



# Customer Consultative Committee

22 May 2019

# Agenda

#	SESSION	FACILITATOR	TIMING
	Arrival / Coffee / Greetings / Welcome / Safety Share	Selina O'Connor	9.15 – 9.30
1	Opening comments	All	9.30 – 9.45
2	Safety Discussion	Richard Gross	9:45 – 10:15
3	What the AER final decision means for Ausgrid and our customers	Richard Gross	10:15 – 10:45
4	Ausgrid Business Strategy	Richard Gross	10.45 - 11.00
	<b>BREAK</b>		<b>11:00 – 11:15</b>
5	Customer collaboration and the Energy Charter	Rob Amphlett Lewis / Selina O'Connor	11:15 - 12:15
	<b>LUNCH</b>		<b>12:15 – 12:45</b>
6	Delivering on our customer strategy	Paul Cahill	12:45 – 1:30
7	Performance reporting	Selina O'Connor	1:30 – 1:45
8	Next steps and close	Selina O'Connor	1.45 - 2.00

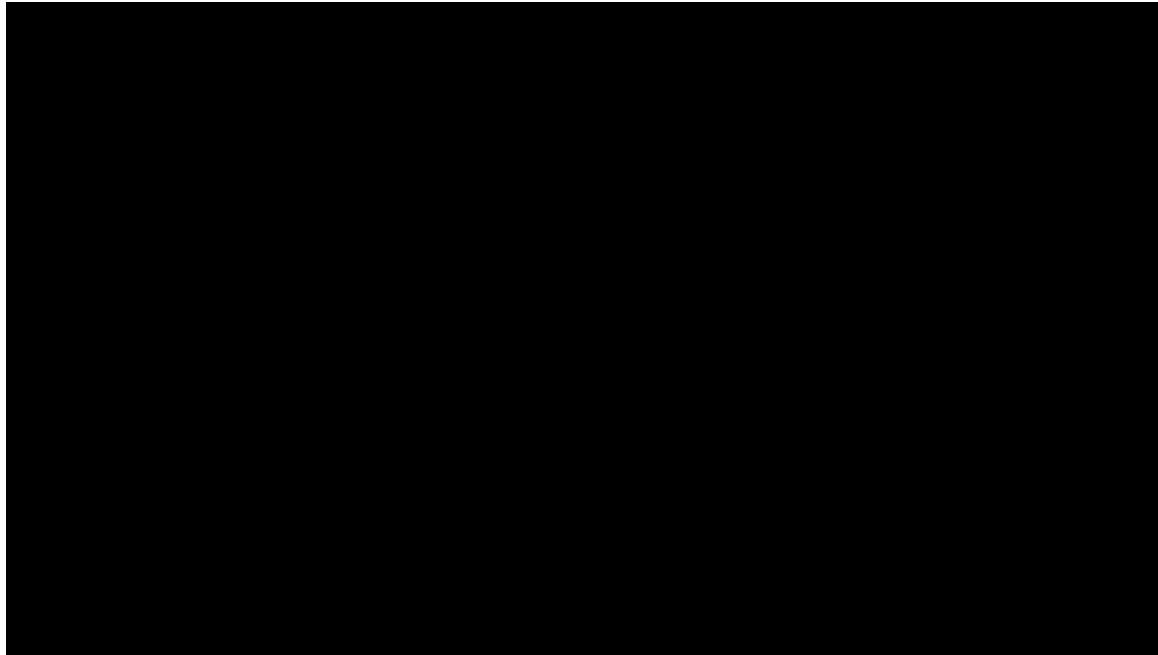




**Richard Gross**

Chief Executive Officer

# Safety



- Following a recent tragic incident at Riverview involving one of our employees, we have paused all live work.
- Prior to lifting the pause on live work, Ausgrid is undertaking a full review of all live work tasks and their safety controls.
- This review is a key initial step to ensure we are taking a systematic approach and identifying and closing any potential gaps in our current safety controls.
- When the inventory of tasks and controls is complete, we will then move to scope out the best way to progress our operations.

## OUR Lifesavers

• Set clear expectations • Create the right conditions • Perform work safely



Use fall protection when working at heights



Maintain minimum safe working distances and exclusion zones



Only commence work after all necessary permits are in place



Use approved insulation, controls and PPE when working live



Always follow polarity procedures



Do not enter an excavation deeper than 1.5 metres unless it's supported



Never be under a suspended load



Never tamper with, modify or bypass any safety devices unless authorised

## Question for the CCC:

How can we best incorporate customers views in our discussions around safety, particularly the pause on live work?

# We are committed to collaborative engagement

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## Rationale:

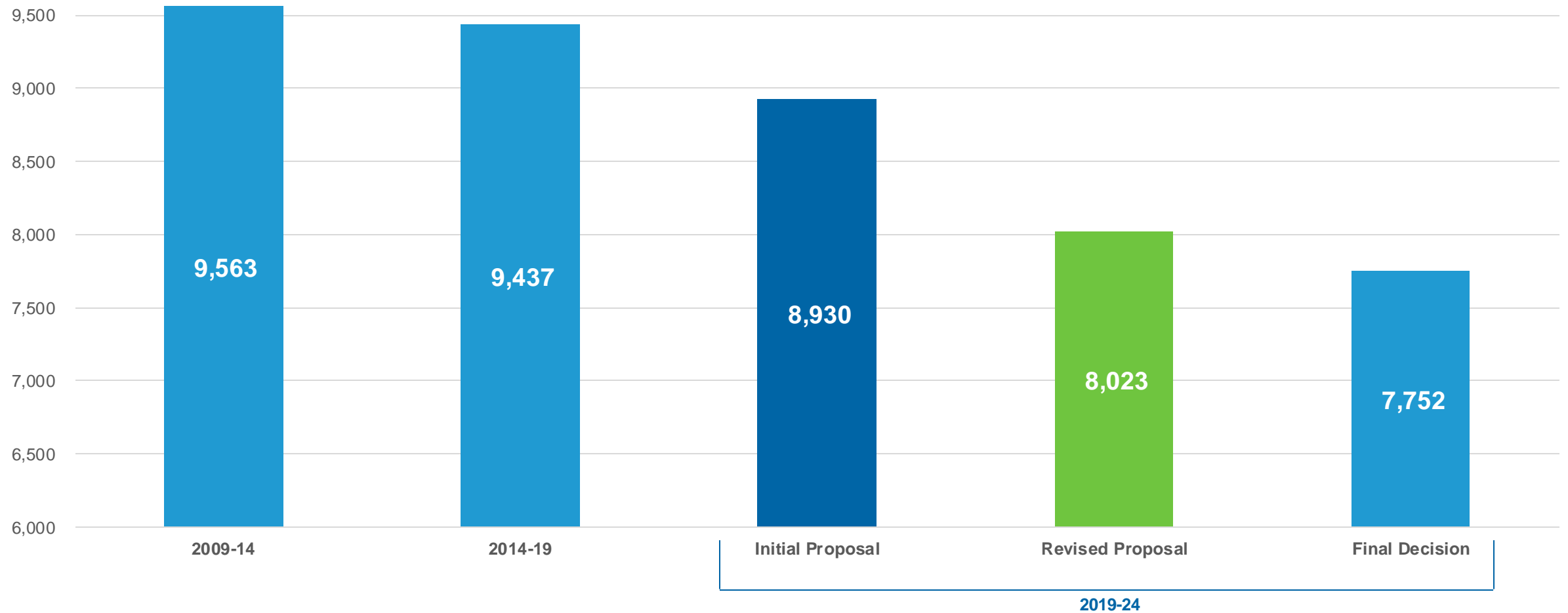
- Collaborative engagement will provide better outcomes for customers.
- We must understand our customers to deliver on their price and service level expectations.
- We know the industry is changing and we want to provide new services; without customers' trust we won't be given that opportunity.
- Without the trust of our customers and collaborative input to the regulatory policy and broader industry community we won't be listened to in regards to matters of industry development.
- Well informed customer advocates bring:
  - A different and valuable perspective
  - An ability to help us make better informed judgements about trade-offs and balance.
- Collaboration with our customers makes good business sense and allows a better balance of long and short term goals by aligning the interests of all stakeholders.

