



Non-network ICT Post Implementation Reports Summary

November 2023



Part of Energy Queensland

PURPOSE AND SCOPE

This paper summaries the post implementation reports (PIR) completed for the following non-network ICT projects:

- Cloud Broker Capability
- Reporting and Analytics Transition and Sustainability
- Fieldglass Implementation
- Cyber Uplift Program Network Security
- Cyber Uplift Program Governance and Process
- Digital Workplace Software and Applications

As digital services are provided by Energy Queensland, the parent company of Ergon Energy Network, one PIR has been completed for each project on behalf of both Ergon Energy Network and Energex.

Title	Cloud Broker Capability
2020-25 Regulatory Proposal Business Case Reference	This project is consistent with the intent of the Infrastructure Renewal Program . There are no specifically itemised initiatives for this funding stream. This project aligns with the approach of this funding stream, specifically to “optimise the cost effectiveness of ICT Infrastructure asset ownership”
EQL Project Name	DD-0000017 – Cloud Broker Capability
DNSP	Energex and Ergon Energy Network
Summary of initiative	<p>The Cloud Broker Capability project aims to:</p> <ul style="list-style-type: none"> • Build a high performing cloud team • Strengthen and simplify security guidelines, guardrails and controls • Enable business units to own, optimise and actively manage digital costs • Accelerate enterprise-wide adoption and access of big data and analytics • Optimise digital agility and efficiency by introducing a cloud management platform • Enable an estimated 54% reduction in infrastructure spend over time (Gartner 2020) as workloads are migrated to cloud • Transform the financial model towards on-demand consumption of cloud services • Limit reliance on external vendors and leverage niche partnerships <p>(Source: Cloud Broker Capability Gate 3 Business Case)</p>
Go Live Date	11/06/2021

Capital Expenditure

Year	Previous period	2020-21	2021-22	2022-23	2023-24	2024-25	2020-25
Final Internal Budget	■	■	■				■
Actual Costs (to date)	■	■	■				■
Variance to Internal Budget		■	■				■

\$m, nominal, totals may not add due to rounding

Benefits

Benefit Type	Benefit Description	Value or Measure	Timeframe For Benefits Realisation
Financial	Reduction of [REDACTED] subscription costs from 01/01/2021 ([REDACTED] per month equals saving of [REDACTED] per month)	[REDACTED]	3 years (2019-20 to 2022-23)
Operational	Improved agility to: <ul style="list-style-type: none"> respond to emerging technologies (e.g. Internet of Things and Big Data) implement new capability as required pivot away from out-dated or irrelevant capability 	NA	Immediate
Operational	Improved resilience and scalability, including: <ul style="list-style-type: none"> the ability to recover quickly from incidents reduce outages leverage elastic resourcing to meet demand and avoid outages occurring in the first instance 	NA	Immediate

\$, nominal (2019) (Source: Cloud Broker Capability Gate 3 Business Case)

Summary of Assessment

Criteria	Assessment	Further Detail
1. Project objectives met	Satisfied	All objectives met. Security controls implemented to a higher level with significant improvement.
2. Business capability enabled	Satisfied	Cloud capability being leveraged for Future Grid.
3. Adherence to project time schedule	Dissatisfied	Go Live date moved out seven weeks to maintain quality and to transition effectively to BAU. Improvements around Agile project management required.
4. Adherence to budget	Satisfied	[REDACTED] underspend to internal budget (Gate 3 business case)
5. Business benefits enabled	Satisfied	Saved [REDACTED] over 3 years for [REDACTED] subscription costs
6. Communication and consultation	Satisfied	Positive project sponsor support, training and engagement. Improve early engagement with change and comms team.
7. Management of ICT risks and issues	Satisfied	Adhered to risk governance and processes

Lessons Learned Register

Improvement / Lesson	Action	Status of Action
Maturity of Agile methodology	Document framework and methodology for Agile ways of working in a similar matter to Waterfall approach. Include reporting governance approach for Agile delivery.	Digital Delivery Framework (DDF) working group commenced development of Agile methodology process and framework in 2021-22. The DDF is nearing release of Pilot documentation and upskilling Pilot team prior to broader Digital training and release of process.

