a framework for service providers to establish a consumer

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<sup>1</sup> Economic Regulation of Network Service Providers, Final Rule Determination, AEMC 2012  
<http://www.aemc.gov.au/Rule-Changes/Economic-Regulation-of-Network-Service-Providers>

engagement strategy and processes that best fits their business... We expect electricity and gas service providers to engage meaningfully with consumers as part of their usual way of doing business. We consider this engagement is necessary for service providers to work in the long term interests of electricity and gas consumers.”<sup>2</sup> In its draft determination, the AER stated, “Ultimately, we expect service providers to undertake systematic, consistent and strategic engagement with consumers on issues significant to both parties<sup>3</sup>”.

Furthermore, in Appendix 7 of the draft determination, the AER states “We acknowledge service providers are subject to a new regulatory obligation regarding consumer engagement<sup>4</sup>”. The AER then goes on to say “We consider TransGrid's proposed consumer engagement program to extend its consumer engagement to more than three million households and commercial users, exceeds the scope of an efficient level of consumer engagement for a transmission service provider. It also exceeds the scope envisaged by our Consumer engagement guideline. While it is efficient for a transmission service provider to engage with transmission customers, we do not consider it is efficient for it to engage with distribution customers as TransGrid is proposing<sup>5</sup>”.

We consider this is to be in direct conflict with the AEMC's rule change advice. If TransGrid engaged with its direct **customer** base only, as per the AER's suggestion, TransGrid would only consult four directly connected customers in NSW, the NSW and ACT distribution businesses (Ausgrid, Endeavour Energy, Essential Energy and Actew AGL) and eight generators.

The suggestion by the AER does not allow TransGrid to engage with other groups such as the Energy Users Association Australia, Energy Markets Reform Forum, the Consumer Challenge Panel and other bodies/stakeholders referenced in the AER's own draft determination and who regularly attend current workshops and have made submissions on TransGrid's Revenue Proposal. Nor does it consider the consumer representatives TransGrid has been closely working with over the last 12 months. TransGrid agrees in principle that engaging with over three million households and commercial users is somewhat exhaustive. This is why our engagement plan tailors activities and programs to engage with consumer representatives, large energy users and business associations to adequately capture the thoughts, priorities and expectations from the broader public and ultimately NSW electricity consumers. TransGrid has trialled this consultation throughout the revenue proposal process and has received positive comments from participants.

The AER also stated in its draft determination, “Even without the rule change, we would expect a prudent service provider would have programs in place to engage with consumers. For instance, we would expect that a transmission network service provider would already be engaging closely with relevant consumers as part of its reset process to help understand their preferences around prices, reliability and service standards. Indeed, TransGrid stated it was able to propose potential capex savings in direct response to its consumer engagement on its revenue proposals.”<sup>6</sup>

TransGrid has been quite open in the fact that it has not had programs in place to engage with consumers, even throughout previous reset processes. Prior to the 2014/15 Transitional Proposal, TransGrid had not engaged with consumers in this way at all. Five years ago, TransGrid primarily communicated with direct connected customers and once completed, published our proposal on the TransGrid website. In stark contrast, throughout 2013/14 we conducted:

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<sup>2</sup> AER Consumer Engagement Guideline for Network Service Providers – Explanatory Statement, p7

<sup>3</sup> AER Draft Determination Overview, p.57

<sup>4</sup> AER Draft Determination Appendix 7, p.56

<sup>5</sup> AER Draft Determination Appendix 7, p.57

<sup>6</sup> AER Draft Determination Appendix 7, p.56-7

- round tables and deliberative forums with residential household and small to mediums businesses - identifying their priorities and walking through our proposed expenditure to gain feedback on our plans;
- a survey with a representative sample of NSW consumers on the acceptability of our proposal;
- briefings and workshops with consumer representatives and large energy users to consult on key elements of our proposal; and
- face-to-face briefings with customers and conducted a separate consultation on our pricing methodology.

