



**REGULATORY PRICE RESET
2026-2031
PEOPLE'S PANEL**

JEMENA ELECTRICITY NETWORK

Process report

May 2024

LIMITATIONS OF USE

This report has been prepared by MosaicLab on behalf of and for the exclusive use of Jemena Electricity Network (Jemena). The sole purpose of this report is to provide a report on the methodology and process undertaken for the Jemena People's Panel.

This report has been prepared in accordance with the scope of services set out by the Jemena People's Panel project. Jemena can choose to share and distribute this report as they see fit. MosaicLab accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.

MosaicLab is a team of engagement practitioners and facilitators based in Victoria. We work with government agencies, community groups, industry and commercial organisations and support them to have meaningful conversations that lead to action. Our processes bring diverse people together to solve complex problems and make a positive difference to decision-making.



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PURPOSE OF THE JEMENA PEOPLE'S PANEL

Jemena Electricity Network is a crucial distributor in Victoria's energy landscape, being one of the five primary electricity distribution networks in the area. Operating exclusively within the north-western region of greater Melbourne, Jemena delivers electricity to customers and the community comprising more than 350,000 households and businesses. Jemena's primary task is to provide power precisely when customers need it, achieved through the construction and management of the infrastructure spanning over 950 square kilometres.

OUR CHALLENGE AND REMIT

With more renewable energy sources and greater community demand for things like electric vehicles, means we are facing one of the biggest shifts in energy in our times. Alongside this, we are also facing increased inflation and greater costs of living.

How should Jemena prepare for a sustainable energy future while meeting customer and community needs today?



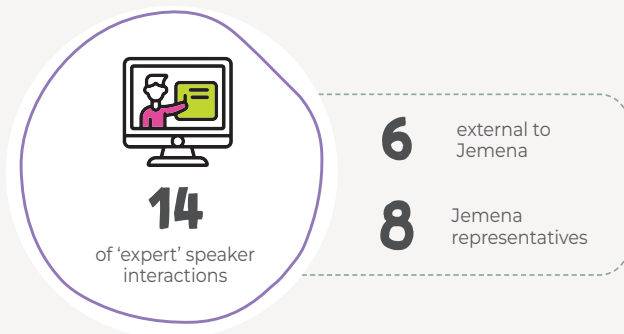
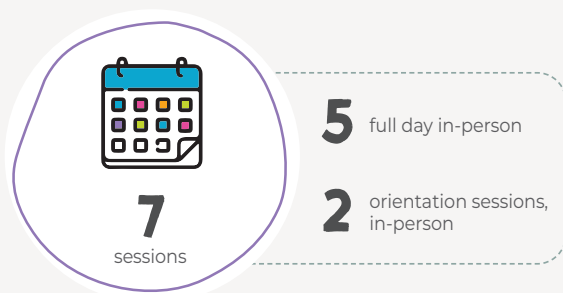
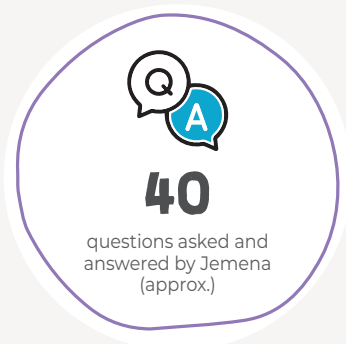
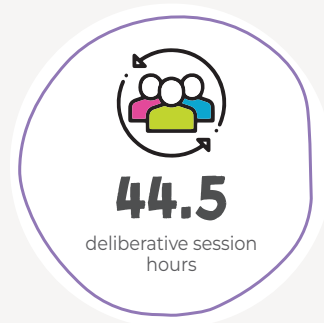
THE PEOPLE'S PANEL

The role of Jemena's People's Panel is to share opinions and viewpoints on specific topics as determined by the Jemena. Recommendations from the People's Panel have been provided to Jemena to take into consideration, to the maximum extent possible, in their 2026-31 Price Reset proposal and future decision making.

FAST FACTS

ABOUT THE JEMENA PEOPLE'S PANEL

THE PROCESS



THE OUTPUTS



16 recommendations with supermajority (80% or more) support presented to Jemena

RESULTS SUMMARY – PARTICIPANT SURVEY

PARTICIPANT EXPERIENCE AND CHANGE



+ INVOLVEMENT IN CIVIC AFFAIRS

**273%
GROWTH**

in the number of participants who said they would be 'involved' or 'highly' involved in civic affairs.

