Essential Energy

10.07 ICT business plan

January 2023

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Executive Summary

Information and communications technology (ICT) is critical to the day-to-day delivery of Essential Energy's core business services. Modern digital technology is also a key enabler of efficient business operations and transformation, including the practical use of data and analytics to gain insights into our operations and improve our services.

In the current (2019–24) Regulatory Control Period (RCP), Australia and our community have experienced unprecedented challenges caused by a variety of global and local factors. These have included the impacts of COVID-19, disrupted supply chains, labour constraints, inflation, natural disasters and a growing cybersecurity threat profile. Nevertheless, Essential Energy has made the most of these challenging times to deliver a set of major foundational ICT system improvements to ensure long-term sustainability and transform our business.

In this RCP and through our Amplify business transformation program, we are:

> transitioning our finance, accounting, supply chain and human capital management to the new **Oracle Cloud Enterprise Resource Planning (ERP)** system

> transforming our asset management processes, through the introduction of the **Oracle Cloud Enterprise Asset Management (EAM)** system and digital asset management practices

>

> improving customer experience through the **Better Connect** initiative and through improvements in our customer **communications channels**

>

> renewing our **data platform** and improving our **integration capability and practices**

> continuing to **maintain our ICT infrastructure and applications** for reliability and serviceability.

To successfully deliver this major systems program, while also meeting our compliance obligations such as **5-Minute Settlements and Customer Switching**, we have ensured rigour in our program delivery, focused on creating practical solutions and prioritising requirements.

This approach has allowed us to use a set of practical measures to extend the life of some legacy systems, including our Peace Customer Information System (CIS) and Smallworld Geographic Information System (GIS). We have also brought forward investment in other priority systems, such as for the Interactive Voice Response (IVR) renewal and Connections Management.

In the coming RCP (2024–29) we will build on the solid foundations of renewed core systems, particularly including the Oracle Cloud ERP and EAM, with a program focused on sustainability. This will include:

> transitioning **Payroll** and **Time and Attendance** to a modern payroll solution, compliant with Australian legislated obligations

> delivering a flexible and maintainable **Meter Data and Network Billing** solution, designed to support ongoing market changes and the introduction **of the Sun Soaker two-way tariff**

> **cyclic upgrades of the PowerOn** DMS platform and transitioning to contemporary **spatial network management** capability

>

> **recurrent investments** in data network infrastructure, telecommunications, computer equipment and minor system updates at a rate at or below historical levels.

Beyond these investments to sustain our systems and infrastructure, we have proposed two strategic investments to uplift and expand the service we provide to our customers:

> The **Customer Relationship Management (CRM)** initiative will ensure all customer interactions are recorded in one system, ensuring customers don't have to 'tell us twice'. It will also deliver an easy-to-use online portal, enabling customers to view and maintain their contact notification details, and to track service orders and jobs.

> With the volume of Distributed Energy Resources (DER) increasing and as service resilience is challenged, the **Network of the Future** initiative is Essential Energy's proactive response to the changing nature of electricity

distribution. Delivery of the Network of the Future transformation is heavily reliant on ICT systems and business process change.

Scope of ICT within Essential Energy

In our increasingly digitised industry, and in a highly interconnected world, ICT services are critical elements of Essential Energy's business operations. Our ICT systems, infrastructure and tools support almost every business process. For planning purposes, these ICT capabilities are categorised within a set of functional segments.

Functional segment: Enterprise Services

The Enterprise Services segment comprises corporate systems that support business functions such as:

> finance and accounting (including accounts payable and receivable)
> human resources (HR) and payroll
> procurement management
> document, content and records management
> business intelligence and analytics.

Functional segment: Asset Management

The Asset Management segment comprises business systems that support functions such as:

> network asset management and maintenance
> asset inspections and condition monitoring
> network planning and forecasting
> vegetation management
> network model management
> non-network asset management.

Functional segment: Field and Network Operations

The Field and Network Operations segment comprises operational systems that support business functions such as:

> mobile workforce management (including scheduling and dispatch)
> program and project management
> network control and operations, including the GE PowerOn DMS and other operational technologies (OT)
> network monitoring and data
> network design.

Functional segment: Customer and Market

The Customer and Market Interaction segment comprises operational systems that support business functions such as:

> customer information management (and the stakeholder portal)
> market interface
> network billing management
> meter data management
> contact management
> interactive voice response (IVR)
> external website and portals.

The Supporting Technologies segment comprises ICT infrastructure, devices, equipment and support tools such as:

> client devices (PCs etc)
> data centres, servers and data storage infrastructure
> ICT data networking
> cybersecurity tools and defences
> other ICT tools and platforms (including office productivity tools).

ICT strategy

Our ICT capabilities and investment program are focused on supporting and enabling our business strategy, consistent with the digital strategic priorities depicted in Figure 1, and as described in this section.
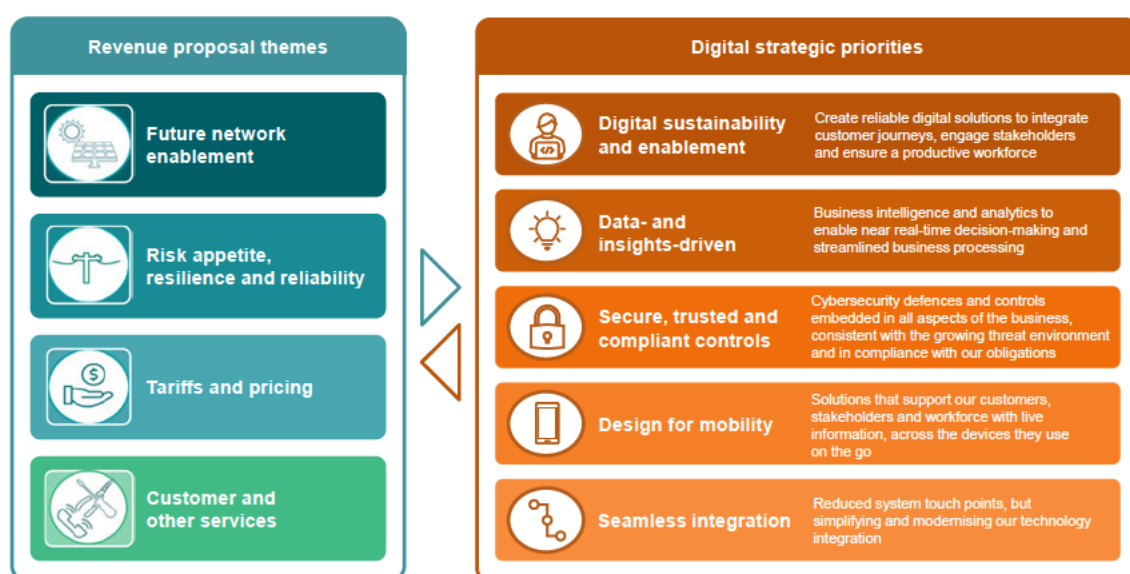
Figure 1 – Strategic themes and priorities

Digital sustainability and enablement
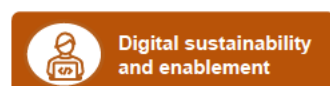
We continue to prioritise the sustainability and reliability of our business systems and technology infrastructure. This is reflected in our recurrent investments in asset lifecycle management to maintain our ICT hardware, client devices and telecommunications equipment, and annual minor application updates. It is also apparent in our longer-cycle sustainability investments in major application upgrades and lifecycle renewals.

Beyond just sustainability, however, we recognise ICT and digital technologies are fundamental to business improvement and value delivery. As such, we harness opportunities associated with cyclic ICT investments to enable business transformation and change – delivering enduring improvements in our services, while also mitigating the risks inherent to ageing ICT assets.