# 3. AER Final Decision

What it means for Ausgrid and our customers

# 2019-24 Regulatory Decision Outcomes

Five-year building block revenues (\$m, nominal)



# AER 2019-24 final decision at a glance

Initial Proposal	AER Draft Decision	Revised Proposal	AER Final Decision	
<b>REVENUE<sup>1</sup></b> <b>\$8,930m</b> (\$nominal)	<b>REVENUE <sup>1</sup></b> <b>\$7,983m</b> (\$nominal)	<b>REVENUE <sup>1,2</sup></b> <b>\$8,023m</b> (\$nominal)	<b>REVENUE <sup>1</sup></b> <b>\$7,752m</b> (\$nominal)	17.9% nominal reduction in total revenue compared to 2014-19 allowance
<b>OPEX</b> <b>\$2,402m</b> (\$real, FY19)	<b>OPEX</b> <b>\$2,305m</b> (\$real, FY19)	<b>OPEX</b> <b>\$2,285m</b> (\$real, FY19)	<b>OPEX</b> <b>\$2,285m</b> (\$real, FY19)	17.5% real reduction in opex compared to 2014-19 actuals
<b>CAPEX</b> <b>\$3,084m</b> (\$real, FY19)	<b>CAPEX</b> <b>\$2,327m</b> (\$real, FY19)	<b>CAPEX</b> <b>\$2,690m</b> (\$real, FY19)	<b>CAPEX<sup>3</sup></b> <b>\$2,690m</b> (\$real, FY19)	13.7% real reduction in net capex compared to 2014-19 actuals

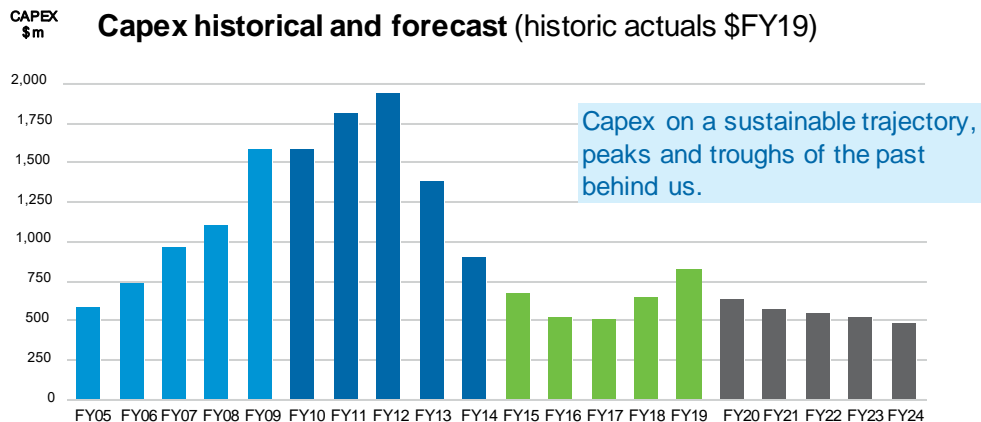
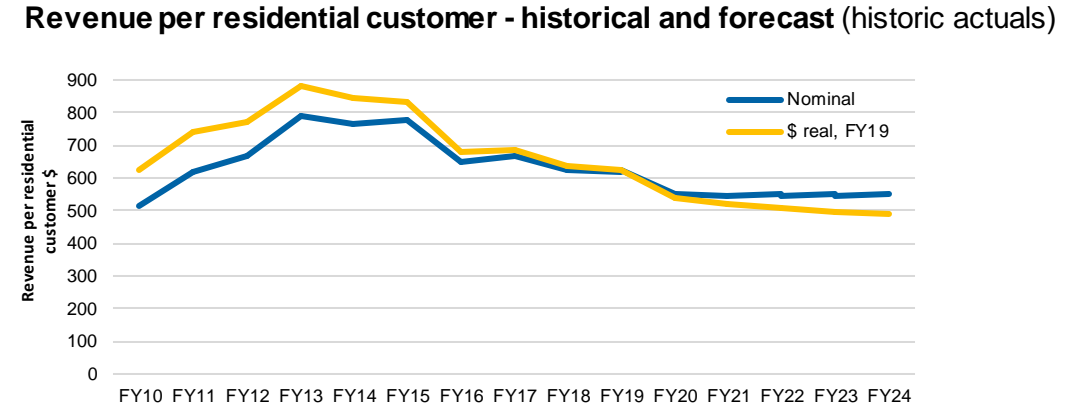
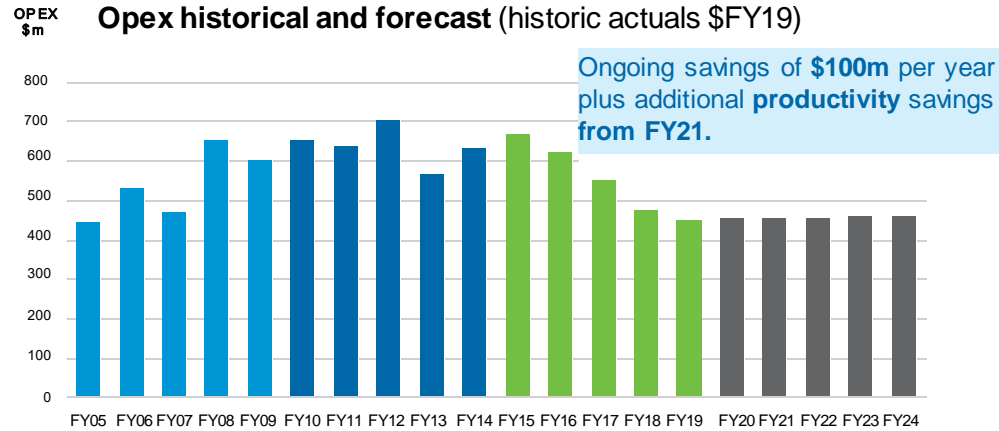
<sup>1</sup> Building block revenues represented here (i.e. before revenue smoothing).

