



Jemena Electricity Networks (Vic) Ltd

Greenfields Negotiated Electricity Connection Customer Service Standard

Customer Service Standard Submission
October 2022



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1. Background

1.1 Greenfields Negotiated Electricity Connection Customer Service Standard

In March 2021, the Essential Services Commission (**ESC**) released its final decision on Timely Electricity Connections¹. Jemena Electricity Networks (Vic) Ltd (**JEN**), along with other Victorian distribution network service providers (**DNSPs**) were directed to report on their performance against their “Greenfields Negotiated Electricity Connection Customer Service Standard” to the ESC, under condition 23.2 of their licence. The customer service standards will apply for two years, and reporting to the ESC will be required every six months. The ESC has published the performance of DNSPs against their customer service standards via its Victorian Energy Market Report and updates.

In addition to the six monthly reporting, by October 2022, the ESC requires each DNSP to provide recommendations for its customer service standard that will apply from March 2023. It is intended that the customer service standard would apply for three years. The ESC requires that recommendations should relate to all elements of the customer service standard, including performance measures and targets, and be based on engagement with stakeholders, such as through its consultative committees.

JEN would like to thank the ESC for the opportunity to provide a submission on our current Greenfields Negotiated Electricity Connection Customer Service Standard (**GNECCSS**) and any proposed changes that will apply for the next three years from March 2023. This submission intends to provide the ESC with information on JEN’s ongoing approach to engaging with key stakeholders in developing and assessing areas for improvement in its GNECCSS, as well as further details and updates on activities underway to deliver on its GNECCSS.

1.2 About Jemena Electricity Networks

JEN is the licensed DNSP for the northwest of Melbourne’s greater metropolitan area in Victoria. JEN’s network service area is shown below in Figure 1. It covers 950 square kilometres of northwest greater Melbourne and includes Melbourne Airport at its approximate physical centre together with some major transport routes. The network service area ranges from Couangalt, Clarkefield and Mickleham in the north to Williamstown and Footscray in the south and Hillside, Sydenham and Brooklyn in the west to Yallambie and Heidelberg in the east.

Figure 1 – JEN’s network service area



¹ Essential Services Commission 2021, Timely negotiated electricity connections: Final decision, 16 March 2021, <https://www.esc.vic.gov.au/sites/default/files/documents/FDP%20-%20Timely%20negotiated%20electricity%20connections%20final%20decision%2020210219.pdf>

2. Ongoing Customer Engagement & Consultation

JEN is committed to ongoing engagement with our key stakeholders as part of our approach to continuous improvement. This provides us with an opportunity to gain direct feedback and work collaboratively to develop solutions that meet the needs and expectations of our customers. As part of JEN's review of its GENCCSS, the following approaches have been taken to actively engage with key stakeholders to inform JEN's position on its GENCCSS.

2.1 Developer Consultation Forum

JEN hosted a session with our current Underground Residential Development (**URD**) partners on Wednesday, 28 September 2022. The session involved an interactive walk-through of JEN's current URD process. This provided all participants with an opportunity to:

1. Identify any pain points at each stage of Jemena's current process.
2. Provide insight into what their individual customer service expectations were.
3. Advise JEN on what performance reporting metrics would assist them in meeting their project timeframes and requirements.
4. Areas for improvement and focus.

The Minutes of Meeting (**MoM**) from the session are attached in the appendix for reference.

The key points from the session were:

- JEN's current GNECCSS is in line with the expectations of the developers, fit for purpose and focused on the key areas of interest for the developers.
- While JEN's current GNECCSS remains relevant, the key focus needs to be on delivering on it, particularly:
 - Masterplan reviews
 - Pre-commissioning audits timeframes
- The improvement in time to offer was called out as a positive.
- While Design Review timeframes have been longer than targets, the engagement from the Project Managers, including estimated timeframes and updates, has been beneficial in allowing developers to plan and schedule.
- Pre-commissioning audit timeframes were a key callout with a desire to see this be more closely aligned with the target timing of 5 days.

2.2 Ongoing Developer Engagement

As part of JEN's engagement approach, and in line with its commitments, JEN continues to maintain ongoing one-to-one consultations with our key development partners. JEN adopted this approach due to the small number of developers and developments in JEN's area. This allows JEN to better serve the developers with a more targeted and personalised approach to engagement. This approach is made available to all development partners within JEN's area.