Title	Reporting and Analytics Transition and Sustainability
2020-25 Regulatory Proposal Business Case Reference	ID08 – Information Repositories
EQL Project Name	DD-0000119 RATS
DNSP	Energex and Ergon Energy
Summary of initiative	<p>The Reporting and Analytics Transition and Sustainability (RATS) initiative will establish a common platform and framework to respond to all external information requests.</p> <p>This initiative addresses the following business problems:</p> <ul style="list-style-type: none"> • It will ensure continuity of mandatory external reporting for both Ergon Energy and Energex when our core operational systems are replaced via the DEBBs program of work. • It will migrate off legacy reporting systems and instead leverage the strategic Enterprise Intelligence Platform (EIP) to drive improvements in efficiency and accuracy over current practices • It will provide flexibility to respond to changing reporting, analytics and forecasting requirements in future regulatory cycles.
Go Live Date	28/09/2022

Capital Expenditure

Year	Previous period	2020-21	2021-22	2022-23	2023-24	2024-25	2020-25
Final Internal Budget	■	■	■	■			■
Actual Costs (to date)	■	■	■	■			■
Variance to Internal Budget	■	■	■	■			■

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The scope of the RATS Transition and Sustainability project contributes to delivering in part the Information Repositories Consolidation and Replacement business case (ID08) which was submitted in support of the AER Determination for ICT.

This investment has drawn on ■ of the total funding allocation of ■ for this business case during the current regulatory period.

Benefits

Benefit Type	Benefit Description	Value or Measure	Timeframe For Benefits Realisation
Financial	Cost Avoidance – reduced duplication of effort to maintain regulatory obligation reporting processes	██████	Over 5 years
Financial	Cost Reduction – increased automation of data acquisition and result set generation resulting in reduced time to produce metrics for reporting	██████	Over 5 years
Financial	Cost Reduction – reduced time and fees associated with external audits of returns	██████	Over 5 years
Non-financial	<p>Risk Reduction</p> <ul style="list-style-type: none"> reduced risk of non-compliance of reporting obligations due to increased reporting accuracy, repeatability and auditability less risk of reoccurrence of data issues requiring rectification greater oversight of return participation and approval reduced risk of material audit findings due to increased transparency, efficiency and visibility of performance trends allowing more time for internal investigation and correction of issues 	n/a	n/a
Non-financial	<p>Operational</p> <ul style="list-style-type: none"> Increased capability to recast, perform scenario modelling and predictive analytics Decreased employee workload on low value work (e.g., acquiring data) Simplification and standardisation of result sets, including increased traceability of result set to point of capture Improved data management and monitoring activities 	n/a	n/a

Summary of Assessment

Criteria	Assessment	Further Detail
1. Project objectives met	Satisfied	Project objectives satisfied.
2. Business capability enabled	Satisfied	Improved state of repeatability of reporting achieved.
3. Adherence to project time schedule	Satisfied	While missed original Go Live date, delays were linked to DEBBs deployment delays and decision to do multiple releases over a period of time. Actual Go Live date aligned to updated Go Live date in Project Variation request.
4. Adherence to budget	Satisfied	Budget adhered to and subjected to three successful audits.
5. Business benefits enabled	Satisfied	Expected financial benefits of █████ over five years (primarily FTE savings)
6. Communication and consultation	Satisfied	RATs team provided frequent and appropriate communication.
7. Management of ICT risks and issues	Very satisfied	All raised projects risks were dealt with promptly and efficiently.