60 PERCENTAGE POINTS INCREASE



22% of pre-deliberation survey respondents said they had been 'involved' or 'very involved' in government decisions that affected them in the past. At the end of the process, 82% of post-deliberation survey respondents said they thought they would be 'involved' or 'highly involved' in the future.



CONFIDENCE IN INFLUENCE OVER DECISION MAKING

**950%
GROWTH**

in the number of participants who said they felt 'confident' or 'very confident' that they would have influence over the decision.

76 PERCENTAGE POINTS INCREASE



8% of pre-deliberation survey respondents said they had been 'confident' or 'very confident' that community input would influence Jemena's decisions in the past. At the end of the process, 84% of post-deliberation respondents said they were 'confident' or 'very confident' that the panel's recommendations on this issue would be implemented by Jemena.



CONFIDENCE IN IMPLEMENTATION OF RECOMMENDATIONS

**75%
GROWTH**

in the number of participants who were confident or very confident that Jemena would implement the panel's recommendations.

36 PERCENTAGE POINTS INCREASE



48% of pre-deliberation survey respondents said they had they were 'confident' or 'very confident' that the panel's recommendations on the current issue would be implemented by Jemena. At the end of the process, 75% of post-deliberation respondents said they were 'confident' or 'very confident' that the panel's recommendations would be implemented.



TRUST AND ACCOUNTABILITY

**102%
GROWTH**

in the number of participants who said they believe the sponsoring organisation is 'fairly' or 'very' trustworthy and accountable.

48 PERCENTAGE POINTS INCREASE



47% of pre-deliberation survey respondents said that Jemena was 'very trustworthy and accountable' or 'trustworthy and accountable'. At the end of the process, 95% of post-deliberation survey respondents said that Jemena was 'trustworthy and accountable' and 'very trustworthy and accountable'.



PROCESS AUTHENTICITY AND COLLABORATION

**187%
GROWTH**

in the number of participants who said they believed the process was 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile' (compared to past community engagement activities).

58 PERCENTAGE POINTS INCREASE



31% felt that Jemena's community engagement activities had been 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile' in the past. At the end of the process, 89% of post-deliberation survey respondents felt that this process was 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile'.



QUALITY OF INFORMATION

92%

of participants felt that information provided during the deliberative process was 'clear, useful and balanced' or 'very clear, useful and balanced'.

Note: this question was asked in the post-deliberation survey only.

PURPOSE OF THIS REPORT

This report summarises the design and implementation of the Jemena People's Panel and provides a transparent record the process undertaken by MosaicLab as independent facilitators.

The report also includes results of pre- and post-deliberation surveys undertaken to measure and compare the views and feedback of panel members. These results have been presented in full.

MosaicLab has been grateful for the opportunity to work closely with Jemena Electricity Network on the 2026-31 Price Reset engagement.

We have been humbled by the Panel's dedication and energy at each session and their commitment and passion for their community.



WHAT IS A PEOPLE'S PANEL?

A People's Panel is a democratic tool used to bring together a randomly selected group of people who broadly represent the community. People's Panels or Citizens' Panels are powerful examples of deliberative democratic engagement. This means the community affected by a decision are put at the centre of the decision. It brings community members closer to decision makers and the activity of government.

The panel is built around ten core principles which are listed below.

INFLUENTIAL

Deliberation requires decision makers to give weight to and implement the outcomes to the greatest extent possible. This forms a foundation for building trust with your community.

Deliberation isn't about asking people their opinion and then disregarding their views, which significantly reduces trust and results in poorly supported outcomes.



DELIBERATIVE

Deliberation goes beyond conversation and dialogue. It requires those deliberating to weigh up options and come to judgement on a problem.

Deliberation isn't about people giving you a wish list or a list of ideas. It results in clear direction for organisation decision makers



REPRESENTATIVE

Deliberation requires that the deliberating group is representative of the whole community. The group is usually selected using an independently conducted, random, stratified process.

Deliberation isn't about allowing anyone to turn up and people to 'self-select', like the participants at a public meeting. It allows you as decision makers to have a high level of comfort, because you know what everyday people who are broadly representative of your customers or community think is reasonable (once they are informed). This is more valuable than knowing only what interest groups and highly articulate and invested people are lobbying for.



INFORMATIVE

Deliberation requires that people have detailed, in-depth, and balanced information before they come to judgement. This includes hearing different perspectives, including the views of experts and interest groups.

Deliberation isn't about asking people for uninformed views. It allows you as organisation decision makers to know that the recommendations being provided to you are based on evidence and have considered all sides of the issue.