Key investments aligned with this strategy

Current period	Coming period
ERP and EAM replacements	Payroll and Time and Attendance replacement
PowerOn Advantage upgrade	Meter data and network billing renewal, enabling the Sun Soaker two-way tariff
Peace OS upgrade and re-hosting	Contemporary spatial network model management
Hardware and technology lifecycle renewals	

Data- and insights-driven

Ensuring access to reliable and accurate data is key to efficient service delivery and informed decision-making. We are therefore improving our business intelligence and analytics solutions to enable near real-time reporting and decision-making for streamlined performance.

We have established the foundations for modern data analytics capability, integrated with the new Oracle Cloud ERP solution. We are now continuing to build on that foundation by integrating Oracle Cloud EAM and other platforms.

Key investments aligned with this strategy

Current period	Coming period
Data platform Business reporting and archiving Digital asset management	Ongoing data and information strategy improvements

Secure, trusted and compliant controls

Consistent with the theme of 'risk, resilience and reliability', we are currently upgrading our cybersecurity defences in line with our recently updated distributor's licence conditions, now adopting a risk-based approach. This includes a set of capability improvements to mitigate the risk of foreign access to our data and operational systems. Our focus areas include network remote access, identity and access management, vulnerability management, incident detection and device hardening.

However, given the growing security threat environment, we must continually extend and mature our security defences. Through these proactive measures, we will maintain a prudent cybersecurity residual risk position, in line with our responsibilities as an Australian critical infrastructure provider.

Key investments aligned with this strategy

Current period	Coming period
███████████████	█████████████████████████

Design for mobility

Our customers, stakeholders and our workforce are increasingly mobile, remaining connected through a wide variety of devices and in many different operating environments. Their continual connectivity is an opportunity for our business to provide all stakeholders and workgroups with the information they require, at the time they need it most.

In the case of our workforce, our ICT systems and technologies allowed a rapid and efficient transition to remote working during the current regulatory period, in response to the COVID-19 pandemic. We are also using this connected mobility to maximise the quality and timeliness of our data holdings, with network information being updated in the field to reflect the real status of our assets and works as they happen.

Key investments aligned with this strategy

Current period	Coming period
ERP and EAM replacements (mobile enabled) Field logistics optimisation Digital asset management	PowerOn Mobile upgrade CRM and 'mobile friendly' customer online portal Contemporary spatial network model management (mobile enabled)
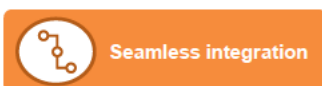
The increasing use of modern cloud-based software solutions has heightened the complexity of integrating ICT systems. These cloud systems must be securely and efficiently integrated with our various in-house hosted systems. Plus, in many cases, we must integrate multiple cloud systems.

We have established the foundations for this flexible, secure integration platform in the current regulatory period (2019–24), and we will continue to build on that platform as we progressively upgrade and renew legacy systems through the coming regulatory period (2024–29).

With reduced customised touchpoints and by simplifying the interface design, we will experience less 'lock in' with established products and more flexibility for agile change.

Key investments aligned with this strategy

Current period	MuleSoft Integration Platform implementation Cloud ERP and EAM application integrations	Coming period	Continued transition to a new flexible integration platform with lifecycle application renewals

Current period delivery

The ICT Plan accompanying the last Regulatory Proposal provided a forecast for planned ICT investments over the seven-year period from FY18 to FY24. This section provides a summary of our ICT program delivery performance in comparison with that plan as at the end of FY22, and with an outlook through to FY24.

Functional segment: Enterprise Services

Last regulatory proposal's ICT plan

ERP business transformation

An integrated set of initiatives planned to transform our back-office operations by deploying a suite of business software and efficient operational processes, including:

- HR, payroll and timesheeting
- procurement
- core finance and accounting
- asset register (financial).

The plan also forecasted the deployment of improved business intelligence (BI) and analytics capability, to be integrated with the new ERP and EAM.

Actual delivery performance

Amplify business transformation program

Through the Amplify business transformation program, we have successfully transitioned from our legacy core ERP system (Peoplesoft) to the current generation Oracle Cloud ERP.

While we began our ERP investment roughly a year later than planned in the last Regulatory Proposal, it has successfully delivered a highly complex transformation across many business functions, with relatively minimal impact on our business operations and suppliers.

As planned, the initiative has transitioned our core finance, accounting, HR and procurement functions, together with significant change to our supply chain management practices.

When selecting and designing the intended solution, we decided to defer the migration of Payroll and Timesheeting (that is, Time and Attendance) as the target cloud product currently lacks compliance with Australian payroll requirements (including Single Touch Payroll). As such, Peoplesoft remains in operation, though we intended to replace it with a compliant payroll capability in the coming regulatory period (2024–29).

We have also delivered an improved suite of BI and analytics capabilities, integrated with the Oracle Cloud ERP. This BI platform is now also being integrated with the new EAM solution and will serve as the basis for data analysis into the future.

Functional segment: Asset Management

EAM business transformation

Our ICT Plan involved transforming Essential Energy's core asset management practices by deploying a contemporary suite of asset management software and efficient business processes, including:

- asset management and maintenance
- supply chain planning and management
- asset register (physical)
- portfolio, program and project management

The Plan also forecasted the renewal of our Vegetation Management System (VMS) and an upgrade to the Smallworld Geographic Information System (GIS).

Amplify business transformation program

As noted in the Enterprises Services segment above, the Amplify business transformation program has recently transitioned from our legacy core ERP system (Peoplesoft) to the current generation Oracle Cloud ERP. As an extension of that migration, the program is now part-way through the transition from our legacy EAM systems (particularly the ageing WASP software) to the new Oracle Cloud EAM. The project is on-track to go live in FY23.

This major EAM initiative, together with the companion ERP initiative, provide the basis for ensuring long-term systems sustainability utilising the Oracle Cloud platform.

The new EAM solution will achieve the objectives set out in the program's scope, including asset management, maintenance and mastering of the physical asset register. Through close integration with the Oracle Cloud ERP, supply chain management and logistics are also handled seamlessly across the asset lifecycle. Further works have been undertaken beyond the original plan to optimise our field logistics and works schedule and dispatch processes, together with our portfolio and project management capability.

Our focus on digital asset management is enabling automated, predictive and simulated at-scale network analysis, supporting risk-based decision-making for our physical assets (a 'Digital Twin'). We expect to complete the upgrade of our VMS by FY24, with integration with the new Oracle Cloud EAM.

To maintain the necessary focus on the Amplify EAM and ERP projects (as well as Better Connect and others), minor life-extension actions have been taken to sustain the Smallworld GIS until next period.

Functional segment: Field and Network Operations

PowerOn Advantage DMS and Advanced Power Restoration schemes (APRS)

We use the GE PowerOn DMS for high voltage (HV) network monitoring and control. We therefore planned a major upgrade of the DMS system to move from the legacy PowerOn Fusion application to the latest generation PowerOn Advantage product set.

Using the capabilities of the upgraded PowerOn Advantage solution, we identified opportunities to improve operational efficiency and network reliability by deploying APRS models, including in areas of higher network density where remote network reconfiguration is feasible.

Works schedule and dispatch (eWorks) upgrade

We also planned a minor upgrade of the mobile schedule and dispatch solution to ensure mid-life sustainability.

PowerOn Advantage program

We have nearly completed the upgrade from GE PowerOn Fusion to the latest generation PowerOn Advantage (Series 6). This will provide a sustainable and secure platform for ongoing network monitoring control, as well as improved capabilities for managing power flow and progressively implementing advanced power restoration schemes.

The PowerOn Advantage product set can also be extended to enable greater DER integration in the coming regulatory period (2024–29) through the planned Network of the Future initiative.