<sup>2</sup> Revised Proposal Revenue forecast did not include the impact of changes to the AER's tax approach.

<sup>3</sup> This figure is Ausgrid funded capex i.e. net of capital contributions. The AER Final Decision quotes \$2,368.4m which is Ausgrid funded capex net of disposals forecast over the period.



# Key highlights from the AER Final Decision



**Lower revenues**  
 ↓ **19%**<sup>1</sup>  
 in Ausgrid's component of network revenue from 1 July 2019

**Lower network charges**  
 ↓ **12%**  
 reduction in average residential network charges from 1 July 2019

**Further reductions driven by lower rate of return (from 5.99% to 5.70%)**

**Lower network charges**  
 ↓ **\$71**  
 reduction in average residential network charges from 1 July 2019

# Beyond the AER Final Decision

## Customer centricity and The Energy Charter



Energy Charter members commit to five key principles to create real improvements in price and service delivery for customers. Each member is required to submit a report to the Energy Charter Accountability Panel in September 2019.

## Ongoing business transformation



- Developing a customer centric business is crucial to Ausgrid's success
- As the energy market changes, we need to ensure that Ausgrid is providing services that consumers value in the future
- The Energy Charter aims to develop transparency and accountability over the customer impacts of decisions made by the energy industry
- We must also deliver on our customer commitments developed with customer advocates during the 2019-24 Revised Proposal process

- We have had significant success to date in reducing our cost base by \$100m in opex from 2013 to 2018
- We have ambitious but achievable plans to deliver further cost reductions over the 2019-24 regulatory period
- Our focus is on working smarter and delivering efficiency outcomes rather than simply reducing costs. This is essential for the sustainability of our business

# Customer Commitments



## DEVELOP

Our business &  
shared  
understanding

Make investment decision metrics customer focused, giving customers a meaningful role in developing our spending plans



## DRIVE

Industry  
Development

Jointly develop policy and regulatory framework submissions with customers and customer representatives



## DELIVER

Better outcomes

Deliver against Energy Charter principles, establishing our customers' role within our BAU business planning processes, with an increased focus on non-network (*customer*) solutions

## Discussion with CCC

What are the priority areas you are looking for us to deliver on?



# 4. Ausgrid business strategy on a page



A photograph of two women standing in a doorway. The woman on the left is older, with short blonde hair, wearing a white short-sleeved shirt with a large blue floral pattern. She has her hand on her hip. The woman on the right is younger, with dark hair pulled back, wearing a bright orange long-sleeved shirt with a logo that says "grid". She is holding a green clipboard and looking at it. The background shows a wooden interior on the left and a grey exterior wall on the right.

# 5. Ongoing Customer Collaboration

# Ausgrid Engagement Principles

We need to continue building trust with our customers.  
The following principles aim to support this goal.

- Be collaborative:** Move from the defend approach and don't be defensive
- Be quantitative:** Provide data from the perspective of the consumer
- Be accountable:** Agree a timeframe and deliver
- Be transparent:** Ask for regular feedback, understand what is required
- Be adaptable:** Be prepared to change based on feedback

# Improving engagement and increasing transparency

## Customer Consultative Committee

### **Purpose – Deliver better outcomes for customers**

- Deeper engagement in business planning not just regulatory planning
- Provide greater exposure to execution of customer strategy,
- Review activity and outcomes of Advisory Committees and actions against The Energy Charter
- Quarterly business update + annual regulatory program delivery and track delivery of commitments

## Network Innovation Governance Committee

### **Purpose: Collaboratively drive our innovation program to help our grid evolve.**

- Shape the direction of \$42m innovation program, demand management investment and non-network solutions
- Promote and collaborate on industry policies to advance innovation

## Pricing Working Group

### **Purpose: Develop better tariff approaches to deliver a lower overall system cost**

- This group will continue to meet in order to support the smooth implementation of the new demand tariffs, and continue to shape tariff directions for the future pricing proposals and TSS's
- Develop information customers need to manage their use and to be rewarded for their flexibility

## Technical Review Committee

### **Purpose: provide specialist advice to business**

- Review ongoing technical expenditure on IT, Cyber security and related expenditure
- Develop greater granularity of customer benefits from IT expenditure
- Support improvement of cost benefit analysis work and assessment of optionality.

# Delivering on Revised Proposal customer commitments



**DEVELOP**  
Our business  
& shared  
understanding



**DRIVE**  
Industry  
Development



**DELIVER**  
Better outcomes

Commitment	Committee / Working Group responsible
Share and improve internal cost benefit analysis, risk based assessment, internal governance processes and forecasting investment - identifying a way to give customers a more meaningful role in developing spending plans	Technical Review Committee
Explore role of optionality in long term asset decisions	Technical Review Committee
Support industry-wide IT review (and collaborate on submission)	Complete / Technical Review Committee
Engage with customers on cyber expenditure and maturity levels	Technical Review Committee
Jointly develop policy and regulatory framework submissions	All committees
Collaborate with AER to improve repex model and drive greater confidence in the tool	Technical Review Committee
Work with AER to give effect to tax Review Final Decisions and accept Rate of Return decision	Report completion to CCC
Establish Network Innovation Advisory Committee (AMO), Technical Review Committee (AMO/IT ) and continue Pricing Working Group (S&R)	In Progress
Implement opex productivity from FY21	Complete
Deliver against Energy Charter 5 principles	Report to CCC
Deeper engagement in customer strategy and business planning	CCC / NIAC / TRC
Greater focus on non-network/DM solutions and support demand response rule changes	NIAC
Exclude Innovation, cyber and ADMS from CESS	Complete