TIME

Deliberation requires that the deliberating group is given sufficient time to become informed about the issues, weigh up options and come to judgement. Long form processes are usually 4-6 full days. An online (equivalent) process or a short process can be held over 2-3 days, if you are scaling down.

Deliberation isn't about holding a short workshop or evening meeting.



BLANK PAGE REPORT

Deliberation requires that participants respond to the remit by writing their own report. Starting with a blank page, they refine and agree on their final recommendations, then present their report directly to decision makers for consideration.

Deliberation isn't about providing options or a draft report. The organisation doesn't gather feedback on their own ideas. Instead, the organisation hears directly from their customers or community without any interpretation from consultants or staff.



TRANSPARENT

Deliberation is a public process that seeks to build trust in democratic decision making and as such all aspects should be made public, unless there are extenuating circumstances. Members of the public should be able to observe the deliberating group in action and the report of the group should be made public immediately after it is handed to the key decision maker. All information considered by the group should be considered public and be on the project website. Communication activities such as sharing videos of the process and interviews with participants can also help to increase transparency.

Deliberation isn't about working behind closed doors. It allows the public to see that it has been a fair process.



CLEAR REMIT

Deliberation is about the deliberating group responding to a remit - or primary question - that goes to the core of the issue, shares the dilemma, and promotes open discussion. The remit question is clear and written in plain English.

Deliberation isn't about responding to easy issues. It allows the organisation to receive solutions to complex problems.



INDEPENDENT FACILITATION

Deliberation is designed and facilitated by independent, professional facilitators with experience in deliberation. Facilitation enables individuals to work through a designed set of activities (conversations) to collectively and productively produce an outcome (recommendations). Facilitators ensure that all group members are given equal opportunity to participate.

Deliberation isn't about the group being led to a pre-determined result.



INCLUSIVE

Deliberation requires that barriers to participation are removed so that anyone feels they could participate in a deliberation. Some barriers are easily managed, for example, paying people an honorarium to cover the costs of their participation (travel, childcare etc). Also, support can be provided to people living with disabilities and meetings can be held in accessible venues. Other barriers, such as people not having the time or considering that this is, (i.e.. 'not for them') are harder to remove.

Deliberation isn't about excluding people and it ensures that the organisation hears from a true cross-section of its community.



Expert facilitation is a vital element to foster vibrant deliberative dialogue and a supportive, open environment. The points below summarises some of the key roles of facilitators in a deliberative process:



Design a process that is participatory and engaging, enables the group to meet their remit, and builds in key elements. These elements include relationship building, critical thinking, information sharing and group agreement.



Encourage participants to express themselves freely.



Protect process integrity, transparency and independence.



Encourage active participation from all group members.



Keep the group moving through the process at an adequate pace in order to deliver a report during the time allocated.



Ensure no one individual dominates.



PROJECT BACKGROUND

Jemena Electricity Network (Jemena) is the electricity distributor for north-west greater Melbourne. Jemena distributes electricity to over 370,000 customers in its 950 square kilometre network and is responsible for managing the electricity distribution to homes, businesses and industry in the region.

Every five years, Jemena Electricity Network is required to submit a five-year plan to the Australian Energy Regulator (AER). AER is the independent regulator of the wholesale electricity and gas markets in Australia. The purpose of this submission is to set out the services Jemena will provide for customers and the funding required to deliver those services. This in turn determines the cost of Jemena's services to customers (or the price Jemena charges retailers).

Jemena is currently preparing their plans for 2026 to 2031 and beyond. The AER ensures that electricity networks like Jemena charge no more than necessary to deliver a safe and reliable service to customers. The AER is keen to understand how Jemena engages with their customers and how they have had an opportunity to shape future plans.

The engagement process undertaken offered customers an opportunity to work with Jemena on three aspects of future plans: investing in the network, running the network, and tariffs and customer charges.