To support the face-to-face engagement, TransGrid launched a new dedicated engagement website, *Have Your Say TransGrid*, where we published summaries of all engagement activities aforementioned, provided further information and reports on activities and encouraged public conversation on our proposal. Furthermore, key elements of our proposal and the new website were promoted on social media to reach a different target audience; the new energy consumer<sup>7</sup>. A suite of fact sheets, a plain English summary were also developed to assist consumers to understand the complexities of TransGrid's proposal. This now extends beyond Revenue Proposal activities with information supporting our commitment to be open, collaborative and transparent.

Indeed, TransGrid stated in our Revenue Proposal that we were able to propose potential capex savings in direct response to our consumer engagement program. However, as stated in the original correspondence, this was between the transitional proposal and full revenue proposals for the upcoming period, after the AEMC rule change and during TransGrid's new consumer engagement program activities.

## The need for consumer engagement

TransGrid agrees with the AER that “consumer engagement is about working openly and collaboratively with consumers and providing opportunities for their views and preferences to be heard and to influence decisions. Stronger consumer engagement can help us test expenditure proposals, and can raise alternative views on matters such as service priorities, capital expenditure proposals and price structures.”<sup>8</sup>

We recognise that key stakeholders and consumers want to be involved in TransGrid's decision making processes. We have heard this strongly through a number of public reports backed by the NSW Government<sup>9</sup> and through our own consumer research.<sup>10</sup> All NSW electricity consumers are directly affected by TransGrid's service, price and expenditure decisions (we represent approximately 8% of a typical household bill), and we are therefore proactively and honestly looking for opportunities and methods to give consumers an active role in the development of our business, network and project plans.

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<sup>7</sup> Accenture New Energy Consumer Architecting for the Future, 2014 <http://www.accenture.com/au-en/Pages/insight-new-energy-consumer-architecting-future.aspx>.

<sup>8</sup> AER, *Better Regulation: Consumer Engagement Guideline for Network Service Providers*, November 2013, p5.

<sup>9</sup> Review of Electricity Supply to the Mid North Coast, Mr Robert Rollinson, May 2013, [http://www.resourcesandenergy.nsw.gov.au/\\_data/assets/pdf\\_file/0006/467448/MNC-Review-Final-Report.pdf](http://www.resourcesandenergy.nsw.gov.au/_data/assets/pdf_file/0006/467448/MNC-Review-Final-Report.pdf); Review of TransGrid's Public Consultation Process for Projects, RPS Group, December 2013, <http://www.transgrid.com.au/aboutus/pr/PublicConsultation/TRPC/Pages/default.aspx>.

<sup>10</sup> Newgate Research, *Summary of Consultation: TransGrid Revenue Proposal 2009/10-2013/14 Appendix F*, <http://yoursaytransgrid.com.au/transgrids-full-revenue-proposal-for-201415-to-201819>.

While compiling our 2014/15 to 2017/18 Revenue Proposal, TransGrid engaged with bill payers and energy consumers in NSW to understand their levels of interest in our business, the elements of our business that are most important to them, and how to more effectively engage with the average bill payer. The themes emerging from these conversations have been clear:

- TransGrid needs to educate energy consumers about its business and its place in the energy supply chain;
- messages need to be targeted to specific audiences (technical and non-technical) and a broad range of communications mediums utilised;
- TransGrid needs to help rebuild trust in the energy industry and its business, which has attracted concerns such as rising bills and infrastructure disputes in recent years;
- the business as a whole needs to do a much better job at listening to the views of the community about our industry and business impacts, as well as communicating what we do, how we manage our business and the challenges we face; and
- TransGrid must continue to improve its engagement practices to ensure that the community know the part they can play as the Company delivers an essential service to NSW and the ACT.