# Establishing our committees

## Customer Consultative Committee

Chair: Richard Gross  
Business Lead: Rob Amphlett Lewis  
S&R partner: Selina O'Connor

## Network Innovation Advisory Committee

Chair: Rob Amphlett Lewis  
Business Lead: Alex Watters  
S&R partner: John Skinner

## Technical Review Committee

Chair: Ed Shaw (CIO)  
Business Lead: According to speciality  
S&R Partner: Shannon Moffitt

## Pricing Working Group

Chair: Junayd Hollis  
Business Lead: Alexandra Sidorenko  
S&R partner: Selina O'Connor

## Questions for customers

1. Should we be actively seeking new members to join our advisory committees? Call for nominations?
2. Should we develop a Terms of Reference for all our committees, consistent with the draft Terms of Reference we developed for the NIAC?
3. Are there any other governance arrangements we need for our new committees?
4. How many meetings each year should the committees aim for?
  1. CCC: 4 meetings per year
  2. NIAC: 3 meetings per year
  3. PWG: 3 meetings per year
  4. TRC: 2 meetings per year or as needed
5. Other questions?



# Network Innovation Advisory Committee

## Proposed terms of reference

- The Network Innovation Advisory Committee will be supported by a terms of reference which will outline:
  - The purpose of the committee
  - Membership
  - Roles and responsibilities of members
  - The timing of meetings
  - Confidentiality arrangements
  - Applicability of the Capital Expenditure Sharing Scheme
  - Guiding principles (see next slide)

## Key focus areas for first meeting

- Innovation Portfolio Overview
  - Proposal Scope
  - Current Activities
  - Roadmap for Regulatory Period
- Key Network Innovation Program initiatives for FY20:
  - Community Batteries
  - Network Insights Program
  - Advanced Voltage Regulation
  - Stand Alone Power Systems (SAPS)

## Ensuring that we COLLABORATE

As per the IAP2 public participation spectrum - *To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution*

# Pricing working group

## Purpose:

### *Develop better tariff approaches to deliver a lower overall system cost*

- This group will continue to meet in order to support the smooth implementation of the new demand tariffs.
- It will support the development of information that customers need to manage their use and to reward flexibility.
- Work with stakeholders to develop program to support customers negatively impacted and identify ways to reward customers for changing the way they use energy.
- Continue to shape tariff design for future pricing proposals

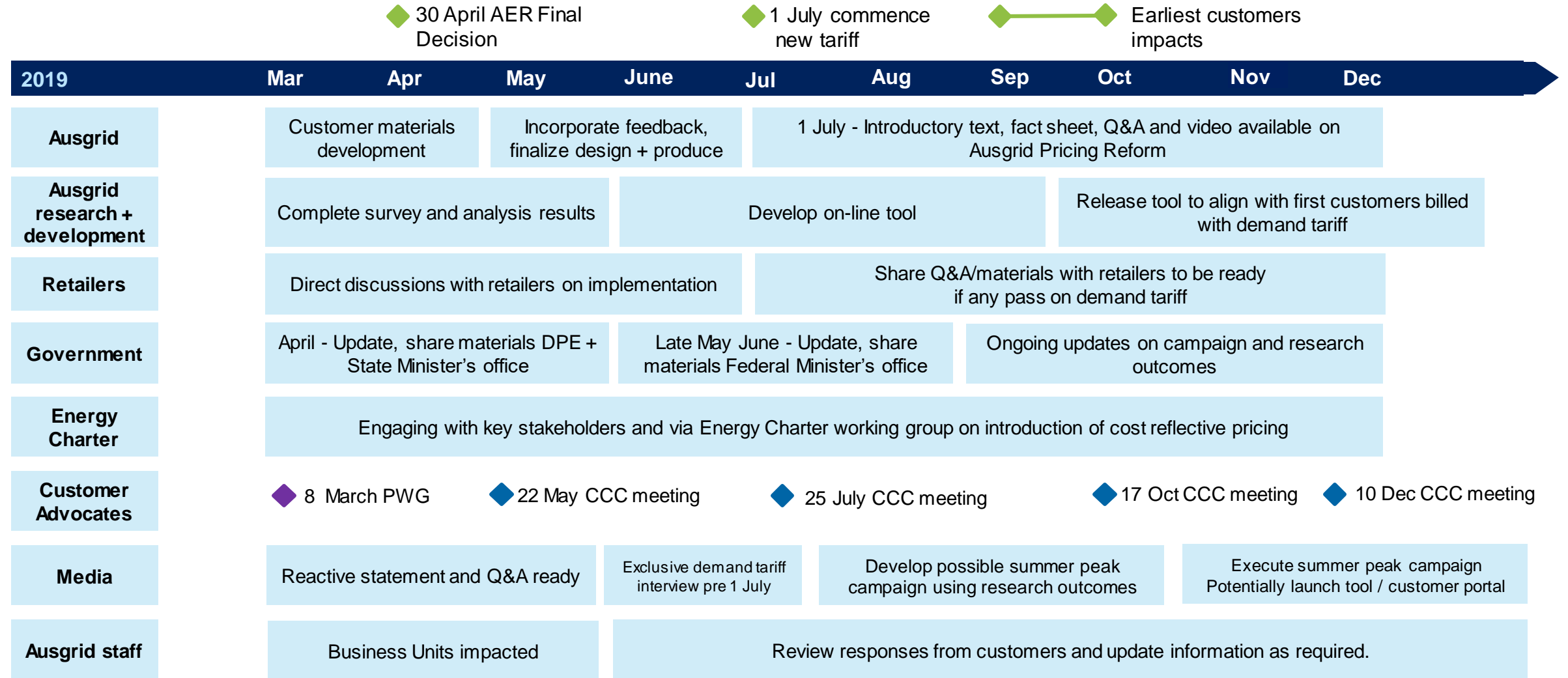
## Communication principles

- **Don't compromise retailers ability to innovate.** Keep direct to customer communications open and high level enough to ensure that they do not risk conflicting with information that comes from retailers
- **Appeal to immediate self-interest.** Customers favour value in the present over that which will appear in the future. The demand tariff is framed as an opportunity to control and save.
- **Keep it simple.** Customers can only process so much new information every day.
- **Provide evidence.** Households are sceptical of the electricity industry, and so need to see concrete examples (e.g. what appliances they can time-shift to reduce the demand charge).
- **Make it personalised and relevant.** This would come later - segmenting the market by the decision-making and energy use profiles of households that are on, or able to go on, demand tariffs
- **Encourage engagement**