Optimised schedule and dispatch

In conjunction with the Amplify EAM transformation, our Empowering the Frontline strategy is helping us coordinate a series of schedule and dispatch optimisation improvements. This includes transitioning eWorks to the sustainable Field Portal Mobile Workforce Management platform, together with the Depot Queue works allocation solution. The Field Portal and Depot Queue are critical for creating efficient field works processes, and is serving as a basis for future continuous improvement.

Functional segment: Customer and Market Interaction

Market, network billing and meter data management

To mitigate issues associated with current platform limitations, and by prudently managing assets' lifecycle, we expected to upgrade or renew the existing Peace Market/Network Billing solution and Energy Data Distribution System (EDDiS) Meter Data Management systems in the current regulatory period (2019–24).

Market, network billing and meter data management sustainment

We have undertaken targeted upgrades and technology renewal actions to sustain the Peace and EDDiS platforms through the current regulatory period (2019–24). Following implementation of the Oracle Cloud EAM, this will be subsequently integrated with the new Oracle Cloud ERP platform.

These actions have included operating system upgrades and hosting re-platforming, which will extend the operational life until midway through the coming regulatory period (2024–29). Additionally, we have developed a roadmap for the upgrade or replacement of these systems in the next regulatory period to support introduction of the new Sun Soaker two-way tariff.

Other additional delivery (not included in the last Regulatory Proposal's ICT Plan)

While the major upgrade/renewal of Peace and EDDiS has been deferred, significant additional customer and market interaction work has included the:

- delivery of mandatory '5-Minute Market Settlements, Global Settlements and Customer Switching' compliance capability
- planned delivery of system upgrades to comply with the Market Settlement and Transfer Solutions (MSATS) Standing Data and Procedural changes arising from the MSATS Standing Data Review
- Empowering Customers transformation initiative, including:
  - connections and ancillary Services improvements (Better Connect)
  - customer contact centre optimisation (OmniChannel).

Last regulatory proposal's ICT plan >

Infrastructure management investments

The ICT Plan included cyclic investment in client devices, server infrastructure and ICT network infrastructure, consistent with prudent recurrent asset lifecycle management guidelines.

[REDACTED]

Actual delivery performance >

Infrastructure management investments

Through the current regulatory period (2019–24) we have continued to maintain and progressively renew our client devices, server infrastructure and ICT network infrastructure, while managing capacity consistent with the transition to cloud-based services for several major platforms (notably including the Oracle Cloud ERP and EAM).

[REDACTED]

Coming period forecast

Forecast ICT expenditure is described within three expenditure categories:

1. **ICT Program Expenditure (Recurrent)**

   Recurring investments are those that occur on a cycle shorter than five years. Recurrent program expenditure includes cyclic investments in asset lifecycle management to upgrade and replace client devices, ICT infrastructure and data networking. It also includes short-cycle or minor investments in application updates and upgrades. This is predominantly considered as capital expenditure, however as a result of the IFRS Interpretation Committee's 2021 decision on the accounting treatment of cloud computing investments, expenditure associated with implementing or upgrading to Software-as-a-Service (SaaS) systems must now be expensed (that is, treated as Opex).[1]

   Therefore, ICT program expenditure (recurrent) is now expressed as a Totex blend of Capex and Opex investment.

2. **ICT Program Expenditure (Non-Recurrent)**

   Investments in ICT system-based projects and initiatives, which may address one or more of three goals, of:

   > **maintaining** an existing capability (for example, a planned system upgrade or replacement, which occurs on a cycle greater than five years)

   > **complying** with a new and/or updated obligation

   > **expanding** or adding to an ICT capability to improve the business or extend services.

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[1] IFRS Interpretation Committee, March 2021, https://www.ifrs.org/news-and-events/updates/ifric/2021/ifric-update-march-2021/#3
International Accounting Standards Board, April 2021, https://www.ifrs.org/news-and-events/updates/iasb/2021/iasb-update-april-2021/

In the past, non-recurrent ICT program expenditure has primarily been treated as Capex. However, as noted above, the IFRS Interpretation Committee's 2021 decision on the accounting treatment of cloud computing investments now requires that projects implementing SaaS systems must largely be expensed (that is, treated as Opex).

3. **ICT Operations Expenditure**

Ongoing operational expenditure to support and operate Essential Energy's systems, ICT infrastructure and operations, broken into three sub-categories:

> **technology support** costs for our ICT operational labour and services

> **third-party services** costs, including ongoing software or hardware vendor maintenance support fees, SaaS usage fees, platform and infrastructure hosting fees, and other supplier services agreements

> **telecommunications services** costs for networking and communications service agreements.

Each of the above three expenditure categories is detailed in the following pages. A combined summary of all expenditure (actual and forecast) is also provided in the section titled 'ICT total expenditure summary' (page 26).

ICT Program Expenditure (Recurrent)

ICT infrastructure asset lifecycle management (client devices, servers and data networking)

We manage and maintain on-premises infrastructure (which cannot prudently be transitioned to as-a-service arrangements), according to defined replacement cycles for each asset class.

Through this approach to ICT infrastructure asset lifecycle management, we aim to:

> maintain the reliability of our business systems and platforms, ensuring that we can continue to support the underlying hardware, operating systems, equipment and tools

> mitigate security risks by applying vendor-supplied security patches and updates

> manage and operate our ICT infrastructure assets efficiently, through the targeted replacement of assets where the cost to maintain a legacy asset exceeds the costs of replacement.

Table 1 summarises our ICT infrastructure lifecycle guidelines for each asset class.

Table 1 – ICT infrastructure replacement guidelines

Asset classes	Target replacement age (years)	Fleet size	Asset management guide
Client devices			
Laptop computers	4	2,577	No maintenance after warranty expires Replace on failure, or through a coordinated renewal project
Desktop computers	4	674	
Desktop computers (OT/control room)	4	76	
Monitors	5	2,988	
Videoconferencing units	5	59	Maintain under manufacturer's warranty/maintenance where feasible
Smartphones	2-3	2,190	No maintenance after warranty expires Replace on failure
Tablet computers	3-4	2,372	
Printers	5	322	No maintenance after warranty expires Replace on failure, or through a coordinated renewal project
Servers and storage			
GE PowerOn DMS infrastructure		**56**	
Servers	5	54	Maintain under manufacturer's warranty/maintenance where feasible
Storage	5	2	
Other servers and storage		**54**	
Regional file servers	5	34	Maintain under manufacturer's warranty/maintenance where feasible
Application/back-up servers	5	4	
Storage	5	9	
Virtualisation hosts	5	20	
Data networking and communications			
Branch router equipment	5	292	Firmware and operating systems to be kept at vendor supported versions
Core router equipment	5	10	
Perimeter router equipment	5	18	
Data centre networking equipment	5	12	
Edge switch infrastructure	7	382	
Network security infrastructure	5	8	
Wireless infrastructure	7	600	

Other minor recurrent investments

We undertake other minor investments for the remediation, extension or short-cycle upgrade/replacement (under 5-yearly) of business applications and tools. Below is a summary of some minor recurrent investments within each functional segment.