The views of TransGrid's stakeholders are crucial as the business enters a period where it must meet the challenges of providing a secure, reliable and affordable electricity network whilst considering the environment, energy prices and the impact this has on households and businesses. By working together with energy users, listening to their views and incorporating their feedback into its business activities, TransGrid can create an efficient, sustainable and holistic transmission network.

The importance of changing our business model has been reinforced by recent independent reports, including the RPS Group report commissioned by TransGrid into the effectiveness of TransGrid's current engagement practices; the *Review of Electricity Supply to the Mid North Coast* by Mr Robert Rollinson prepared for the NSW Minister for Resources and Energy; staged market research over a six month period into the effectiveness of TransGrid's community engagement and communications practices; as well as benchmark consultation guidance provided by the AER.

The *Review of Electricity Supply to the Mid North Coast*, conducted by Mr Robert Rollinson, was prompted by community concern about the need for TransGrid's Stroud to Taree Transmission Line project, and recommended a revised approach to community engagement. The resulting RPS Group report and further investigation into TransGrid's consultation processes was critical of TransGrid's consultation practices and included findings such as:

- TransGrid consults communities too late in the project lifecycle after key decisions have been made;
- people want to be involved earlier in project planning, receive more detailed project information, and have access to TransGrid staff on the ground;
- TransGrid gave little or no consideration to public involvement in, or communication of, project need and non-network alternatives; and
- TransGrid's communications materials failed to adequately address core community concerns.

To address these findings, the RPS Group provided TransGrid with key recommendations on ways to improve TransGrid's engagement practices including;

- TransGrid should take a proactive approach to stakeholder identification, involving community representatives in developing engagement approaches;
- TransGrid should update its communications and consultation guidelines to ensure that engagement objectives are set, understood and implemented for every stage of the project lifecycle;



- TransGrid should develop customer panels, including regional panels, to test forecast data, project proposals and alternative options; and
- TransGrid must make improvements to its communications materials and channels in the light of stakeholder feedback.

The TransGrid Board and Executive realise the importance of implementing real change within the business to improve engagement practices and understanding of its business. To be effective and to that extent, sustainable in its efforts TransGrid must appropriately resource the business to achieve efficient consultation practices and satisfy community needs to be involved in TransGrid's network, project and business operations.

## Consumers want to be engaged by TransGrid

TransGrid represents approximately 8% of a typical household bill. Our footprint on every consumer is evident.

After listening to consumer feedback, we do not propose to engage with all three million NSW consumers on a mass marketing basis, but rather in a targeted campaign providing accessible information on who TransGrid is, what the business does, and the cost implications we have on NSW energy bills.

Almost three quarters of participants (74%) in TransGrid's forums admitted to very low knowledge levels of what TransGrid does. Most guessed it had something to do with electricity, but when prompted, participants could not explain where its duties in the overall power supply chain started and ended. This is due largely to the indirect relationship between TransGrid and most end users, through distribution networks and retailers. This clearly shows that there is a need for an education program in which it is appropriate for TransGrid to engage with residential and SME consumers, outside of the work undertaken by the AER and AEMO as referenced in the AER's draft determination<sup>11</sup>.

We do not believe it prudent to rely on NSW distribution businesses, the AER or AEMO to engage on TransGrid's behalf in regards to our operations and plans. TransGrid, the high voltage transmission network servicing all of NSW and the ACT has a distinct role in the electricity supply chain, different to distribution which requires us to adequately educate, consult and engage on our plans.