## Ensuring that we COLLABORATE and EMPOWER

As per the IAP2 public participation spectrum - *To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution + To place final decision making in the hands of the public.*

# Demand tariff timeline



CCC = Customer Consultative Committee

PWG = Pricing Working Group

# Technical Review Committee

## Purpose

- Provide specialist advice to Ausgrid
- Engage on the AER's industry wide IT review
- Engage on Ausgrid's cyber security maturity levels
- Explore ways to improve cost-benefit analysis, assessment of optionality and post-implementation reports quantifying customer benefits

## Key focus areas

- **AER IT consultation paper**
  - Scope
  - Proposed Ausgrid response
  - Contribution from each party to meet AER submission deadline
- **Cyber security**
  - \$20m additional cyber capex approved in Final Decision
  - Uncertainty around timing and impact of AEMO maturity review
- **Cost Benefit Analysis/value of optionality**
  - Discuss process for development of new approach

## Questions for committee

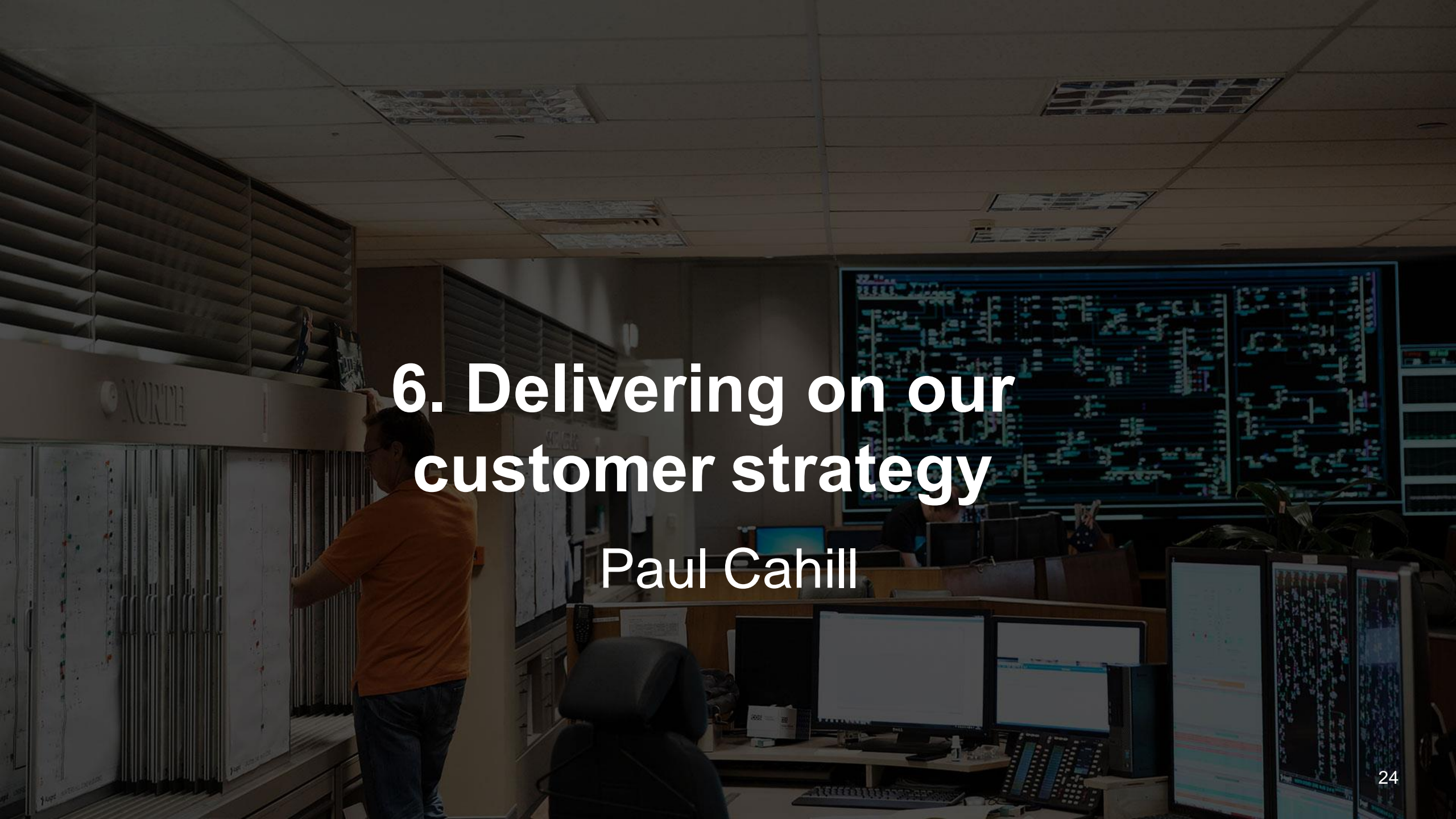
1. We are in the process of developing a submission to the AER IT review. How can we best take into account customer views when developing our submission?
  - i. Non-recurrent IT capex is targeted at contributing to productivity improvements and improving the level of customer service. How can we best update customers on the benefits from this investment stream (e.g. post implementation reports)?
  - ii. Recurrent IT capex represents the majority of our IT capex program and is needed 'year on year' to maintain existing capabilities. How can we improve the way we present business cases and customer benefits for recurrent 'maintain and comply' capex?
2. What is the decision making framework and the "trigger" for additional cyber security capex (\$19.8 m of \$39.6 m total)?
3. How can we best take into account customer views when developing a new cost benefit analysis approach?

# The Energy Charter

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- Committed to report on 5 Charter Principles (24 principles in action), identifying action, why we have undertaken it, what the customer outcome is and what is the customer benefit.
- Ausgrid Board and Customer Consultative Committee both required to sign a letter of support that will be included in the published report
- Ausgrid's report will be submitted to the Energy Charter on 30 September and be publicly released
- The Energy Charter Accountability Panel will assesses member reports and publish their assessment in November 2019
- **Timeline:**
  - May, June Identifying actions and drafting first report
  - 18 July Submit Energy Charter draft report to CCC
  - 26 July Submit Energy Charter report to Ausgrid Board
  - 26 August Ausgrid Board meeting
  - September Final amendments and production of report
  - 30 September Publish report and submit to Accountability Panel
  - 30 November Accountability Panel publish report assessing member reports





# 6. Delivering on our customer strategy

Paul Cahill

# Background and overview of this document

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## Background

- Ausgrid are caretakers of an asset which has connected communities and empowered the lives of our Customers for over a century. Today our grid is shared by 4 million Australians living and working in 1.7million homes and businesses. This shared asset stretches from the heavily populated Sydney CBD, to the sparse Upper Hunter – the engine room that supports 20% of our national GDP.
- Over the coming decades the grid will evolve rapidly. Renewable energy resources and other emerging energy technologies are transforming the electricity sector, and our historically centralised electricity system is becoming more decentralised, automated and interconnected.
- Our Customers have made it clear that they expect us to provide active leadership in the transition to cleaner energy sources. If we are to deliver the best long term outcome for Customers we must navigate the transition to the lowest cost decarbonised energy system. We believe the grid has a critical role to play in leading and delivering this transition.
- A new generation of entrepreneurs through new business models, products and services, are bringing about this transformation. At Ausgrid, we believe the grid holds the key to unlocking greater competition in the energy sector, and we aspire to become the open platform that underpins a thriving ecosystem of disruptive technologies and services, unlocking value and empowering Customers with greater choice and control.