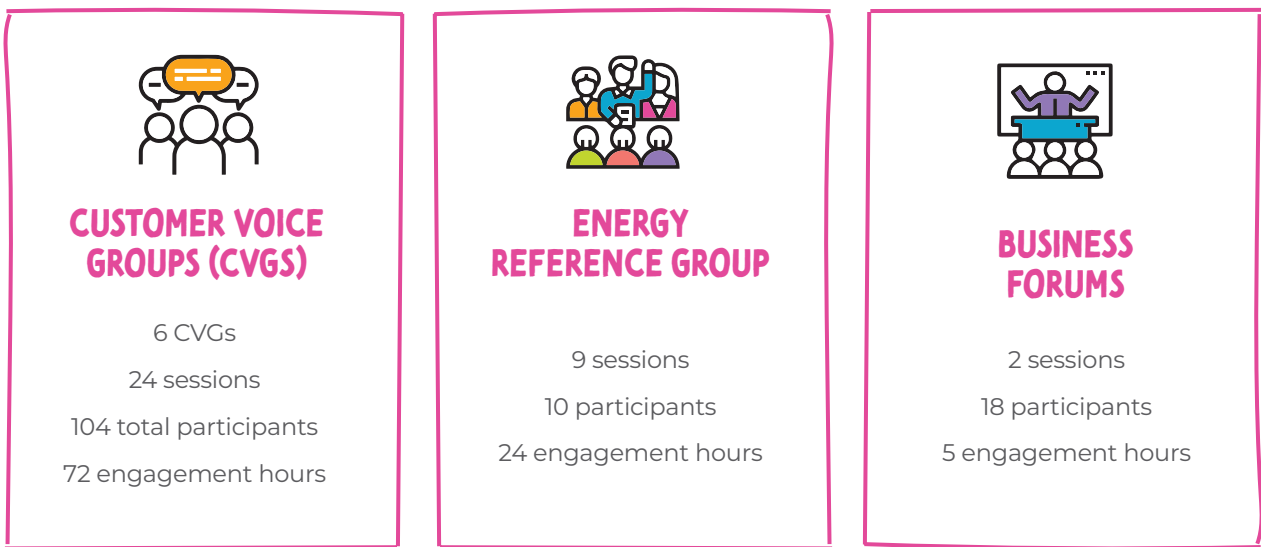


THE ENGAGEMENT PROCESS

The People's Panel was one of the stages in Jemena's six-stage engagement process. From October 2023 to May 2024, Jemena, in collaboration with MosaicLab, conducted a series of broader engagement activities to gather input from the wider community.

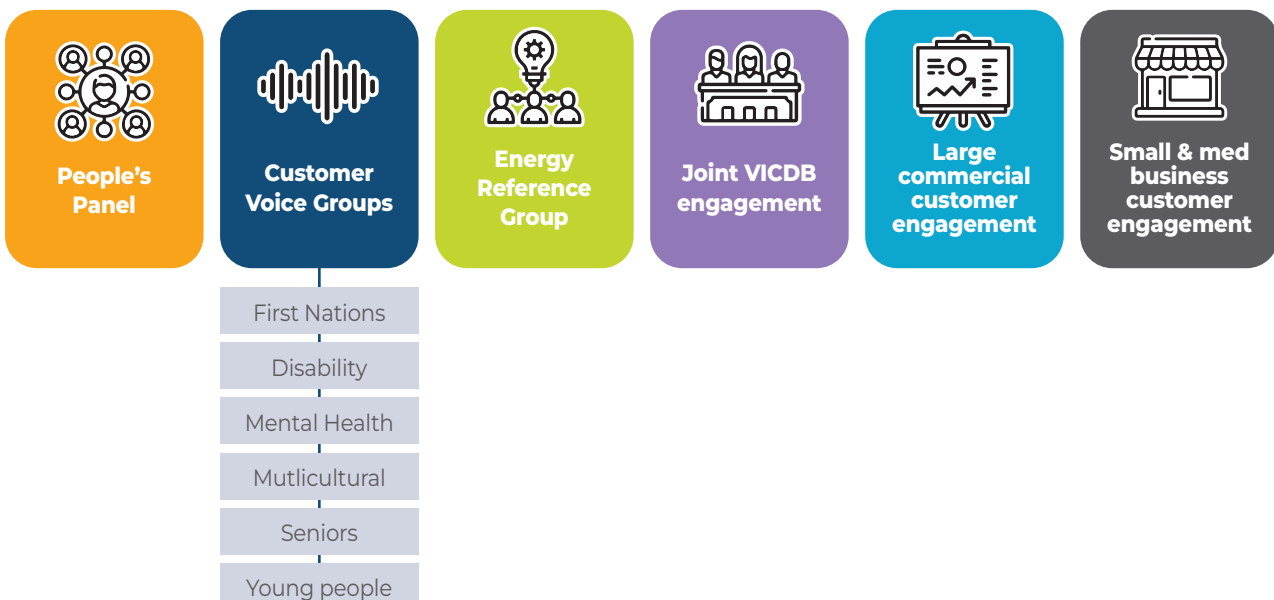
Jemena sought to gain insights into customer perspectives on electricity usage, cost of living, sustainability, electric vehicles, those with medical or health needs, business owners, and young and older community members.

Activities undertaken to engage with the customers and industry included:



Key inputs collated through the wider engagement phase were provided to the Peoples' Panel as an information input into their deliberations.