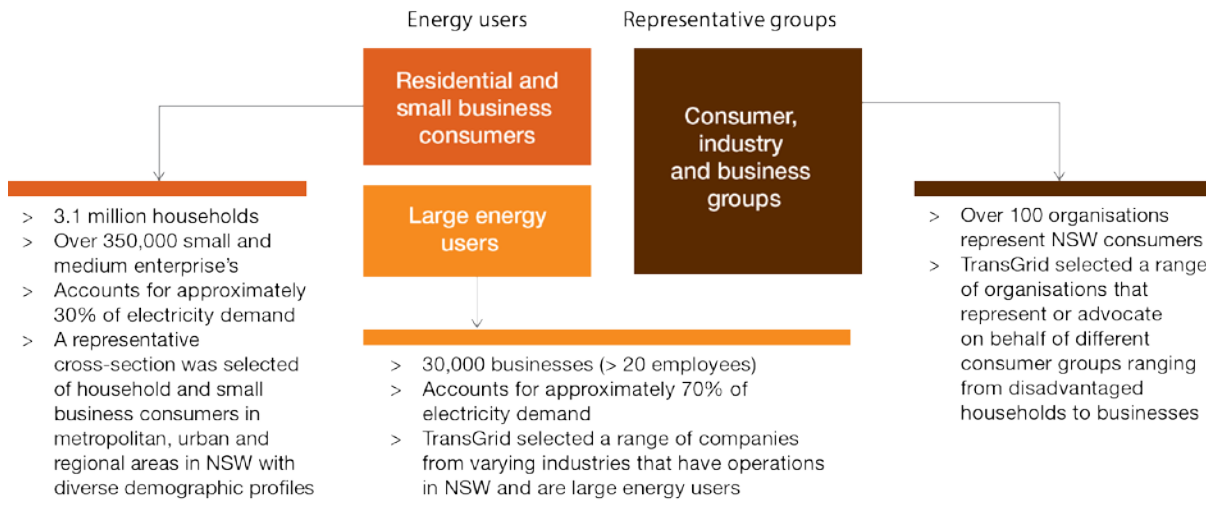
For the purposes of our consumer engagement program, TransGrid has broken down the consumer target audience into three key target groups, which are outlined and described below:

- large energy users;
- consumer, industry and business groups; and
- residential and small business consumers.

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<sup>11</sup> AER Draft Determination Appendix 7, p.58





TransGrid intends to focus the core of our program on our directly connected customers, and the large energy user and consumer, industry and business group audiences. These key groups have both actively been engaged in TransGrid's current program and can provide an informed feedback back on TransGrid's business plans and operations based on their own specialist knowledge from their own networks and businesses. To date, this group incorporates 40 representatives from organisations including:

Air Liquide, Australian Industry Group, Australian Paper, BlueScope Steel, Broadcast Australia, Brotherhood of St Lawrence, Business Council of Australia, Centennial Coal City of Sydney, Council of Small Business, CSR, Energy and Water Ombudsman, Ethnic communities Council of NSW, Energy Users Association of Australia, Fujitsu, Local Government of NSW, NSW Council of Social Services, Norske Skog, NSW Farmers, One Steel, Orora, Pitt and Sherry, Public Interest Advocacy Centre, Qenos, Rio Tinto, St Vincent de Paul Society, Sydney Airport, Sydney Water, Telstra, The Australia Institute, The Grattan Institute, Total Environment Centre, University of NSW, and Woolworths.

### Revised stakeholder engagement program

As discussed in this paper, we are proposing to expand the resources allocated to achieve effective stakeholder engagement at TransGrid above our efficient base. The expenditure has been reduced in response to consumer feedback on our Revenue Proposal. Below is an outline of the scheduled step change resources for the 2014/15 to 2017/18 period. Please see Attachment 1 for the full Step Change Budget.

(Figures in \$2012/13)

2014/15	2015/16	2016/17	2017/18	Total
\$1,630,741	\$1,578,453	\$1,575,872	\$1,633,176	\$6,418,242

TransGrid is essentially proposing the same program as previously put forward, as the stakeholders involved in our current engagement have seen value in the activities undertaken to date. Full details can be found in Appendix 7 of TransGrid's 2014/15 – 2017/18 Revenue Proposal. A summary of initiatives that TransGrid plans to include:

Residential and small business users	<ul style="list-style-type: none"> <li>&gt; focus groups</li> <li>&gt; deliberative forums and roundtables</li> <li>&gt; surveys</li> <li>&gt; online engagement</li> <li>&gt; fact sheets</li> <li>&gt; newsletters</li> </ul>
Large energy users	<ul style="list-style-type: none"> <li>&gt; workshops</li> <li>&gt; direct briefings</li> <li>&gt; webinars</li> <li>&gt; written communication</li> <li>&gt; online communication</li> </ul>
Consumer, industry and business groups	<ul style="list-style-type: none"> <li>&gt; workshops</li> <li>&gt; direct briefings</li> <li>&gt; webinars</li> <li>&gt; written communication</li> <li>&gt; online communication</li> </ul>

At a recent workshop held in December 2014 with large energy users and consumer representatives, attendees were supportive of TransGrid's engagement program and were keen to see it continue.

In feedback forms where participants were asked to use a scale of 0 to 10 (where 0 meant very poor and 10 excellent), most felt the workshop were successful and an efficient way to obtain views from different key stakeholder groups. They said the diversity of participants helped them understand other people's perspectives. The overall value of the workshop was rated an average of 7.5 out of 10. They particularly appreciated feeling they had the opportunity to contribute to the conversation (8.4) and feeling like their opinions were being heard (8.1). This shows the clear value that TransGrid's program with key stakeholders has had to date.

### Effective engagement a good investment

After listening to consumer feedback, the CCP and other stakeholders, TransGrid agrees that additional costs, such as this, should be paid for out of efficiencies in other areas where possible. However, in the current regulatory framework that is based around incentives to reveal efficient costs, TransGrid has already offered up any efficiency gains through which it could otherwise absorb the additional activity, such as the \$6 million per annum saved over the last regulatory control period. Within this framework, new obligations are separately considered as step changes under the AER's 'base-step-trend' methodology.

TransGrid has chosen to provide full disclosure of the costs associated with the proposed program to ensure visibility of where the costs lie. This covers the hiring of additional staff with specialist skills backed by the creation of a team responsible for engagement across the business (not only for the Revenue Proposal but part of business as usual planning and strategy). TransGrid intends for the consumer engagement program to be an ongoing body of work where regular workshops are held to gain insights into consumer preferences. This will ensure we adequately and confidently consider and integrate preferences, interests and other feedback into our business plans and have them inform our ongoing business decisions.

TransGrid considers the step change in expenditure for consumer engagement is both warranted under AER guidelines, and is a good investment for consumers. At the same time, we appreciate the feedback from the CCP and consumers including residential consumers, large energy users, advocates and representatives, on opportunities to improve the efficiency and effectiveness of our engagement program going forward.

Consumer engagement, if done seriously and effectively, can offer a return to consumers, in terms of lower revenue and/or better service, many times higher than the cost expended on the activity.

To ensure a robust business case for our consumer engagement step change cost, we looked at three core facets:

1. Is the step change in TransGrid's activities necessary to robustly engage a broad and meaningful array of consumer groups in TransGrid's business, network, and project decision making?
2. Are we meeting these objectives for less money than most efficient or private sector consumer-facing utilities?
3. Is there a relatively high likelihood that consumers will make a positive return on this investment, i.e. will consumer savings be greater than our consumer engagement step change costs?

#### *Necessary activities*

Over four years, TransGrid proposes to spend around approximately \$1.6 million per annum on targeted stakeholder engagement activities and programs. We have primarily developed this step change proposal using bottom up cost estimates for activities required to both meet AER Better Regulation consumer engagement guidelines, and meaningfully incorporate consumer engagement into TransGrid's business and planning decisions.<sup>12</sup>

#### *Benchmark comparisons*

In developing our proposal, we have considered the total costs facing consumers as a proportion of our business' operating expenditure, which amounts to less than 0.9% of the total proposed operating expenditure for 2014/15 to 2017/18. According to data from the Federal Energy Regulatory Commission (FERC) in the United States, 9% of total operating expenditure is spent on customer service and sales,<sup>13</sup> while comparable competitive industries such as telecommunications spend 15-22%.<sup>14</sup>

#### *Likely return on investment*

As an example of the potential savings available to consumers of a robust engagement program, we consider below the portion of our capital program we would have to defer for a year to cover these step change costs, and compare that to the total costs and past deferrals.