## Overview

- **Our Customer's Objectives** - Ausgrid's Customers have seven clear objectives which define our Customer value proposition.
- **Our Strategy** - Our strategy is guided by the tenet that meeting Customer's objectives drives long-term shareholder value.
- **Our Customer Strategy** - For Ausgrid to maintain relevance in the long-term we must earn the right to get closer to our Customers, understand their needs, and deliver valued services.
- **Our Roadmap** - Our roadmap charts an ambitious pathway to deliver our Customer strategy over three time horizons.
- **Our Promise** - Ausgrid has signed-up to the Energy Charter as it aligns to Customer's objectives and will assist us to deliver our Customer roadmap.

# Customers have told us their objectives, which define our Customer value proposition.

## Our Customer's Objectives...



## ... and our Customer value proposition



**Protect our customers and the communities in which they live from danger and disruption,** by keeping the public, our employees and contractors safe from physical harm, and taking a conscientious and community minded approach to planning and delivering works.



**Ensure we are the best value form of energy supply available,** by relentlessly pushing down network prices by delivering cost efficiencies, and continue to provide a service that can be relied upon 24/7, 365 days a year.



**Empower customers to make choices** by making our network able to deliver the services our customers expect from it, opening up access to markets and valued services that allows them to make the most from their energy investments.



**Provide access to sustainable energy** by partnering and investing to give customers access to green energy, regardless of their choice or ability to invest in their own energy resources, while actively encouraging the decarbonisation of the energy we supply via our grid.



**Ensure our tariffs are fair and encourage least cost decarbonisation,** by introducing fairer tariffs, unwind inequitable outcomes, and enabling price signals that promote decarbonisation and reward behaviour that reduces costs for all.



**Make every interaction with our customers a seamless experience,** by delivering services in a way that ensures our customers receive a simple, transparent and hassle free experience when they interact with us.



**Provide access to a continuous reliable energy supply,** designing and operating our network to meet our customers expectations, keeping customers informed in a timely manner when unavoidable outages do occur, and strengthening our cyber security to ensure customer data and control of our infrastructure cannot fall into the wrong hands.



**For Ausgrid to maintain relevance in the long-term we must earn the right to get closer to our Customers, understand their needs, and deliver valued services.**

REMINDER

### Customer strategy

For Ausgrid to maintain relevance in a rapidly changing world it is imperative that we earn the right to continue to deliver valued services. To do this we must earn the right to get closer to our Customers, enabling us to better understand and be more responsive to their needs.



# Our roadmap charts an ambitious pathway to deliver our Customer strategy over three time horizons.

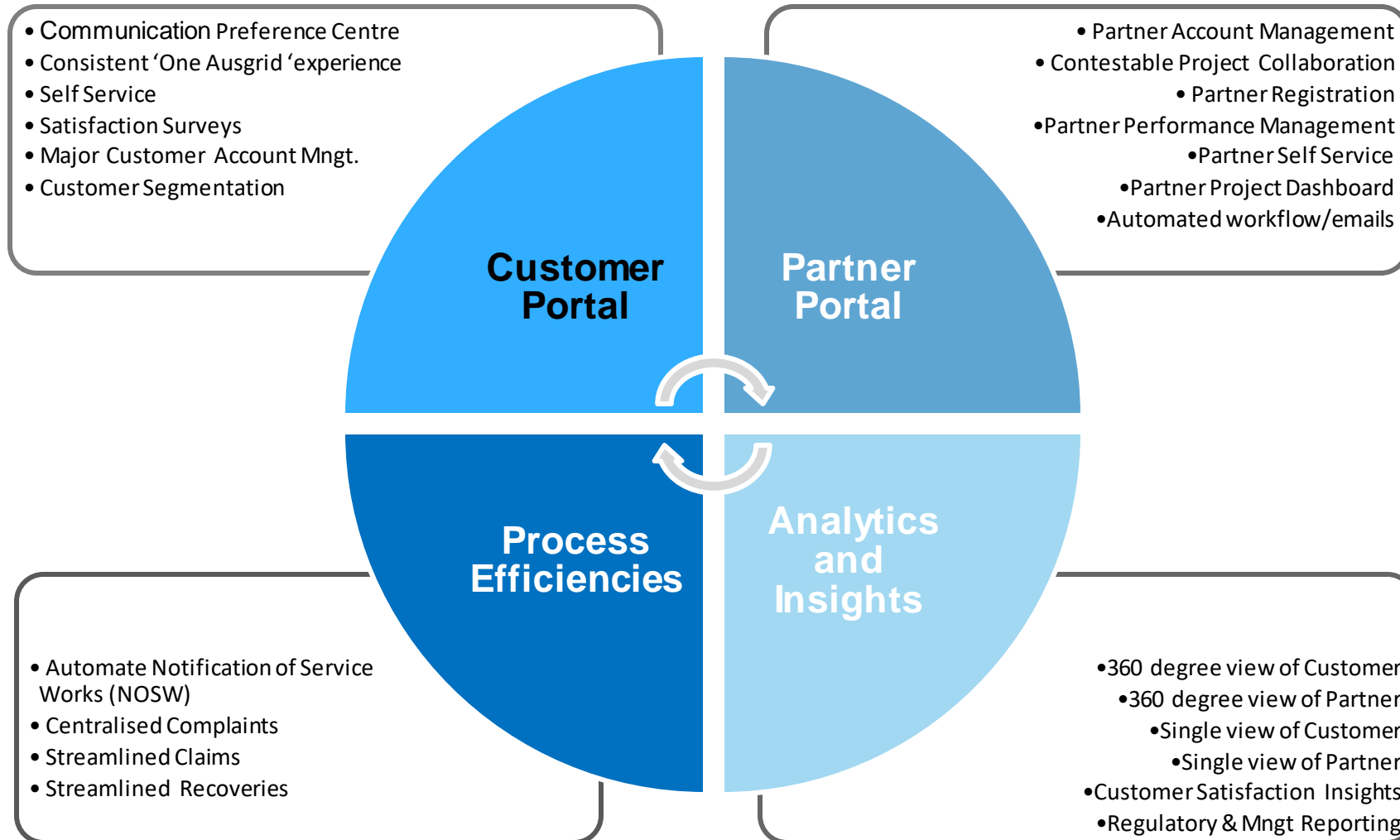
		1: Introduce (FY19–FY20)	2: Develop & Embed (FY21–FY22)	3: Customer Aligned (FY23+)
Earn the right	<b>First time right Service</b>	Drastically improve the processes that cause the most Customers the most pain, including through digital capability to reduce Customer effort	Continue prioritising and removing Customer pain points	Seamless Customer engagement regardless engagement channel or purpose
	<b>Focus on affordability</b>	Improve the way we work to drive performance and reduce prices for Customers	Innovate and implement systems to drive further cost efficiency	Cost to serve consistently outperforms Customer's perceived value delivered
Get closer to Customers	<b>Know your Customer</b>	Systemically develop understanding of Customers and what they value. Embed Customer feedback into decisions and service delivery	Deepen Customer understanding and be strong voice for Customers in regulatory dialogue	Every employee has the Customer knowledge and understanding for their role
	<b>Customer focussed culture</b>	Design how Customers will be part of Ausgrid's culture and commence bringing the culture to life	Review, reinforce and adjust as needed to progress cultural change	Customers are embedded in our thinking and our culture
Deliver new value	<b>Better value</b>	Improve the value of services we provide through trialling opt-in services (e.g. real-time outage updates) which deliver incremental value and transition towards cost reflective tariffs	Increase the breadth of opt-in services based on Customer responses and implement tariffs to support emerging technologies	Customers enthusiastically use opt-in services and lowest cost transition to decentralisation well underway
	<b>New value</b>	Develop new valued Customer services, e.g. best retail deal notifications, community battery, based on a deeper understanding of Customer value	Open up the grid and trial the platforms for others to compete to deliver Customer value	The grid unlocks greater competition and choice for our Customers