Lessons Learned Register

Improvement / Lesson	Action	Status of Action
Executive sponsorship needs to be more visible, present and engaged.	Appoint dedicated business project sponsor and establish a Steering Committee. Implement regular communications to Executive Committee on project.	Completed These actions are now standard practice for all business-facing projects.
Delays waiting for business decisions affected project timelines.	Appoint a full-time Regulatory Project Owner to manage stakeholder engagement and prioritisation for this project. Prioritisation of work is discussed at regularly meetings between product owners and the relevant Platform team	Completed
RATS project scope, project plan and schedule were not clearly defined or communicated.	Follow EQL project management methodology with all required endorsement for each deliverable and decision. Define and deliver project deliverables for Gate 3 business case. Define key milestones in project.	Completed The Portfolio Support team provides governance for these processes.

<p>Business engagement with DEBBS, Information Providers, SMEs, Business Partners, Information Stewards and other key stakeholders across EQL and regulatory bodies required a significant amount of effort from Business Analysts.</p>	<p>Assign a dedicated Change Management Analyst(s) to the project.</p> <p>Establish a clearly defined RACI matrix of stakeholders utilising the Information Model framework across data domains to ensure accountabilities and responsibilities are clear.</p> <p>Engage with Data Management Lead to ensure alignment on approaches to data management and governance, where applicable.</p> <p>Assign a senior Single Point of Contact (SPOC) from DEBBS to the project to ensure regular clear communication and alignment of work, accountabilities and responsibilities.</p> <p>Business Enablement Team established to manage change going forward.</p>	<p>Completed</p>
<p>Impact of DEBBS on regulatory reporting (RINs) was never clear and is still not clear.</p>	<p>Assign a Senior SPOC from DEBBS to the project.</p> <p>All work to be delivered is now under Amanda Griffin, with Scrum of Scrums, across all work in that domain.</p>	<p>Completed</p>
<p>Target state environment for regulatory data was not clear and is still not clear.</p>	<p>Assign a project Solution Architect to define transition state and target state environments plus application footprint to meet endorsed business outcomes.</p>	<p>Completed</p>

Title	Fieldglass Implementation
2020-25 Regulatory Proposal Business Case Reference	ID08 – Information Repositories
EQL Project Name	1382JA Fieldglass Implementation
DNSP	Energex and Ergon Energy
Summary of initiative	<p>Solution Description from Overview (there is no Business Case for reference):</p> <p>The Fieldglass solution will introduce the capability to track and record all contingent workers engaged for EQL, manage contingent worker timesheets and invoices, create and track contingent worker Statements of Work and create and track activities associated to Statements of Work.</p> <p>The project will include two key Fieldglass modules</p> <ul style="list-style-type: none"> • Contingent Worker module • Services module <p>The solution will include integration between Fieldglass and Key EQL systems where workflow or shared information is required.</p>
Go Live Date	08/02/2023

Capital Expenditure

Year	Previous period	2020-21	2021-22	2022-23	2023-24	2024-25	2020-25
Final Internal Budget		■	■	■			■
Actual Costs (to date)		■	■	■			■
Variance to Internal Budget		■	■	■			■

\$m, nominal, totals may not add due to rounding

Benefits

Benefit Type	Benefit Description	Value or Measure	Timeframe For Benefits Realisation
Non-financial	Increased efficiency and governance across the purchase-to-pay process with two-way integration between Fieldglass and S4Hana.	n/a	Achieved

Summary of Assessment

Criteria	Assessment	Further Detail
1. Project objectives met	Satisfied	Project objectives met with well executed change management and a high level of training and change management provided to users and stakeholders.
2. Business capability enabled	Very satisfied	<p>Unlocked significant benefits with the capability providing faster and safer processes with improved accuracy and will help support the business through audits and GRC better.</p> <p>Business noted that they are looking forward to the role out of further modules to provide more efficiencies, rigour and controls.</p>
3. Adherence to project time schedule	Satisfied	Project delivery was rearranged to be aligned to a 2021 release but as it was a new capability we had this flexibility. Product was staggered as a contingency module and went live in December 2021 release. Met needs and expectations.
4. Adherence to budget	Satisfied	Satisfied that delivered within latest approved budget.
5. Business benefits enabled	Very satisfied	Significant non-financial business benefits, especially within Digital division, with business capability exceeding original expectations. The key benefit was increased efficiency and governance across the purchase-to-pay process with two-way integration between Fieldglass and S4Hana.
6. Communication and consultation	Satisfied	Communication was satisfactory, though noted that could ensure greater coverage of training documents for different functions e.g. administrative.
7. Management of ICT risks and issues	Satisfied	Satisfied. Delivery team was noted for their responsiveness in following through on issues raised and engagement with Fieldglass.