The general feedback is that this is the preferred approach because:

- It provides customers with a customised engagement to meet their individual customer needs and aligned with their development plans;
- JEN dedicated project managers continue to work hand in hand with our customers to meet their needs, including providing regular updates and clear escalation points; and

- It allows customers to raise and collaboratively address issues and challenges directly with JEN without having to wait for forum engagements to raise them, allowing for prompt responses.

While consultative committees are useful to efficiently engage large groups, the number of developers and stakeholders in JEN remains small. The one-to-one consultations remain a more effective and customer-centred approach that is preferred by developers operating in JEN's area.

2.3 Annual Reputation Survey

JEN undertakes an annual reputation survey that includes developers as part of the cohort list. The feedback received from our stakeholders, including developers, helps highlight areas for continuous improvements and provides invaluable feedback on the customer experience. The annual reputation survey was completed in September 2022, with the results still being compiled and unavailable at the time of this submission. The results of the annual reputation survey will be reviewed, and feedback will be taken into consideration for any continuous improvement initiatives.

3. Our Customer Outcomes Statement

JEN is committed to ongoing improvements to meet the needs and expectations of its customers, including delivering on its customer service standards. Below is an update on the work completed by JEN to date aimed at improving our Customer Outcomes.

3.1 Customer Outcomes Statement & Improvement Initiatives

JEN remains committed to delivering on its Customer Outcomes Statement. JEN has reported on the progress against these as part of its six monthly reports.

The customer outcomes that JEN are seeking to deliver are:

1. **Ongoing Digital Customer Experience Improvements** - Continuous improvement to Jemena's digital platforms, including Jemena Portal
2. **Design Review Process Improvements** - Deliver improved tracking of the design review process, including commencement date and accurate expected review dates, to assist in managing construction planning
3. **Project Manager Accessibility** - Dedicated Project Manager to assist with end-to-end processes and provide an escalation pathway within JEN should any further assistance be required

3.2 JEN Principles to Achieve Customer Outcomes

JEN has continued to use the following principles, which guide JEN's interactions with our developer partners and industry to drive the best possible customer outcomes. These principles remain relevant and continue to guide JEN's approach:

- Keeping safety in the front of mind as we work through operational efficiencies.
- Maintaining a high-quality collaborative approach with our development partners.
- Ensuring Jemena remains flexible in its ability to react to industry demands.
- Ensure clear channels of communication are maintained with our developer partners and industry representatives.
- Explore further opportunities to align Jemena processes with our accredited contractors, with a focus on driving efficiencies.
- Create a feedback loop with key customers when developing improvement solutions.
- Establish clear accountabilities for both Jemena and its development partners.

JEN believes these guiding principles have and will continue to lead to improved customer outcomes. These principles support JEN's approach to continuous improvement that meets the needs and expectations of our customers.

3.3 Customer Outcomes Progress and Initiatives

In line with our ongoing commitment, JEN has made progress against our Customer Outcomes Statement. Below are some of the key initiatives taken to deliver progress against the Customer Outcomes Statement.

- **Jemena Customer Experience (CX) Uplift Project**
 - Jemena has instigated a large Digital project to develop and implement our new digital platforms, which will improve our customer interactions. This change project extends beyond delivering

outcomes in the Greenfield developments and is expected to benefit a large proportion of our customers.

- The whole CX Uplift project is expected to be a 24-to-36-month project, split into two phases.
- The first phase has commenced and is now in development, which will deliver the foundational system elements, including a single customer view, required to support broader system and process changes. The first phase is expected to be delivered in Q2 2023.
- The scoping and design for the second phase have commenced in the background. It is anticipated that this next phase will deliver the bulk of the expected improvements to customer experience. This phase is expected to result in a modernised and more interactive customer portal, along with various process improvements to support the Greenfield developments. Note that this phase is still in development and will be subject to business case approval. The expected timing for commencement and delivery is still being determined.

- **'Digital Boards' Project**

- JEN is currently developing and is expected to shortly roll out our 'Digital Boards' project that will deliver improved visibility of all projects within Jemena.
- This is an 18-month project and is expected to be rolled out by Q2 of 2023.
- This project aims to provide new insights on rolling averages for design review times across the board. This initiative will help highlight key areas in our review process that can be targeted for continuous improvement.
- The project aims to create a contestable works portal where our customers can directly submit and track their overall reviews, design reviews and audit requests.