Enterprise services	- Environment, health and safety software - Expense management software (Concur) - Internal intranet/SharePoint, content management, knowledge management and internal dashboarding - Various other minor tools and software supporting financial management tools, HR management, risk and governance management - Updates to the configuration or integration of the Oracle Cloud ERP platform and updates or patching of other corporate applications and tools
Asset management	- Asset management planning software (including C55 Copperleaf) - Engineering tools (including LABView, Mathcad and others) - Updates to the configuration or integration of the Oracle Cloud EAM platform and updates or patching of other asset management applications and tools
Field and network operations	- Network design and engineering software (including AutoCAD and Microstation) - Network Data Historian (Pi) - Power system analysis (PSS SINCAL) - Dial Before You Dig - Project management tools - Rostering and shift management - Storm Tracker - Motor vehicle fleet management tools - Field mobile tools - Configuration, updates or patching for other field, network and works management applications and tools
Customer and market interaction	- Meter configuration and diagnostic tools - Non-routine meter reading tools - Power of Choice and National Electricity Customer Framework (NECF) tools - Configuration, updates or patching for other customer and market applications and tools
Supporting technologies	- Email and office tools - Application virtualisation tools (for example, Citrix) - Configuration management tools - Version control management tools - Testing tools - Scripting and job scheduling tools - Operating system and application package administration tools - Team collaboration tools - Database, server, network and environment administration tools - Cybersecurity services and tools

ICT Program Expenditure (Recurrent) summary

Figure 2 and Table 2 depict Essential Energy's ICT Program Expenditure (Recurrent), beginning with the past five years of historical actuals (that is, from FY18) and forecasts expenditure until the end of the coming regulatory period (that is, to FY29). The figure and table are broken into the Regulatory Information Notice (RIN) recurrent expenditure categories of Client Devices and Recurrent (Other) as per the AER's 2019 ICT Capex Assessment Guideline. Table 3 (also below) provides a further sub-category breakdown of Program Expenditure (Recurrent) for the coming RCP2.

As noted on page 10, due to the recent IFRS Committee decision on the accounting treatment of cloud computing investments, ICT Program Expenditure (Recurrent) is now expressed as a Totex blend of Capex and Opex investment.

Figure 2 – ICT Program Expenditure (Recurrent)
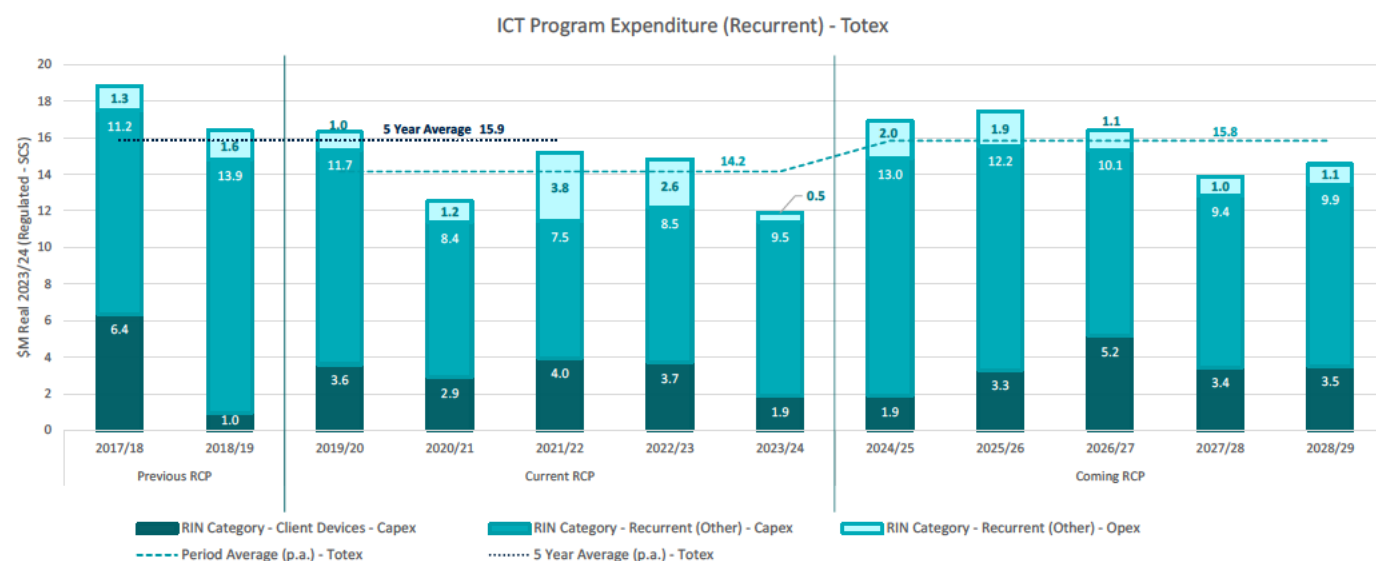
ICT Program Expenditure (Recurrent) - Totex

Table 2 – ICT Program Expenditure (Recurrent)

ICT Program Expenditure (Recurrent) - Totex $M Real 2023/24 (Regulated - SCS)	Previous RCP 2017/18	2018/19	Current RCP 2019/20	2020/21	2021/22	2022/23	2023/24	Coming RCP 2024/25	2025/26	2026/27	2027/28	2028/29	RCP Total
Capital Expenditure	**17.5**	**14.8**	**15.3**	**11.4**	**11.4**	**12.2**	**11.4**	**14.9**	**15.6**	**15.3**	**12.8**	**13.5**	**72.1**
RIN Category - Client Devices - Capex	6.4	1.0	3.6	2.9	4.0	3.7	1.9	1.9	3.3	5.2	3.4	3.5	17.4
RIN Category - Recurrent (Other) - Capex	11.2	13.9	11.7	8.4	7.5	8.5	9.5	13.0	12.2	10.1	9.4	9.9	54.7
Operating Expenditure	**1.3**	**1.6**	**1.0**	**1.2**	**3.8**	**2.6**	**0.5**	**2.0**	**1.9**	**1.1**	**1.0**	**1.1**	**7.1**
RIN Category - Recurrent (Other) - Opex	1.3	1.6	1.0	1.2	3.8	2.6	0.5	2.0	1.9	1.1	1.0	1.1	7.1
Total Expenditure	**18.8**	**16.4**	**16.3**	**12.5**	**15.2**	**14.8**	**11.9**	**16.9**	**17.4**	**16.4**	**13.9**	**14.5**	**79.2**
Period Average (p.a.) - Totex					**14.2**					**15.8**			
5 Year Average (p.a.) - Totex			**15.9**										

Table 3 – ICT Program Expenditure (Recurrent) – coming RCP sub-category breakdown

ICT Program Expenditure (Recurrent) - Totex $M Real 2023/24 (Regulated - SCS)	Coming RCP 2024/25	2025/26	2026/27	2027/28	2028/29	RCP Total
Capital Expenditure	**14.9**	**15.6**	**15.3**	**12.8**	**13.5**	**72.1**
RIN Category - Client Devices - Capex	**1.9**	**3.3**	**5.2**	**3.4**	**3.5**	**17.4**
RIN Category - Recurrent (Other) - Capex	**13.0**	**12.2**	**10.1**	**9.4**	**9.9**	**54.7**
Data Centres, Servers and Storage	*2.3*	*1.3*	*0.2*	*0.0*	*0.0*	*3.9*
ICT Network Services Program	*1.6*	*1.9*	*0.8*	*0.3*	*0.9*	*5.5*
Other Minor Investments	***9.0***	***9.1***	***9.1***	***9.1***	***9.1***	***45.3***
Enterprise Services	*2.00*	*2.01*	*2.01*	*2.00*	*2.00*	*10.0*
Asset Management	*1.86*	*1.87*	*1.87*	*1.86*	*1.86*	*9.3*
Field & Network Operations	*2.00*	*2.01*	*2.01*	*2.00*	*2.01*	*10.0*
Customer & Market Interaction	*1.44*	*1.45*	*1.45*	*1.44*	*1.44*	*7.2*
Supporting Technologies	*1.74*	*1.75*	*1.75*	*1.74*	*1.75*	*8.7*
Operating Expenditure	**2.0**	**1.9**	**1.1**	**1.0**	**1.1**	**7.1**
RIN Category - Recurrent (Other) - Opex	**2.0**	**1.9**	**1.1**	**1.0**	**1.1**	**7.1**
Data Centres, Servers and Storage	*0.9*	*0.7*	*0.0*	*0.0*	*0.0*	*1.6*
ICT Network Services Program	*0.2*	*0.2*	*0.1*	*0.0*	*0.1*	*0.6*
Other Minor Investments	***1.0***	***1.0***	***1.0***	***1.0***	***1.0***	***5.0***
Enterprise Services	*0.22*	*0.22*	*0.22*	*0.22*	*0.22*	*1.10*
Asset Management	*0.20*	*0.20*	*0.20*	*0.20*	*0.21*	*1.02*
Field & Network Operations	*0.22*	*0.22*	*0.22*	*0.22*	*0.22*	*1.10*
Customer & Market Interaction	*0.16*	*0.16*	*0.16*	*0.16*	*0.16*	*0.79*
Supporting Technologies	*0.19*	*0.19*	*0.19*	*0.19*	*0.19*	*0.96*
Total Expenditure	**16.9**	**17.4**	**16.4**	**13.9**	**14.5**	**79.2**

Key observations
ICT Program Expenditure (Recurrent)

> Through the coming RCP, ICT Program Expenditure (Recurrent), including Client Devices and Other, is forecast to trend at levels below the rolling five-year average (i.e. coming RCP: $15.8 million per annum versus the five-year average of $15.9 million per annum).