Lessons Learned Register

Improvement / Lesson	Action	Status of Action
Identify gaps. For this project the gap was administrative training. The team listened and while not in scope of deliverables, project adapted by providing QRG and workshops for team members.	Ensure there is coverage of training documents e.g. administrative.	Open (as at November 2023)

Title	[REDACTED]
2020-25 Regulatory Proposal Business Case Reference	[REDACTED]
EQL Project Name	[REDACTED]
DNSP	[REDACTED]
Summary of initiative	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Go Live Date	[REDACTED]

Capex Expenditure

Year	Previous period	2020-21	2021-22	2022-23	2023-24	2024-25	2020-25
Final Internal Budget			[REDACTED]	[REDACTED]			[REDACTED]
Actual Costs (to date)		[REDACTED]	[REDACTED]	[REDACTED]			[REDACTED]
Variance to Internal Budget		[REDACTED]	[REDACTED]	[REDACTED]			[REDACTED]

\$m, nominal, totals may not add due to rounding

Benefits

Benefit Type	Benefit Description	Value or Measure	Timeframe For Benefits Realisation
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Summary of Assessment

Criteria	Assessment	Further Detail
1. Project objectives met	[REDACTED]	[REDACTED]
2. Business capability enabled	[REDACTED]	[REDACTED]
3. Adherence to project time schedule	[REDACTED]	[REDACTED]
4. Adherence to budget	[REDACTED]	[REDACTED]
5. Business benefits enabled	[REDACTED]	[REDACTED]
6. Communication and consultation	[REDACTED]	[REDACTED]
7. Management of ICT risks and issues	[REDACTED]	[REDACTED]

Lessons Learned Register

Improvement / Lesson	Action	Status of Action
[REDACTED]	[REDACTED]	[REDACTED]

Title	[REDACTED]
2020-25 Regulatory Proposal Business Case Reference	[REDACTED]
EQL Project Name	[REDACTED]
DNSP	[REDACTED]
Summary of initiative	[REDACTED]
Go Live Date	[REDACTED]

Capital Expenditure

Year	Previous period	2020-21	2021-22	2022-23	2023-24	2024-25	2020-25
Final Internal Budget			[REDACTED]	[REDACTED]			[REDACTED]
Actual Costs (to date)			[REDACTED]	[REDACTED]			[REDACTED]
Variance to Internal Budget			[REDACTED]	[REDACTED]			[REDACTED]

\$m, nominal, totals may not add due to rounding

Benefits

Benefit Type	Benefit Description	Value or Measure	Timeframe For Benefits Realisation
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]

Summary of Assessment

Criteria	Assessment	Further Detail
1. Project objectives met		
2. Business capability enabled		
3. Adherence to project time schedule		
4. Adherence to budget		
5. Business benefits enabled		

		[REDACTED]
6. Communication and consultation	[REDACTED]	[REDACTED]
7. Management of ICT risks and issues	[REDACTED]	[REDACTED]

Lessons Learned Register

Improvement / Lesson	Action	Status of Action
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Title	Digital Workplace Software and Apps
2020-25 Regulatory Proposal Business Case Reference	ID08 – Information Repositories
EQL Project Name	1179JF Digital Workplace Software and Apps
DNSP	Energex and Ergon Energy
Summary of initiative	<p>Objectives</p> <ul style="list-style-type: none"> • Enable the Office365 Portal for all EQL users; • Decommissioning of the legacy SharePoint and Exchange environments; and • Decommission of systems associated with the legacy Office platform e.g. Microsoft Lync.
Go Live Date	20/12/2019