As referenced earlier, in the six months between the consumer engagement on our transitional and full revenue proposals, TransGrid deferred or avoided \$250 million of capital, saving consumers about \$22 million per year (at 8.65% return). This included:

- deferral of \$34 million of load-driven augmentation expenditure due to changes in demand forecasts;
- deferral of \$220 million of net market benefits driven augmentation expenditure as changes to generation and consumption patterns increased the uncertainty of delivering net market benefits;

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<sup>12</sup> TransGrid, *Revenue Proposal 2014/15 to 2018/19*, Section 6.3.2 and Appendix S.

<sup>13</sup> PwC, *Shaping the Right Experience: The Customer Conundrum in the Utilities Industry*, 2014, p5.

<sup>14</sup> Deloitte, *Rethinking Operational Processes Can Offer Telcos Competitive Savings*, 2009, p5.

- a decision to decommission, rather than rebuild, a 132kV transmission line between Wallerawang and Orange and replace it with a lower cost, lower capacity solution in response to changes in demand forecasts; and
- prioritisation of low spans remediation over 10 years rather than 5 years, which has reduced forecast capital expenditure in the 2014/15 to 2017/18 period and will allow TransGrid to review the need for the remaining spans prior to the following regulatory control period considering the most current demand forecasts at the time.

While these decisions are largely based on planning and asset renewal program updates, many were informed by consumer input through this process and all were endorsed by consumer representatives. Our engagement program included a robust discussion on capital decisions between consumer representatives and planning and asset managers.

TransGrid sees value in working together with other Network Service Providers and organisations where it is possible and appropriate to do so. TransGrid has already taken steps towards this by instigating a joint early consultation program with NSW distributor Ausgrid on the Powering Sydney's Future project. However, we do not find it appropriate for another organisation to consult on matters that directly affect TransGrid's business. We express caution to the AER so as to not restrict TransGrid's consultation on matters that directly affect our business where it is more appropriate, and in fact necessary, for TransGrid itself to carry out this activity.

## In conclusion

As illustrated in this paper, TransGrid finds our recommended program for consumer engagement to be efficient, warranted and beneficial for both the company and consumers.

When reviewing TransGrid's consumer engagement program in its draft determination, The AER stated "We consider TransGrid's efficient base year opex allowance will provide it with sufficient funds to engage effectively with its direct customer base and to report how it has addressed any relevant concerns in its regulatory proposal."<sup>15</sup> If, after considering the full extent of the AEMC's rule change intentions, and TransGrid's revised consumer engagement program, the AER still finds it only relevant to engage with 16 direct customers as per their draft determination, a very narrow group of consumers, and then report their concerns only in its regulatory proposal, TransGrid would be seriously concerned. We value the input of consumers more than just incorporating their views into our regulatory proposal; we believe they have a real place in the decision making process of our business.

It would be disappointing to have seen such a positive change in an industry, where it was desperately needed, shift back to making consumer priorities less of a priority in electricity transmission business decisions. As a business, we find this unacceptable. The successful working relationships our business has created over the past 18 months of in-depth consumer engagement are worth the fight. If the AER sticks to its draft determination decision, we would need to significantly revise our program of works and strategy moving forward.

We believe that the proposed step change of \$1.6 million per year, or less than 0.9% of TransGrid's operating expenditure would help to push consumer priorities forward in our business, give consumers a real voice in our business activities and plans, and create a sustainable energy network of the future tailored to the requirements of the new energy consumer.