> Essential Energy manages its ICT Infrastructure (Client Devices, Servers and Data Networking) consistent with prudent Asset Lifecycle Management guidelines.

> We also continue to undertake minor investments for the prudent remediation, extension or short-cycle (under five-yearly) upgrade or replacement of business applications and tools.

ICT Program Expenditure (Non-recurrent)

Non-recurrent ICT program initiatives support investment drivers within one or more of the following three investment subcategories (as defined by the AER ICT Assessment Guidance Note 2019[3]):

1. **Maintain**

    Regulatory guidance description:

    *"**Maintaining existing services, functionalities, capability and/or market benefits***

    Maintaining existing services, functionalities, capability and/or market benefits This subcategory captures non-recurrent ICT expenditures (per our definition) that are related to maintaining existing services. Any expenditures that are incurred periodically, but on a frequency that is longer than a five year cycle, are captured by this category. We note that newer systems (e.g. major upgrades or major version transitions) will generally include new or improved capability and/or capacity. If this new or improved capability/capacity is to be acquired at an additional cost, expenditure for this function is to be reported under the other two subcategories. Otherwise, the entire expenditure can be treated under this subcategory."

2. **Comply**

    Regulatory guidance description:

    *"**Complying with new / altered regulatory obligations / requirements***

    This subcategory captures those expenditures that are driven by the need to comply with new or altered regulatory obligations or requirements. Some examples would include:
    - Expenditure to accommodate the 5 minute settlement rule change; or
    - Expenditure to achieve a higher cyber security maturity compliance requirement"

3. **New/Expand**

    Regulatory guidance description:

    *"**New or expanded ICT capability, functions and services***

    This subcategory captures expenditures relating to the acquisition of new or expanded ICT capability, functions and services."

The sections below provide a multi-year roadmap of planned ICT Program Expenditure (Non-Recurrent) investments, a description of each investment, and an expenditure forecast.

See the ICT non-recurrent expenditure roadmap over page

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[3] Regulatory Guidance Descriptions for the three Non-Recurrent ICT Investment Subcategories are identified in:
AER - Guidance Note - Non-network ICT capex assessment approach for electricity distributors - 28 November 2019
https://www.aer.gov.au/system/files/AER%20-%20Guidance%20Note%20-%20Non-network%20ICT%20capex%20assessment%20approach%20for%20electricity%20distributors%20-%2028%20November%202019.pdf

Investment program roadmap

Figure 3 – ICT Investment Program Roadmap (Non-Recurrent Expenditure)

$M Real 2023/24 (Regulated - SCS)	Current RCP		Coming RCP					
	FY23	FY24	FY25	FY26	FY27	FY28	FY29	RCP Total
Enterprise Services	Risk and Compliance				ERP Payroll and RTA			
Asset Management	Enterprise Asset Management (EAM)		Spatial Network Management					
Field and Network Operations	Optimise Field Logistics	Network of the Future Strategy			ADMS Upgrade	Mobile WFM Upgrade		
Customer and Market Interaction	BetterConnect		Market Systems, Network Billing and Meter Data		Customer Strategy - CRM and Portal			
	Contact Centre Optimisation							
Supporting Technologies	Enterprise Application Integration		Cyber Security Resilience Program					
	Cyber Security IPART DNSP Licence Compliance							
Totals			Capex: $21.9M P Opex: $31.4M	Capex: $14.0M P Opex: $40.5M	Capex: $8.8M P Opex: $41.8M	Capex: $8.9M P Opex: $16.5M	Capex: $10.8M P Opex: $4.4M	Capex: $64.3M P Opex: $134.6M

Investment descriptions

The sections below summarise the scope and intent for each of the key non-recurrent investments planned for the coming regulatory period (2024–29).

Initiative	ERP Payroll and RTA		Subcategory	**Maintain**	Investment[4]	▮

In the current RCP, we have successfully migrated our core finance/accounting, procurement and HR management (HRM) capabilities from the legacy Oracle Peoplesoft system to the new Oracle Cloud ERP software-as-a-service platform.

However, to maintain compliance with current and emerging Australian payroll legislative obligations, it has been necessary to retain the use of Peoplesoft payroll management for an extended interim period. This includes the requirement to comply with the Australian Government Single Touch Payroll (STP) reporting obligations (Phases I and II) which recently come into effect.

In the coming RCP, we will finalise our migration away from Peoplesoft to a sustainable solution integrated with the Oracle Cloud ERP.

Through this migration, we will also move to current-generation rostering, and time and attendance (RTA) capabilities, integrated with the Oracle Cloud ERP HRM.

Refer to **Supporting document 10.07.03**.

Initiative	Spatial Network Management Upgrade	Subcategory	**Maintain**	Investment	▮

Essential Energy designs and maintains the electricity network connectivity model using a combination of Computer Aided Design (CAD) tools and the Geographic Information System (GIS).

The CAD software products, including AutoCAD and the Bentley suite, are relatively stand-alone applications. We are therefore able to maintain currency and supportability of these applications through incremental recurrent updates. However, upgrading the GIS platform and associated spatial network management capabilities is a more significant non-recurrent activity, with implications for integration with our core EAM platform and the PowerOn DMS.

In the current RCP, it had been intended to upgrade the GE Smallworld GIS from the legacy version of the software to the latest version. With this upgrade, a move to the GE Electric Office network model management toolset would be possible. However, given the parallel complexities associated with transition to the Oracle Cloud EAM and upgrade to the GE PowerOn Advantage Series 6 DMS, we decided to extend the life of the existing Smallworld GIS implementation.

As a result, in the coming RCP, we will renew the GIS for long-term sustainability, with integration to the Oracle Cloud EAM and PowerOn Advantage DMS. This renewal may take the form of an upgrade to the latest Smallworld version, or a transition to another competing product.

Refer to **Supporting document 10.07.05**.

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[4] All figures presented in graphs and tables within this document are provided in middle of the year 2023/24 real dollar terms and represent summary Standard Control Services (SCS) values calculated through application of the Cost Allocation Model (CAM).

Initiative	Network of the Future Strategy	Subcategory	New/Expand	Investment	████

Essential Energy's Network of the Future Strategy is addressing the changing nature of electricity distribution, as the volume of DER increases, customer demands change, and service resilience is challenged (e.g. through bushfire risk).

ICT enablement is a significant component of the Network of the Future Strategy.

See our Regulatory Proposal for details, **Chapter 7 – A Network Fit for the Future**.

Initiative	Advanced DMS Upgrade	Subcategory	Maintain	Investment	████

As previously noted, in the current RCP we are completing a major upgrade of the GE PowerOn DMS platform to the current PowerOn Advantage Series 6 of the software. The next generational change in the platform is therefore not forecast to occur until after the coming RCP (i.e. major replacement or extension may again be assessed in the 2030s).