Capital Expenditure

Year	Previous period	2018-19	2019-20	2020-21	2021-22	2022-23	2020-25
Final Internal Budget		■	■	■			■
Actual Costs (to date)		■	■	■			■
Variance to Internal Budget		■	■	■			■

\$m, nominal, totals may not add due to rounding

Benefits

Benefit Type	Benefit Description	Value or Measure	Timeframe For Benefits Realisation
Financial	Decommission Exchange Hardware no longer required	Reduction in hardware and licences	Achieved
	Decommission SharePoint hardware no longer required	Reduction in hardware and licences	Achieved
	Reduction in operational costs associated with managing on premises environment	Reduction in time spend on tasks	Achieved
	Reduction in storage costs due to moving home (H) drives to OneDrive for business and mailboxes to Exchange online	Reduction of on-premises storage	Achieved
	Future major upgrade projects not required for Exchange SharePoint or Office products	Reduction in projects related to upgrades	Achieved
	Office 2010 will be replaced with Office ProPlus, which is an evergreen product, and won't require future version upgrades	No future upgrade projects required for Office products	Achieved
Non-financial	Device and location independent access to business content	Mobility on multiple devices	Immediate
	New collaboration and team planning capabilities	Usage statistics for the new products Increase in the number of online meetings Reduction in email attachments and traffic Increase in the number of Shared workspaces	Immediate
	EQL will be operating vendor supported products	Evergreen upgrades	Immediate
	Productivity improvements: <ul style="list-style-type: none"> People can find and access information more easily through the use of tools like Teams, rather than using email, staff are able to ask, and answer questions related to their specific fields, which is discoverable by other users 	Usage of applications and new capability	Immediate

	<ul style="list-style-type: none">• People can find and discover content stored in both SharePoint and OneDrive through search		
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Summary of Assessment

Criteria	Assessment	Further Detail
1. Project objectives met	Satisfied	Project objectives satisfied.
2. Business capability enabled	Very satisfied	The project enabled cloud capabilities, prior to the COVID lockdowns. This capability allowed the business to work from home. Had this capability not been delivered when it was, business continuity would have been negatively impacted.
3. Adherence to project time schedule	Satisfied	Go Live Date was slightly delayed but overall was satisfactory.
4. Adherence to budget	Satisfied	Delivered within budget.
5. Business benefits enabled	Satisfied	The result of delivering cloud capability prior the COVID lockdown, allowed the business to continue as usual. While this outcome was not able to be identified at the time the Business Case was developed, the impact on the business cannot be understated.
6. Communication and consultation	Very satisfied	Project had a dedicated change team who were in regular contact with the Corporate Communications team to ensure there was user engagement throughout the business, including training sessions.
7. Management of ICT risks and issues	Dissatisfied	The risk register in SharePoint allowed high visibility of the project risks. Getting risks resolved were problematic and adhoc.

Lessons Learned Register

Improvement / Lesson	Action	Status of Action
More fully understand the business impact of removing incomplete/ unresolved scope items from a project.	Complete analysis of de-scoping items during the project.	Open (as at November 2023)
Need to fully understand the impact of managing not decommissioning legacy systems and develop plans to mitigate that risk.	Complete analysis of the impact of managing not decommissioning legacy systems and develop plans to mitigate that risk.	Open (as at November 2023)
Commence the communication to the business sooner in the project, to ensure users are engaged earlier.	Assign a dedicated Change Management Analyst(s) to the project at the planning phase.	Complete – Digital Business Enablement team has been established which includes a focus on change management across Digital projects.
PIR needs to be done sooner, and not 3 years. after project completion.	Schedule PIR meetings during the Project Closure phase.	Closed – standard process is to complete a PIR within 4 weeks of Go Live. This project was in DEBBs and did not fall under the standard process. With the dissolution of DEBBs this is no longer an issue.