The six engagement activities are summarised in the People's Panel diagram below. The following sections of this report detail the deliberative phase of the engagement.



JEMENA PEOPLE'S PANEL

PANEL OVERVIEW

The Jemena People's Panel comprised 42 randomly selected participants from an extensive recruitment process undertaken by Sortition Foundation.

The Panel was a representative sample of the Jemena's community, matched to ABS census data, and included people residing across the region, a range of ages, genders, geographic location and solar or non-solar.

Fifty randomly selected participants were initially selected. However, throughout the course of the process, this number was reduced to 42 participants. This is normal and expected, and generally due to changes in circumstance such as job or family arrangements.

Participants met over 7 face-to-face sessions, commencing with an introductory social session on 18 October 2023 and concluding with the final deliberative panel session on 20 April 2024.

Over this period, the panel's was tasked with responding to the following remit:

HOW SHOULD JEMENA PREPARE FOR A SUSTAINABLE ENERGY FUTURE WHILE MEETING CUSTOMER AND COMMUNITY NEEDS TODAY?



THE PROCESS INVOLVED:



a **clear question (remit)** to focus the deliberations access to a broad range of information from a variety of sources relevant to the remit



conversations and Q&A with Jemena staff and panel identified **key speakers** (see information inputs section)



44.5 hours per person of discussion and deliberations across 7 panel sessions (2 evening sessions including orientation, 5 full panel days)



support from **facilitators experienced** in delivering deliberative processes



an **online portal** that provided a central place for participants to access relevant information inputs as well as a discussion forum



group agreement, where a **supermajority** (80% or more of the panel said they could live with it or better) was needed for a recommendation to be included in the final report

The panel agreed on 16 final recommendations that will be used to inform Jemena's 2026-31 Regulatory Proposal. The group wrote their own report, which contained:

- ◆ a brief introduction
- ◆ 16 recommendations that captured the title, description and rationale

All panel members had the opportunity to write and/or review and refine each recommendation. The panel members agreed by supermajority (80% of the panelists or more) that they would accept all 16 of the recommendations.

At the conclusion of their final session on Saturday 20 April 2024, the panel handed over their report to the Jemena Executive General Manager Shaun Reardon.

Jemena has committed to using the recommendations to the maximum extent possible and will clearly articulate where the panel's decisions have influenced the development of their final proposal. Where a decision or recommendation of the panel is not incorporated, Jemena will clearly explain why.

ROLES

Multiple groups were involved in the project. Their roles are outlined in the table below.

GROUP		ROLE
Panel members	<i>Randomly selected community members</i>	<p>To work together to respond to a remit and provide recommendations to Jemena to inform planning for their regulatory price submission.</p> <p>To connect with other groups in the engagement process, including the Customer Voice Groups and the Energy Reference Group</p>
Jemena Electricity Network	<i>Host</i>	To support the process, provide expertise and knowledge as requested by the panel, observe the process, answer specific questions directed to them, and respond to the panel's final report.
MosaicLab facilitators	<i>Independent facilitators</i>	<p>To provide a supportive, inclusive, and productive space that enabled panel members to deliberate, respond to their remit and make recommendations within the time available.</p> <p>To provide support as needed, to ensure panel members could participate in sessions.</p>
Sortition Foundation	<i>Independent recruiters</i>	To manage the recruitment process (including random selection and stratification) and to ensure it was fair and unbiased.
new Democracy Foundation (nDF)	<i>Independent evaluators</i>	Commissioned by Jemena to independently review and evaluate the deliberation process. A separate report will be prepared.
Expert speakers	<i>Content experts</i>	To provide expert knowledge into the process and answer questions from the panel members.
Observers	<i>Stakeholders and representatives of the host organisation</i>	To observe the panel deliberations, increase transparency of the process and follow the observer 'code of conduct'.

RECRUITMENT

Sortition Foundation managed panel recruitment via a random, stratified selection process. This ensured the selection of panellists was conducted independently of Jemena and the facilitation team.

An expression of interest (EOI) process was conducted from 4th to 25 September 2023.

Sortition Foundation sent 10,000 invitations to randomly selected addresses across the Jemena network areas in north-west Melbourne. Everyone aged 18 years or over living or working at an address that received an invitation was invited to register interest. The cohorts excluded from the selection process were:

- ◆ current Jemena staff
- ◆ elected representatives from any level of government; paid employees of any political party; or Council employees working in any politically restricted post.