# Our progress so far.....

		2019	
Earn the right	First time right Service	Implement Customer contact preference centre – FINAL TESTING	Approved Service Provider portal to automate the connections processes & reduce effort – TESTING
		Implement CRM platform to enable single view of Customer - LIVE	Claims & Complaints case management - LIVE
	Focus on affordability	Deliver the Transform the Way We Work Program - COMPLETED FY19, COMMENCED FY20-24	
		Implement an Advanced Distribution Management System (ADMS) to enable more efficient grid management & enable us to use new grid technologies as they become cost beneficial- COMMENCED	
Get closer to Customers	Know your Customer	Measure Net Promoter Score (NPS) - LIVE	Voice Of Customer program to close the loop between Customer feedback & Ausgrid to improve our service - LIVE
		Gain Customer data clarity - master data plan – IN DESIGN	
	Customer focussed culture	Introduce Customer centred design approach – IN PROGRESS	Embed Customer focused behaviours in the progress & pay increase framework - NEW CAPABILITY REM FRAMEWORK LIVE
		Use the Energy Charter to measure progress & keep us accountable & on track – IN PROGRESS	
Deliver new value	Better value	Customer centric communications strategy – TESTING	Trial real-time updates on service outages & restoration times – IN PROGRESS
		Continue transition to cost reflective tariffs	
	New value	Trial community batteries to unlock great value for Customers with solar PV & defer / reduce capital investment	

# What are we doing with CRM



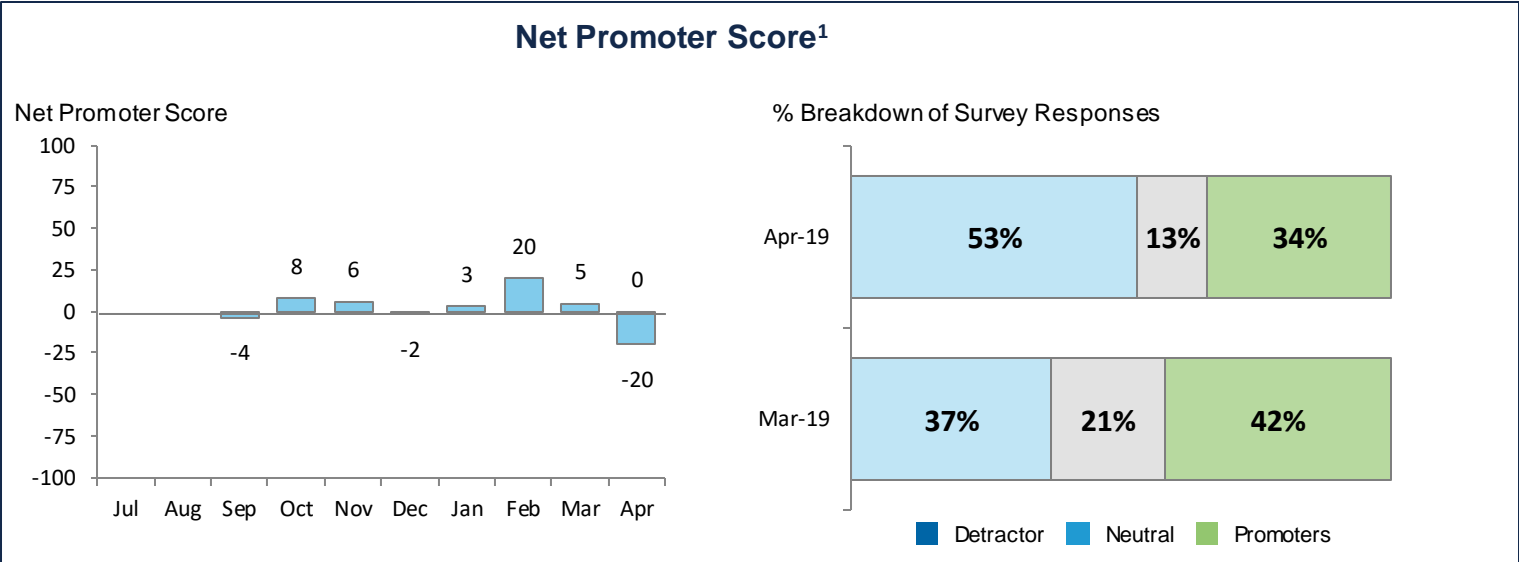
# Voice of Customer

### Gather feedback:

Using Net Promoter Score methodology to ask customers how they feel about Ausgrid based on their experience. We survey customers within 7 days of an interaction with Ausgrid, by telephone, website or in street works. We ask all customers the same 2 questions, “How likely are you to speak well of Ausgrid to a friend or Colleague?” and “Why?”