In the meantime, in the coming RCP a mid-life upgrade to Series 7 is forecast to be required. Such an upgrade will apply key updates to both the PowerOn DMS and PowerOn Mobile solutions, and undertake the necessary integration and security testing.

Refer to **Supporting document 10.07.04**.

Initiative	Mobile WFM Systems Upgrade	Subcategory	Maintain	Investment	████

In the current RCP, Essential Energy is making investments enabling significant Workforce Management process and systems improvement. Notably, this includes:

- the integration of the Field Portal mobile solution with the Oracle Cloud EAM (WACS), GIS and the Market Customer Information System (CIS), together with cybersecurity and other technology upgrades
- a transition away from paper-based field data capture for asset information, inspection details and work task instructions
- digitisation of Customer and Premise Task Work Instructions (including B2B)
- digitisation of field Hazard Identification, Risk Assessment and Control (HIRAC) work practices
- digitisation of customer electrical test recording
- enhancements to existing Schedule and Dispatch work practices, including implementing the Depot Queue solution to improve work packaging, allocation and progress tracking.

These current RCP investments are delivering process improvement in the company's key work management processes, as recognised through a recent commendation by SafeWork NSW in recognition of excellence in workplace health and safety.

For prudent ICT asset lifecycle management purposes, it is forecast that in the second half of the coming RCP (i.e. around FY28), a mid-life upgrade investment will be required to ensure the ongoing sustainability of the Mobile Workforce Management systems into the 2030s. By that point in time, the Oracle Cloud EAM (WACS) implementation and Depot Queue solutions will be well embedded, meaning substantial opportunity will exist to enable greater works optimisation efficiency leveraging these key systems.

Refer to **Supporting document 10.07.06**.

| Initiative | Market Systems, Network Billing & Meter Data | Subcategory | Maintain | Investment | ███ |

In the current RCP, Essential Energy has undertaken prudent 'life extension' technology upgrades to the existing Market Interactions (MI) and CIS platforms, as well as the in-house developed EDDiS MDM system. These technology upgrades have enabled compliance with the new 5 Minute Settlements & Customer Switching obligations, in parallel with delivery and integration of the new Oracle Cloud ERP Financial Management system.

While the technology upgrades have enabled market compliance throughout this RCP, much of the underpinning software remains heavily aged, with significant supportability risks in the medium term. It is therefore proposed to perform a generational renewal of the systems in the coming RCP, for supportability and flexibility through the 2030s.

The existing systems have evolved progressively over their 20+ year lifespan in the company. While they have supported Essential Energy's market compliance to-date, much of the associated processing is overly manual, labour intensive and potentially error prone. The current systems operating model is therefore not suitable for ongoing use through the coming RCP given the introduction of new tariffs, migration away from Type 6 metering, and increased market volatility.

Processing issues and inefficiencies drive the requirement to complete the systems replacement and process improvement prior to large scale transition to the new Sun Soaker tariff, which will apply two-way charges to existing smart meter customers' default tariff by 1 July 2028.

The new solution must:

- provide efficient capability for managing market standing data, customer transfers, B2B transactions, meter data and network billing
- be flexible to support market changes
- enable rapid introduction of new tariffs (e.g., solar/battery dynamic tariffs, EV tariffs, peer-to-peer trading)
- provide more automation for improved market transaction efficiency
- enable close integration with our Oracle Cloud ERP and the CRM/Portal (see the Customer Strategy initiative below)
- be underpinned by sustainable software platform(s) to operate reliably and securely through the coming decade

Refer to **Supporting document 10.07.01**.

Figure 4 – Sun Soaker Introduction Timing (as at October 2022)
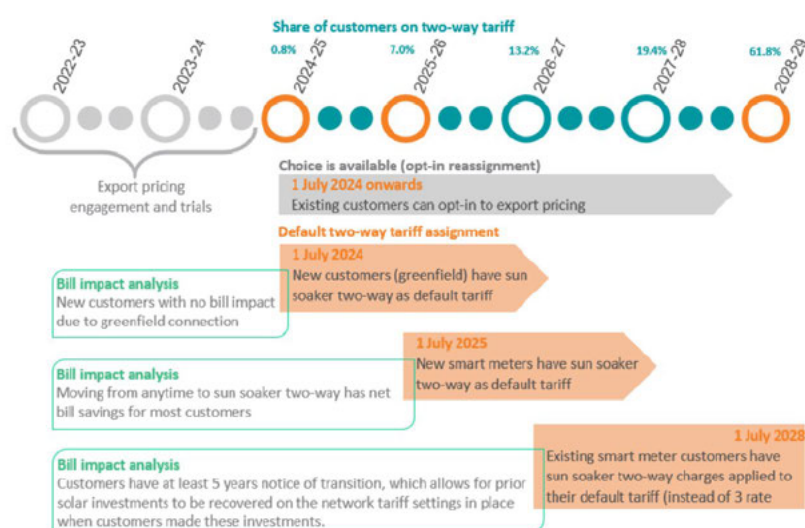
| Initiative | Customer Strategy – CRM and Portal | Subcategory | Expand | Investment | ███ |

Through 2021–22, Essential Energy has undertaken an extensive process of customer consultation and engagement resulting in our detailed Customer Strategy. The strategy is supported by a set of detailed journey maps describing the target state for our customers' expected service improvements.

In implementing our Customer Strategy, we are committed to enabling an improved future state customer experience, consistent with the following principles.

1. Customer-centric
   - We adapt to customers' changing needs and expectations, and collaborate with our industry partners.
   - We proactively build a customer-centric culture.

2. Consistent
   - We provide our customers and partners with consistent service and communications across channels.
3. Channels of choice
   - We provide options for customers to indicate a preferred method of contact with Essential Energy (e.g. face-to-face, phone, SMS, social, email, website, online forms).
   - We proactively share information on our products and services and support available for vulnerable customers.
4. Simple and easy
   - We enable customers to easily access information and support.
   - Our services combine human interactions and digital options.
5. Seamless
   - We facilitate seamless access to Essential Energy services at all times.
6. Single customer view
   - We store customer information in one central and secure location.
   - Our systems keep track of customers and service requests that are visible to both customers (e.g. portals) and staff.

In the current RCP, we have taken steps towards this customer experience vision, including through the Better Connect initiative, and through improvements in our IVR and telephony systems.

In the coming RCP, we will build on these fundamentals to deliver a set of core CRM and Portal capabilities enabling Essential Energy to fully deliver on the vision. Particularly, the CRM and Portal initiative will provide:

- a single CRM system to record and manage customer contacts and interactions
- the ability for customers to choose a preferred communications method to receive personalised information
- integration with our market systems to ensure consistency with the Energy Market information managed together with retailers (i.e. NEM standing data)
- a new online portal for Residential and Commercial & Industrial (C&I) customers.

The portal will be available through web and mobile platforms. It will provide customers with a variety of capabilities, including features to:

- view the status of their services orders and to track jobs
- see current and planned outages specific to their property
- directly view and maintain the customer information we hold.

The CRM and portal platform will also be designed for extensibility, such that in the future it may:

- also be extended to other stakeholder groups and to retailers
- enable recording and management of complex customer relationship structures (e.g. company groups with multiple sites and contacts).

Through this improved contact and interactions management, customers will have a single port of call for all dealings with Essential Energy. This means there will be no need to "tell us the same thing twice".

Refer to **Supporting document 10.07.01**.