- **End-to-End Asset Management Project**

- This is a Jemena project aimed at improving how we service our customers by reviewing our end-to-end processes, with a focus on our delivery processes.
- This project is nearing its end and is due to finish by December 2022.
- This project has sought to deliver several improvement initiatives across the group that benefits all of JEN's customers, along with the Greenfield developers.
- Initiatives delivered by this project include updated Project Management Methodologies, improved cost estimating methods (both delivering higher efficiencies) and improved accuracies in pricing estimations for customers.

- **Dedicated Project Manager Initiative**

- Over the past two years, JEN has dedicated significant time and energy to delivering this initiative and has embedded it as part of its normal developer interactions and engagement approach.
- Each project is appointed a dedicated Project Manager who acts as the key point of contact for the project developers.
- Resourcing has been increased, with Senior Project Managers put in place to support the Project Managers.
- Further detailed escalation processes have been established across the business to assist customers in achieving their desired outcomes more efficiently.
- This approach, in line with JEN's one-to-one consultative approach, has had positive feedback from developers, which has been seen to improve how the engagements are managed.

- **JEN Accredited Contractor Program**

- JEN continues its work developing and rolling out an accredited contractor program that will help customers manage any contestable works.
- This program aims to provide customers with a list of JEN-accredited contractors for various activities to draw from.
- Work is progressing on this program, and we aim to roll out the program by 2023.

4. Performance Measures & Targets

4.1 Performance Outcomes

#	Performance Measure	Target	Maximum Target	Commentary from Our Customers	Final Proposal
1	Offer issued (average business days to issue offer)	40 days	65 days	<ul style="list-style-type: none"> Our customers have advised they support the proposed timeframes from JEN. JEN is currently exceeding this target of which our customers have advised they are pleased and propose no changes in this space. 	<ul style="list-style-type: none"> No Change
2	Masterplan review (average business days taken to review)	15 days	20 days	<ul style="list-style-type: none"> Over the past two reporting periods, Jemena has not yet met this maximum target. The feedback received from our customers advises that JEN reaching this target will align with their development timeframes. 	<ul style="list-style-type: none"> No Change
3	Design review (average business days taken to review)	15 days	20 day	<ul style="list-style-type: none"> Similarly to the Masterplan review timeframes, developers have expressed that JEN achieving the proposed targets will align with their requirements. JEN acknowledges it is not achieving this maximum target to date however is implementing core process changes to ensure it can achieve this result in future. 	<ul style="list-style-type: none"> No Change
4	Pre-commissioning audit (average business days to complete audit) WCOM	5 days	10 days	<ul style="list-style-type: none"> The developers highlighted this is the area they wish to see the most improvement from JEN moving forward. Achieving their pre-commissioning audit within the targeted timeframes will satisfy their requirements. JEN has committed to further process improvements and digital implementations to assist us in achieving this result. 	<ul style="list-style-type: none"> No Change
5	Consent to a statement of compliance (average business days to release statement)	5 days	10 days	<ul style="list-style-type: none"> Our developer partners highlighted they have no concerns in this space with JEN and propose no change to this performance metric. 	<ul style="list-style-type: none"> No Change

6	Time taken to tie-in (average business days taken between passed audit and tie-in date) SOM PLANNER	30 days	40 days	<ul style="list-style-type: none"> Our developer partners have highlighted concerns around recent experiences in this space with JEN which has made it difficult to secure a firm date in advance of the shutdown. JEN have identified the route cause in this space and has implemented changes to mitigate this concern. Despite this it is achieving the required timeframes hence no change is suggested for this metric. 	<ul style="list-style-type: none"> No Change
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4.2 Key Considerations

JEN has assessed the feedback from our developer customers in line with the key initiatives we are in the process of rolling out. This activity confirms that both are aligned in supporting our steps forward to achieving the customer service outcomes sought by our customers.

Reflecting on our past performance, we acknowledge, in line with the feedback received, that JEN has not yet achieved three of the six proposed customer services standard metrics.

1. Masterplan review (average business days taken to review).
2. Design review (average business days taken to review).
3. Pre-commissioning audit (average business days to complete audit) WCOM.