The people who registered their interest were placed in a 'pool' which was randomly stratified by Sortition Foundation to select the final panel. Stratified selection against stratification targets ensured that the final panel selected was descriptively representative of the demographics of the overall service area population (i.e. forming a 'mini-public' of citizens). Stratification targets were based on demographic statistics for people aged 18 years and over in the municipality, using the Australian Bureau of Statistics (ABS) Census data.

The stratification targets for this process were based on:

- ◆ location (address)
- ◆ age range
- ◆ gender
- ◆ Solar and non-solar

Secondary filters were also included in the recruitment process to support participation in the Customer Voice Groups. The filters considered here were people living with a disability, people living with or experience of mental health difficulties, and qualifications to support a socioeconomic indicator.

Sortition Foundation used a digital stratification tool for the random stratification step, which limited human intervention in the selection process, adding further independence to the process.

Fifty people were initially recruited by Sortition Foundation to the People's Panel. It is normal to over-recruit for a deliberation panel, as it is usual for numbers to reduce during the process for a range of reasons such as change in work or family commitments. As circumstances changed for a number of panellists since registering their interest, the number of active panel members was reduced to 41 people during the process.

Neither Jemena staff, nor the facilitators at MosaicLab were involved in the selection of panel representatives. The final People's Panel is descriptively representative of the broader community (based on census data). The People's Panel ordinarily includes people that Jemena doesn't often hear from but who are impacted by Jemena's decisions. The diversity of the panel members is important in considering the challenges and opportunities facing the north-west Melbourne community and developing guidance for Jemena.