### Action Insights:

Overall Results are broken down by program of work, location and primary issue and reported to ELT monthly. Individual issues or requests for “help” responses are followed up by the contact centre or appropriate business unit for direct response. Overall results feed into continuous improvement program.



## Discussion with CCC

- Customer Strategy Delivery – What programs would you like to have more information on or be involved with?
- CRM implementation – What are potential customer issues related to the implementation of CRM

# 7. Performance reporting

Selina O'Connor

# Performance reporting

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## Quarterly update will be provided prior to each meeting CCC discuss exceptions

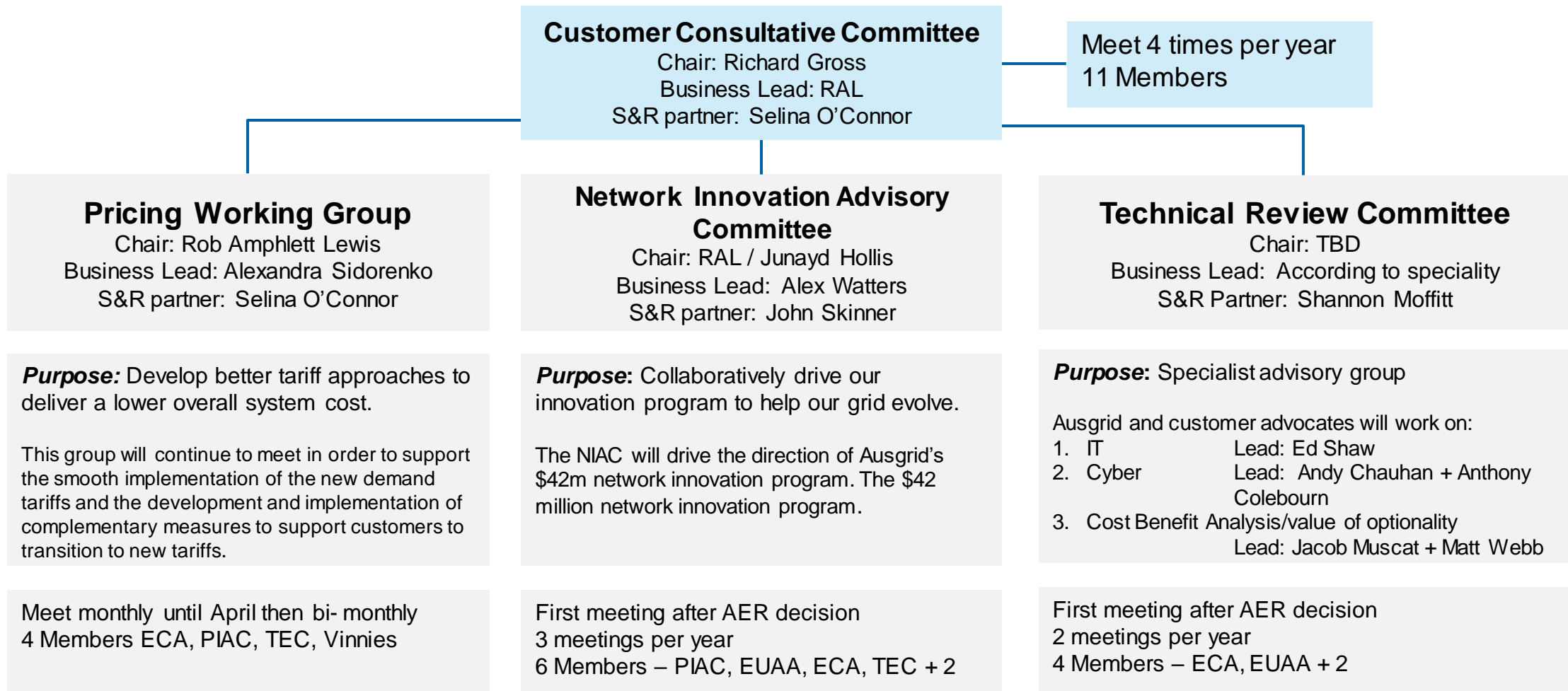
- Safety metrics
  - Total Recordable Injury Frequency Rate (TRIFR) - The frequency of recordable injuries per million hours worked – 12 month rolling average
  - Loss Time Injury Frequency Rate (LTIFR) - Indicates how frequently lost time injuries have occurred per million hours worked – 12 month rolling average
- Customer service response times
- EWON escalations
- Net Promoter Score (NPS)
- Reliability metrics
  - System Average Interruption Duration Index (SAIDI) - Average number of interruptions to service to customers (Total number of customer interruptions / average total number of customers) = interruptions per customer period)
  - System Average Interruption Frequency Index (SAIFI) - Average customer outage time in minutes (Total customer hours interrupted x 60 / average total number of customers = Minutes per customer per period)
- Power supplied - GWh/quarter





# Background Slides

# Structure of Customer Consultative Committee and supporting Committees



## CCC Governance Framework

Refresh CCC Charter with new engagement principles, committee governance rules and PWG, NIAC and TRC terms of reference.

# Committee Membership

## Groups will be invited to join the CCC:

- AER Consumer Challenge Panel
- Council on the Aging NSW (COTA)
- Energy Consumers Australia (ECA)
- Energy Users Association Australia (EUAA)
- Energy & Water Ombudsman NSW (EWON)
- NSW Council of Social Services
- Public Interest Advocacy Centre (PIAC)
- Urban Development Institute of Australia (UDIA)
- Total Environment Centre (TEC)
- Council Representatives
- Business Chamber representative

## Proposed standing membership of Network Innovation Governance Committee

- AER Consumer Challenge Panel
- Energy Consumers Australia (ECA)
- Energy Users Association Australia (EUAA)
- Public Interest Advocacy Centre (PIAC)
- Total Environment Centre (TEC)
- Business Chamber representative
- Invitations to technical, sector experts

## Proposed standing membership of Pricing Working Group

- AER Consumer Challenge Panel
- Energy Consumers Australia (ECA)
- Energy Users Association Australia (EUAA)
- Public Interest Advocacy Centre (PIAC)
- St Vincent de Paul Society
- Total Environment Centre (TEC)
- Business Chamber representative

## Technical Review Committee (To be determined per topic)

- AER Consumer Challenge Panel representative – Energy Consumers Australia – Cyber expert