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<sup>15</sup> AER Draft Determination Appendix 7, p.57

## Attachment 1 – Budget overview summary

		Year 1 (2014-15) (\$)		Year 2 (2015-16)		Year 3 (2016-17)		Year 4 (2017-18)	
		Opex	Capex	Opex	Capex	Opex	Capex	Opex	Capex
<b>Consumer participation, education and expert input into business planning, long term network design and revenue reset application</b>									
Consumer Advisory Panel Workshops	3 sessions @ \$10k each (venue, travel, participants, facilitators) + additional direct briefings	30,000		30,000		30,000		30,000	
Large Energy User Roundtables	3 sessions @ \$10k each (venue, travel, participants, facilitators) + additional direct briefings	30,000		30,000		30,000		30,000	
CRM System Maintenance & Licensing	\$15k service fees, \$5k upgrades	20,000		20,000		20,000		20,000	
Industry Conference Attendance & Presentations	2 conferences x 2 attendees @\$4.5k each (attendance, travel)	18,000		18,000		18,000		18,000	
Topic Specific Workshops & Conferences	3 workshops @ \$10k each (venue, travel, graphics, adverts)	30,000		30,000		30,000		30,000	
Annual Planning Report Presentations	3 regional public sessions @ \$8.33k each (venue, travel, graphics, adverts)	25,000		25,000		25,000		25,000	
Consumer Research Surveys	Consumer and community surveys and reports	75,000		50,000		50,000		25,000	
Extra Consultation for Revenue Reset	Extra consultation in year 4							100,000	
Labour Step Change	1 x Manager, 2 x Officers, % of Snr Mgr, % of General Manager	575,313		575,313		575,313		575,313	
<b>Community consultation on project need, options to defer capital and community impact</b>									
Powering Sydney's Future	4 public sessions @\$30k each (venue, strategic advice, report) + additional direct briefings	0		0					
	Communication collateral (dedicated fact sheets, graphics, adverts)	30,000		0					

High Level Project Consultation	3 projects @\$50k each (50% Opex due to early engagement on "needs")	0	0						
Mid Level Project Consultation	4 projects @\$25k each (50% Opex due to early engagement on "needs")	50,000	50,000						
Low Level Project Consultation	2 projects @ \$5k each (50% Opex due to early engagement on "needs")	0	0						
Consultation Manager System Maintenance & Licencing	Up to 50 projects licence	20,000	25,000						
Year 2 to Year 4 Project Consultation Spend	Year 2 to 4 is based on percentage of Year 1 consultation costs to overall project cost			52,712	52,712	70,131	70,131	52,435	52,435
Labour Step Change	1 x Manager, 1 x Officer, % of Snr Mgr, % of General Manager	319,250	107,445	319,250	107,445	319,250	107,445	319,250	107,445
<b>Building consumer awareness and internal capabilities</b>									
Advertorials	6 advertorials @ \$2.5k each	15,000		15,000		15,000		15,000	
Factsheets	10 fact sheets @ 1k copies each (10k total)	15,000		15,000		15,000		15,000	
Corporate Profile Document	Reprints	30,000		30,000		30,000		30,000	
Communication Collateral Updates		20,000		20,000		20,000		20,000	
Website Maintenance, Licencing & Updates	TransGrid corporate and 'Have your say' websites	20,000		20,000		20,000		20,000	
Social Media Engagement Activities	\$15k monitoring, \$10k engagement software fee	25,000		25,000		25,000		25,000	
Media & External Stakeholder Engagement Training	2 staff @\$7.5k each	15,000		15,000		15,000		15,000	
Labour Step Change	1 x Graduate, % of Snr Mgr, % of General Manager	268,178		268,178		268,178		268,178	
<b>Total Step Change</b>		<b>1,630,741</b>	<b>182,445</b>	<b>1,578,453</b>	<b>185,157</b>	<b>1,575,872</b>	<b>202,575</b>	<b>1,633,176</b>	<b>184,879</b>