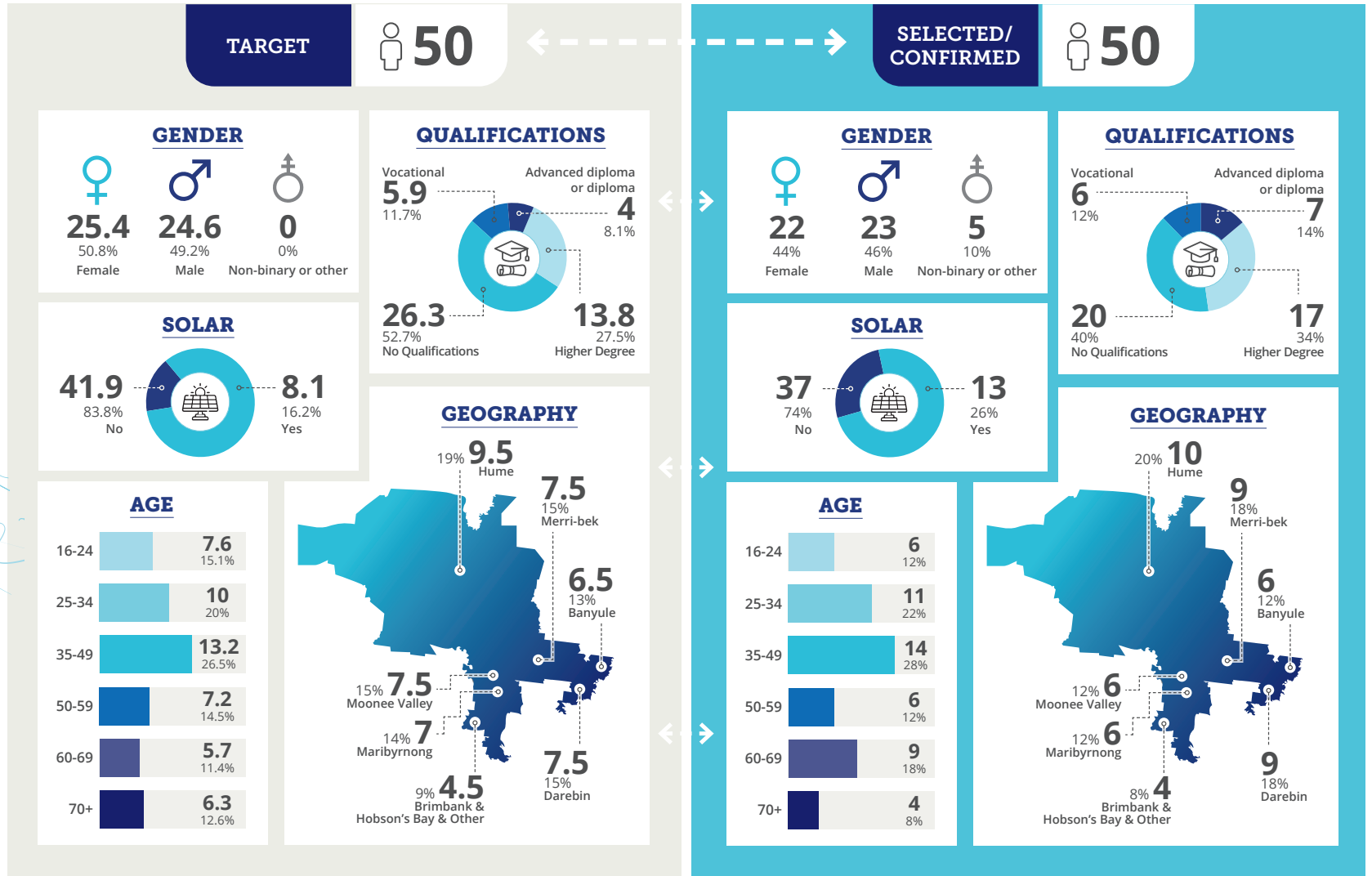
DEMOGRAPHICS



9 October 2023

People's Panel

About our Panel participants



PROCESS ROADMAP

The roadmap below provides an overview of the Jemena People's Panel sessions, their topic and purpose.

SOCIAL ORIENTATION	ORIENTATION	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Wed 18 Oct 2023 6pm-7.30pm	Wed 2 Nov 2023 6pm-9pm	Sat 25 Nov 2024 9am-5pm	Sat 3 Feb 2024 9am-5pm	Sat 24 Feb 2024 9am-5pm	Sat 16 Mar 2024 9am-5pm	Sat 20 Apr 2024 9am-5pm
<p>An opportunity to meet and connect with other Panel members.</p> <p>Meet the Jemena team in a social setting.</p> <p>Explain the value of the Panel's work.</p>	<p>Panelists to meet and connect, learn about critical thinking and social styles.</p> <p>Establish working together agreements.</p> <p>Share any questions or concerns.</p>	<p>Overview on Regulatory Determination process.</p> <p>Critical thinking questions.</p> <p>Insights from documentation and speed dialogue.</p>	<p>Hear from Jemena on the challenges they face with pricing and equity and a sustainable and reliable energy future.</p> <p>Panel to broaden thinking in the dilemmas and tradeoffs.</p>	<p>To build the first draft of panel recommendations.</p> <p>Provide one process of review and rewrite of the panel's recommendations</p>	<p>Share feedback from Jemena and the ERG on the draft recommendations.</p> <p>Review and rewrite the draft recommendations looking for major changes to test across the panel.</p>	<p>Finalise panel recommendations and report.</p> <p>Hand over the report to Jemena.</p> <p>Closing circle.</p>
Full panel Ultima Function Centre, Keilor Park	Full panel Ultima Function Centre, Keilor Park	Full panel Town Hall Broadmeadows	Full panel Town Hall Broadmeadows	Full panel Hume Global Learning Centre, Craigieburn	Full panel Town Hall Broadmeadows	Full panel Hume Global Learning Centre, Craigieburn

DETAILED PANEL PROCESS TIMELINE

The following pages provide an executive summary of each session.

Where applicable, session output reports appear in the appendices and are denoted with a document symbol:



SOCIAL ORIENTATION

Thursday 18 October | 6 – 7.30pm | 35 participants | Face-to-face

Jemena and MosaicLab

- ◆ Formal welcome from Shaun Reardon, Executive General Manager, Jemena Networks
- ◆ Learning about what to expect from participating in the People's Panel
- ◆ Introducing the 2026-31 Regulatory Proposal
- ◆ Hearing from past panel members
- ◆ Opportunity to meet and get to know fellow panel members.



ORIENTATION

Thursday 2 November | 6 – 9pm | 39 participants | Face-to-face

Jemena and MosaicLab

- ◆ Introduction from Shaun Reardon, Executive General Manager, Networks, Jemena
- ◆ Learning about how the panel will operate (make decisions).
- ◆ Introduction to the context of this project and challenges for the panel to consider when looking at energy distribution – Matthew Serpell, Program Director, Electricity Price Reset
- ◆ Overview of information inputs (inc. background report, panel handbook and online portal).
- ◆ Understanding how to access the panel's online portal on Gridtalk.
- ◆ Opportunity to ask questions of Jemena.
- ◆ Learning about social styles.
- ◆ Opportunity to meet and get to know fellow panel members.
- ◆ Setting agreements about how the panel work together.



Online task between sessions:

Panel members were asked to register on the online portal, say hello and introduce themselves. The group read background information provided and completed a photo consent form and pre-deliberation survey.



The panel's working agreements appear in the Appendices.