Initiative	Cybersecurity Resilience Program	Subcategory	Maintain/Comply	Investment	███

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ICT Program Expenditure (Non-Recurrent) summary

Figure 5 and Table 4 (below) depict Essential Energy's ICT Program Expenditure (Non-Recurrent), beginning with the past five years of historical actuals (i.e. from FY18) and forecasts through until the end of the coming RCP (i.e. to FY29).[5]

As noted on page 10, due to the recent IFRS Committee decision on the accounting treatment of cloud computing investments, ICT Program Expenditure (Non-Recurrent) is now expressed as a Totex blend of Capex and Opex investment.

The table is further broken into the RIN Non-Recurrent expenditure subcategories of Maintain, Comply and New/Expand.

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[5] All figures presented in graphs and tables within this document are provided middle of the year 2023/24 real dollar terms and represent summary Standard Control Services (SCS) values calculated through application of the Cost Allocation Model (CAM).
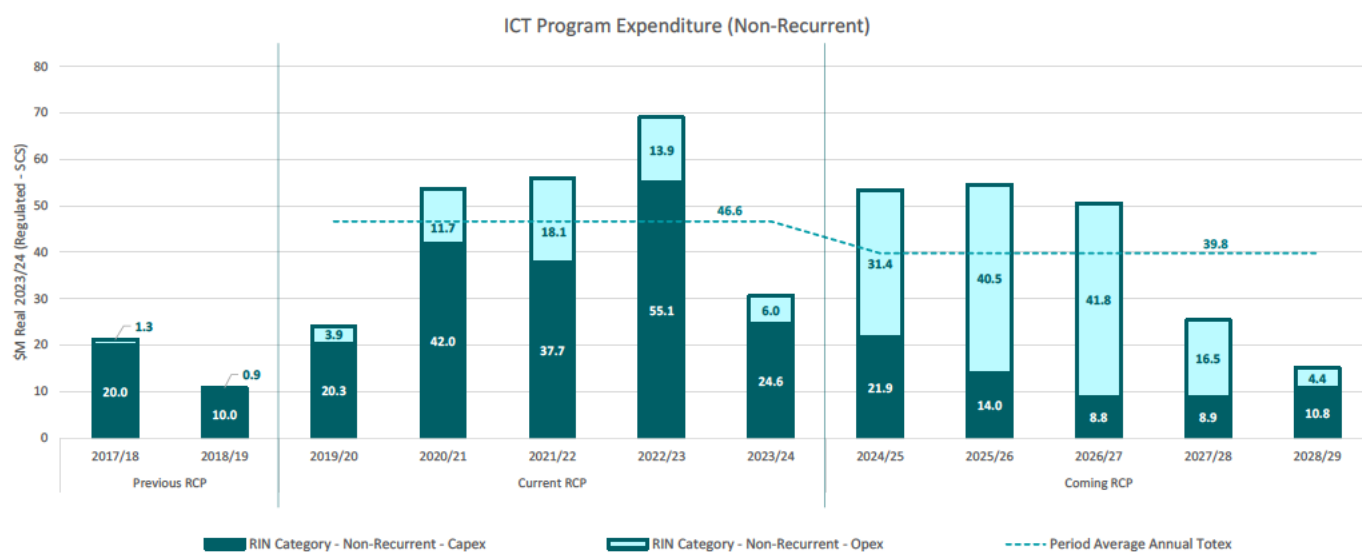
Figure 5 – ICT Program Expenditure (Non-Recurrent)

Figure 5 – ICT Program Expenditure (Non-Recurrent)

Table 4 – ICT Program Expenditure (Non-Recurrent)

| ICT Program Expenditure (Non-Recurrent) | Previous RCP | | Current RCP | | | | | Coming RCP | | | | | |
$M Real 2023/24 (Regulated - SCS)	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	RCP Total
RIN Category - Non-Recurrent - Capex	**20.0**	**10.0**	**20.3**	**42.0**	**37.7**	**55.1**	**24.6**	**21.9**	**14.0**	**8.8**	**8.9**	**10.8**	**64.3**
Non-recurrent - Maintain	2.4	3.5	15.6	36.5	25.5	40.9	16.4	7.0	7.7	7.1	7.1	0.4	29.3
Non-recurrent - Comply	8.8	0.7	0.1	4.2	3.1	8.9	4.7	0.5	0.0	0.1	0.2	0.1	1.0
Non-recurrent - New or Expand	8.7	5.7	4.5	1.3	9.1	5.4	3.5	14.4	6.3	1.6	1.6	10.2	34.1
RIN Category - Non-Recurrent - Opex	**1.3**	**0.9**	**3.9**	**11.7**	**18.1**	**13.9**	**6.0**	**31.4**	**40.5**	**41.8**	**16.5**	**4.4**	**134.6**
Non-recurrent - Maintain	0.6	0.6	2.5	7.8	14.6	13.7	5.7	25.1	33.5	24.5	10.1	2.9	96.1
Non-recurrent - Comply	0.7	0.2	0.0	0.9	3.1	0.2	0.1	1.3	1.3	1.1	1.0	1.0	5.7
Non-recurrent - New or Expand	0.1	0.0	1.4	3.1	0.4	0.0	0.1	5.0	5.7	16.2	5.4	0.5	32.8
Total Expenditure	**21.2**	**10.8**	**24.2**	**53.7**	**55.8**	**69.0**	**30.6**	**53.3**	**54.6**	**50.6**	**25.3**	**15.2**	**198.9**
Period Average Annual Totex					**46.6**					**39.8**			

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Key observations
ICT Program Expenditure
(Non-Recurrent)

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> In the current RCP, we have invested in a set of major foundational ICT system improvements for long-term sustainability and business transformation. This has included investments in the Oracle Cloud ERP and EAM, and uplifts in our cybersecurity defences.

> In the coming RCP, our ICT Program Expenditure (Non-Recurrent) will be lower, with a primary focus on sustainability renewals of our existing systems.

> This includes investments in:

> o market systems, network billing and meter data management (as required to enable the planned introduction of the Sun Soaker two-way tariff)

> o payroll, rostering, and time and attendance systems renewal

> o upgrades to our GIS spatial network management capability, DMS and mobile workforce management systems.

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> Our two investments in new and expanded capability are focused on improving customer experience (through the CRM and Portal initiative) and enabling Essential Energy's Network of the Future Strategy.

ICT Operations Expenditure

Expenditure associated with ICT Operations is broken into three elements:

1. **Technology support**
   Expenditure for Essential Energy's ICT operational labour and associated costs.

2. **Third-Party services**
   Expenditure to third parties for support services, including software licence maintenance and support agreements; managed services; and infrastructure, platform and software as-a-service charges (excluding telecommunications).

3. **Telecommunications**
   Expenditure for telecommunications maintenance and support agreements and all external data and carrier services supporting Essential Energy's corporate and operational technology networks.

ICT Operations Expenditure summary

Figure 6 and Table 5 (below) depict Essential Energy's ICT Operations Expenditure, beginning with the past five years of historical actuals (i.e. from FY18)[6] and forecasts through until the end of the coming RCP (i.e. to FY29).[7]

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[6] A portion of the above historical actuals relating to support and provision of electricity network telecommunications services are reported in Network SCS expenditure within the historical Annual Category Analysis RINs.