JEN, along with the construction industry in general, have experienced key challenges over the past reporting periods which has played a major role in the areas we still have not achieved to date. These challenges include but are not limited to the following:

- Pandemic impacts to resourcing.
- Sudden spikes in connection activity.
- Delays in being able to resource up to meet the demands.
- Material shortage and cost challenges.

A lot of work has gone into addressing these challenges, which has seen vast improvements from the July-December 2021 to January-June 2022 reporting periods, and we are confident with both the implemented changes and changes to be implemented in the near future, we are committed to achieving our targets in future reporting periods.

4.3 Reporting Frequency

JEN acknowledges the ESC's proposal to maintain the existing reporting frequency.

5. Closing Statement

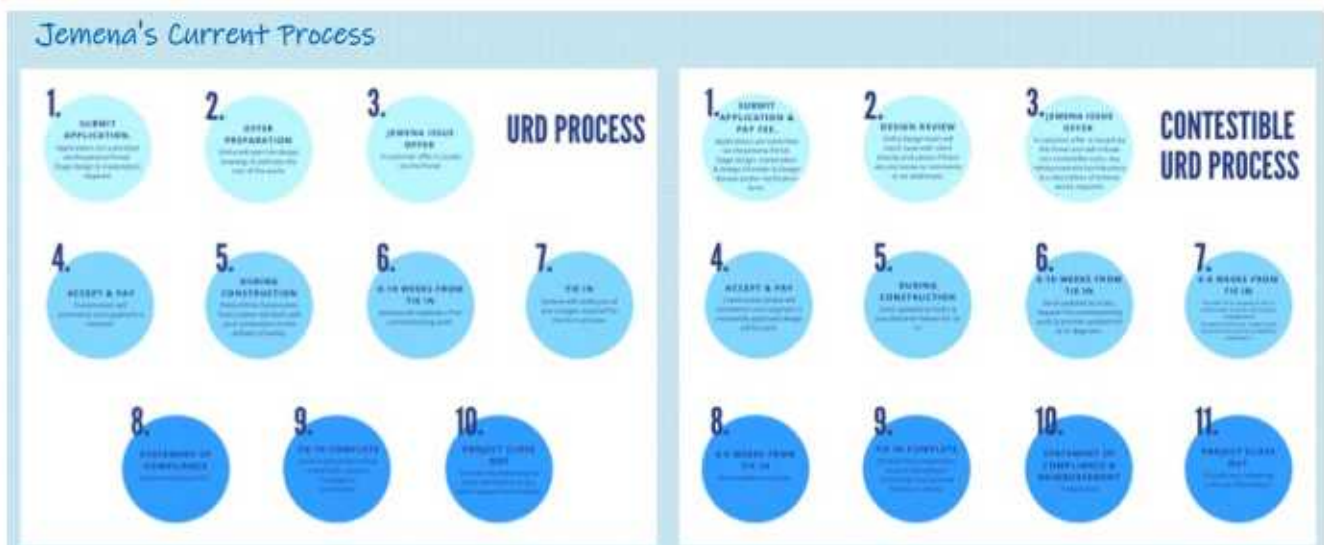
While the past few years have had their challenges, which we acknowledge have had significant impacts on our customers, we have nonetheless continued to prioritise the delivery of quality service to all our customers and developer partners. We are committed to delivering initiatives that support a better overall experience for our customers when they engage with Jemena.

Furthermore, Jemena looks forward to working with the ESC and DELWP to drive improved outcomes for our developer partners.

6. Appendix

1	Whiteboard Discussion Snapshot
2	Jemena Community Consultation Forum - Memorandum of Mintues

1. Whiteboard Discussion Snapshot.



Jemena's Commitments

Proposed Reporting	Proposed Average Target	Maximum Target
Masterplan Review Timeframe	<u>15 business days</u> - from the design receipt date of a complete design.	<u>20 business days</u> - from the design receipt date of a complete design.
Design Review Timeframe	<u>15 business days</u> - from the design receipt date of a complete design.	<u>20 business days</u> - from the design receipt date of a complete design.
Jemena Offer Time frame	<u>40 business days</u> - from the receipt date of a complete application.	<u>65 business days</u> - from the receipt date of a complete application.
Pre-commissioning Audit Time frame	<u>5 business days</u> - from receipt of request	10 business days - from receipt of request
Tie-in Time frame	<u>30 business days</u> - from receipt of request and passed pre-comm audit	<u>40 business days</u> - from receipt of request and passed pre-comm audit
Issuing of SOC	<u>5 business days</u>	<u>10 business days</u>

Jemena's Current Performance

Jemena			
	Metric	July to December 2021	January to June 2022
Offer issued	40 - 65 days	50 days	34 days
Master Plan reviewed	15 - 20 days	84 days	44 days
Design Reviewed	15 - 20 days	34 days	45 days
Pre-commission audit	5 - 10 days	16 days	15 days
Consent to statement of compliance	5 - 10 days	3 days	3 days
Time take to tie-in	30 - 40 days	36 days	35 days

Developers Comments?