[7] All figures presented in graphs and tables within this document are provided in middle of the year 2023/24 real dollar terms and represent summary Standard Control Services (SCS) values calculated by applying the Cost Allocation Model (CAM). Figures for future years (FY23 to FY29) reflect application of the CAM rates proposed with the current regulatory proposal.
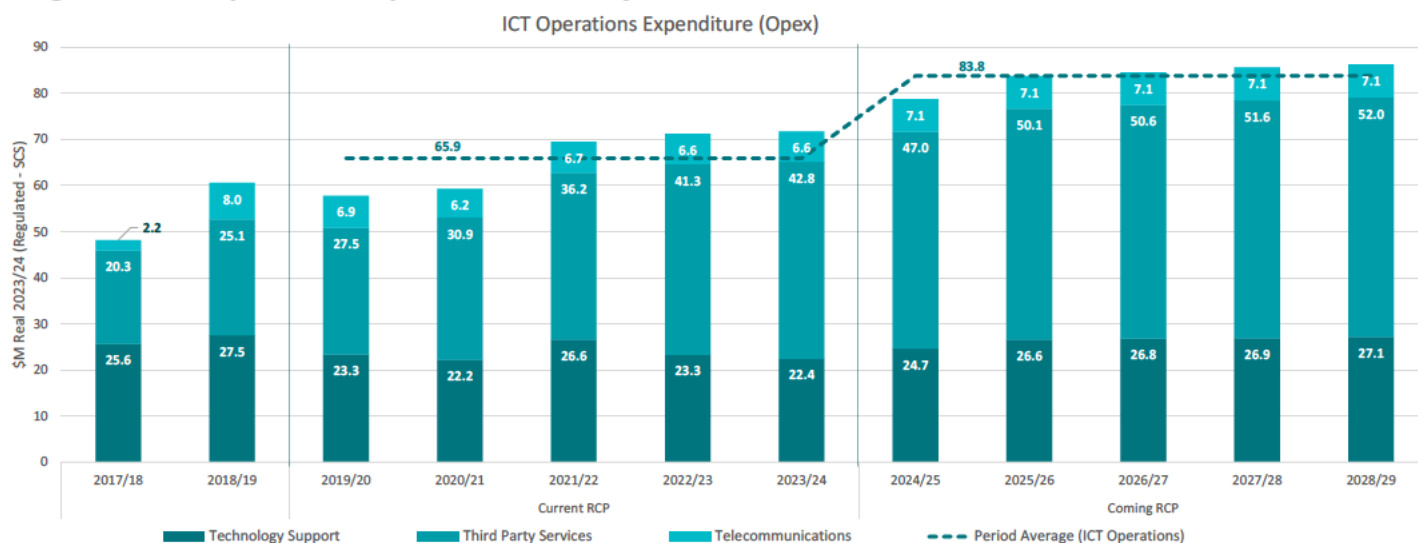
Figure 6 – ICT Operations Expenditure summary

ICT Operations Expenditure (Opex)

Table 5 – ICT Operations Expenditure summary

| ICT Operations Expenditure (Opex) | Previous RCP | | Current RCP | | | | | Coming RCP | | | | | |
$M Real 2023/24 (Regulated - SCS)	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	RCP Total
ICT Operations - Opex	48.2	60.6	57.7	59.3	69.5	71.2	71.8	78.8	83.7	84.6	85.6	86.3	418.9
Technology Support	25.6	27.5	23.3	22.2	26.6	23.3	22.4	24.7	26.6	26.8	26.9	27.1	132.1
Third Party Services	20.3	25.1	27.5	30.9	36.2	41.3	42.8	47.0	50.1	50.6	51.6	52.0	251.3
Telecommunications	2.2	8.0	6.9	6.2	6.7	6.6	6.6	7.1	7.1	7.1	7.1	7.1	35.6
Period Annual Average					65.9					83.8			

Key observations
ICT Operations Expenditure

> Technology support and telecommunications costs have remained stable, or reduced, in the current RCP.

> Third-party services costs have increased in the current RCP, reflecting the increasing use of cloud-based as-a-service solutions in contrast to on-premises solutions in the past. These costs will again increase as we approach the end of the current RCP with go-live of the Oracle Cloud EAM and a corresponding increase in as-a-service fees in FY24.

> In the coming RCP, third-party services and technology support will increase, largely reflecting the uplift in cybersecurity defences, and support for the identified new and expanded capability investments (Network of the Future and CRM/Portal). Telecommunications costs will remain relatively stable in real terms.

ICT total expenditure summary

Table 6 summarises historical[8] and forecast ICT total expenditure, grouped by expenditure type (Opex/Capex).[9]

Table 6 – ICT total expenditure summary

Actuals and Forecast	Previous RCP						Current RCP						Coming RCP					
$M Real 2023/24 (Regulated - SCS)	2014/15	2015/16	2016/17	2017/18	2018/19	5yr Total	2019/20	2020/21	2021/22	2022/23	2023/24	5yr Total	2024/25	2025/26	2026/27	2027/28	2028/29	5yr Total
Opex	**67.1**	**57.5**	**50.7**	**50.8**	**63.1**	**289.0**	**62.6**	**72.2**	**91.3**	**87.7**	**78.2**	**392.1**	**112.2**	**126.1**	**127.4**	**103.1**	**91.8**	**560.6**
ICT Operations Expenditure	**66.0**	**54.8**	**47.4**	**48.2**	**60.6**	**276.9**	**57.7**	**59.3**	**69.5**	**71.2**	**71.8**	**329.5**	**78.8**	**83.7**	**84.6**	**85.6**	**86.3**	**418.9**
Technology Support	33.4	23.1	21.2	25.6	27.5	130.8	23.3	22.2	26.6	23.3	22.4	117.8	24.7	26.6	26.8	26.9	27.1	132.1
Third Party Costs	23.4	22.3	18.3	20.3	25.1	109.3	27.5	30.9	36.2	41.3	42.8	178.7	47.0	50.1	50.6	51.6	52.0	251.3
Telecommunications Costs	9.3	9.3	8.0	2.2	8.0	36.8	6.9	6.2	6.7	6.6	6.6	33.1	7.1	7.1	7.1	7.1	7.1	35.6
ICT Program Opex	**1.1**	**2.7**	**3.3**	**2.6**	**2.5**	**12.1**	**4.9**	**12.9**	**21.8**	**16.5**	**6.5**	**62.5**	**33.5**	**42.4**	**42.8**	**17.5**	**5.5**	**141.7**
Capex	**27.8**	**12.6**	**24.5**	**37.5**	**24.8**	**127.0**	**35.6**	**53.3**	**49.1**	**67.3**	**36.0**	**241.4**	**36.7**	**29.6**	**24.2**	**21.7**	**24.2**	**136.4**
Client Devices	0.4	0.1	5.8	6.4	1.0	13.6	3.6	2.9	4.0	3.7	1.9	16.1	1.9	3.3	5.2	3.4	3.5	17.4
Recurrent - Other	3.9	2.2	3.6	11.2	13.9	34.7	11.7	8.4	7.5	8.5	9.5	45.6	13.0	12.2	10.1	9.4	9.9	54.7
Non-recurrent - Maintain	23.5	10.2	15.1	2.4	3.5	54.7	15.6	36.5	25.5	40.9	16.4	134.9	7.0	7.7	7.1	7.1	0.4	29.3
Non-recurrent - Comply	0.0	0.0	0.0	8.8	0.7	9.6	0.1	4.2	3.1	8.9	4.7	20.9	0.5	0.0	0.1	0.2	0.1	1.0
Non-recurrent - New or Expand	0.0	0.0	0.0	8.7	5.7	14.4	4.5	1.3	9.1	5.4	3.5	23.9	14.4	6.3	1.6	1.6	10.2	34.1
Total ICT Expenditure	**94.8**	**70.0**	**75.2**	**88.2**	**87.8**	**416.1**	**98.2**	**125.5**	**140.5**	**155.1**	**114.2**	**633.5**	**149.0**	**155.7**	**151.6**	**124.8**	**116.0**	**697.0**

[8] A portion of the above historical Opex actuals relating to support and provision of electricity network telecommunications services are reported in Network SCS expenditure within the historical Annual Category Analysis RINs.

[9] All figures presented in graphs and tables within this document are provided in middle of the year 2023/24 real dollar terms and represent summary Standard Control Services (SCS) values calculated by applying the Cost Allocation Model (CAM). Figures for future years (FY23 to FY29) reflect application of the CAM rates proposed with the current regulatory proposal.