Pre-comm audits seem to be taking longer to obtain Purchase Orders for Audit activity.

Approved tie-in dates for SOC is making it more difficult to obtain SOC. Getting an approved tie-in date seems to be more difficult to obtain.

Precomm audit timeframe of 5-10 days is a bit difficult to manage.

Recommendation: stick to a firm 5 day commitment.

2. Jemena Community Consultation Forum - Memorandum of Minutes.

Minutes

Jemena's ESC Greenfields Customer Service Standards Forum
Wednesday, 28 September 2022, 14:00



Meeting Title:	Jemena's ESC Greenfields Customer Service Standards Forum		
Date:	Wednesday, 28 September 2022	Time:	14:00
Location:	Teams Meeting	Security:	Internal
Chairperson:	Chris Masson	Secretary:	Shaun Rodrigues
Attendees:	Chris Masson, Johan Ng, Ben Nelson, Madhawa Fernando, Dylan Woodbury, Shaun Rodrigues.		
Guests:	Roger Cooper (Planning Advisor HIA), Piotr Rutkowski (Senior Development Advisor Dahua), Tony Fargetta (Civil Project Manager MAB)		
Apologies:	Ramsey Azzi, James Mousa, Chris Engert, James Westth, Zeb Roberts, Lisa Quail.		
Next Meeting:	n/a		
Meeting Purpose:	To work through and provide an overview of current proposed customer service standards for greenfield electricity connection requests.		

Item	Outcomes/Decisions	Action/Notes
1.	Welcome/apologies/values moment Introductions with attendees Piotr, Roger and the wider Zinfra/ Jemena Team.	n/a
2.	<p>Discussed:</p> <ul style="list-style-type: none"> Jemena's Non-Contestable URD Process Jemena's Contestable URD Process Jemena's Commitments and its current performance metrics provided to the ESC. Discussed Jemena's resourcing issues/ impacts that are causing delays and impacted the performance metrics. Jemena's projects backlog – All up to date, apart from the Master Plan reviews. Jemena has hired 3 new planners to address the resourcing shortfall. 	<p>Feedback:</p> <ul style="list-style-type: none"> Timeframe for Offers have reduced which has been positive – Tony - MAB. Masterplan Reviews have improved significantly. Communication from PMs have been good and they are providing agreed dates which makes it easier to plan around – Tony - MAB. Purchase Orders for Pre-commissioning audit requests appear to be taking longer at present, which is reflective in Jemena's performance metrics in their ESC report – Tony - MAB. Approved Tie-in dates seem to be becoming more difficult to organise a Tie in date/ getting an approved date – Tony - MAB. Ben confirmed the control room is have significant delays due to short staff/ changes in the team. Advised this is something Jemena and Zinfra are actively monitoring and working to improve on. <p>Alignments:</p> <ul style="list-style-type: none"> Overall, it was noted that Jemena's current Customer Standard Commitments are in line with expectations, they key focus is on meeting those commitments Tony would like to see an improvement in Master Plan Reviews and Pre-Comm audits requests to audits completed. Tony suggested this be set at 5 days, in line with the commitments made by Jemena. Piotr would also like to see an improvement in Master Plan Reviews so that Jemena is able to achieve its prior commitments made of an average of 15-20 days. <p>Next Steps:</p> <ul style="list-style-type: none"> Jemena to write up minutes from this meeting and circulate to the group.

Minutes
Jemena's ESC Greenfields Customer Service Standards Forum
Wednesday, 28 September 2022, 14:00
Internal

Item	Outcomes/Decisions	Action/Notes
		<ul style="list-style-type: none"><li data-bbox="997 405 1343 477">• Jemena will also write up an updated proposal to the ESC and will circulate to the group for review and comments prior to its final submission on 31 October 2022.