PANEL DAY 1

Saturday 25 November | 9am – 5pm | 40 participants | Face-to-face

Jemena and MosaicLab

- ◆ Welcome and purpose of the session.
- ◆ Learning about critical thinking, power and privilege and key messages from the customer voice groups.
- ◆ Overview of the regulatory determination process – Matthew Serpell, Program Director, Electricity Price Reset
- ◆ Delving into the background information.
- ◆ Speed dialogue with 9 guest speakers (curated by Jemena to bring a diverse set of views).
- ◆ Panel identified their information gaps and speakers they wanted to hear from.

Online task between sessions:

Panel members were invited to review answers to questions from the Meet & Greet Session and Panel Day 1.





PANEL DAY 2

Saturday 3 February | 9am – 5pm | 40 participants | Face-to-face

Jemena and MosaicLab

- ◊ Welcome and purpose of the session.
- ◊ Site visits to Broadmeadows Substation and pop-up event viewing key assets and equipment and talking with Jemena line workers.
- ◊ Overview of the challenges and opportunities – Matthew Serpell, Program Director, Electricity Price Reset.
- ◊ Consideration of dilemmas and trade-offs.
- ◊ Panel discussion with Jemena staff:
 - > Shaun Reardon, Executive General Manager
 - > Theodora Karastergiou, Future Network & Planning Manager
 - > Matthew Serpell, Program Director, Electricity Price Reset
- ◊ Speed dialogue with 7 guest speakers (identified by the panel).
- ◊ Learning about opportunities to connect with other engagement groups.
- ◊ Considering questions for the Energy Reference Group.

Online task between sessions:

Panel members were asked to review their own notes and insights from the speakers throughout the day and reread the background materials in preparation for forming their ideas on the recommendations.





PANEL DAY 3

Saturday 24 February | 9am – 4.30pm | 41 participants | Face-to-face

- ◆ Welcome and purpose of the session
- ◆ Presentation from Matthew Serpell, Program Director Electricity Price Reset, on three key areas Jemena is seeking recommendations from the panel:
 - > Investing in the network
 - > Running the network
 - > Tariffs and customer charges
- ◆ Hear and consider responses from the Energy Reference Group (ERG).
- ◆ Review and consider the information inputs to date.
- ◆ Brainstorm initial ideas and groups these into themes.
- ◆ Build the first draft of panel recommendations.
- ◆ Review and provide feedback on the panel's draft recommendations.
- ◆ Offer guidance and support for the connector roles.

Online task between sessions:

People's Panel Connectors participated in the Customer Voice Groups to gain insights into what is important to specific customer groups.





PANEL DAY 4

Saturday 16 March | 9am – 4.30pm | 42 participants | Face-to-face | Broadmeadows

- ◆ Welcome and purpose of the session
- ◆ Speed dialogue with representatives of the Customer Voice Groups
- ◆ Presentation from Matthew Serpell, Program Director Electricity Price Reset, about trade offs for:
 - > Investing in the network
 - Investing for growth in the network
 - Increasing resilience, reliability and future-proofing assets
 - > Running the network:
 - Manage operative performance and risks
 - Increase digitisation of the grid and operations
 - > Tariffs and customer charges
 - Align tariffs with other Victorian electricity distribution businesses (including export charges – tariffs)
 - Proposed statewide tariffs
- ◆ Reviewing the current recommendations and identifying gaps.
- ◆ Testing for levels of comfort.
- ◆ Rewriting draft recommendations, taking panel feedback into account.

Online task between sessions:

Panel members were asked to complete a 'levels of comfort' survey on draft recommendations. Results were shared with the panel prior to Day 5.





PANEL DAY 5

Saturday 20 April | 9am – 5pm | 38 participants | Face-to-face | Craigieburn

- ◆ Overview and purpose of the session
- ◆ Welcome and thank you from David Gillespie, Managing Director, Jemena
- ◆ Response to the panel's recommendations – Matthew Serpell, Program Director
- ◆ Summary of panel's feedback on the end of day 4 recommendations.
- ◆ Reviewing and finalising the recommendations.
- ◆ The panel made their final decision on their recommendations.
- ◆ The panel finished their report and presented it to Jemena.
- ◆ Final reflections and closing circle.



INFORMATION INPUTS

The panel considered a wide variety of information inputs from a variety of different sources.

KEY INPUT	DESCRIPTION
Background report	Prepared by Jemena to outline core information in relation to the challenges being discussed and the panel's remit. The document aimed to overview key contextual information and challenges, dilemmas, and opportunities for the future of Jemena.
Q&A with Jemena representatives	Jemena project representatives spoke to the panel about their remit, the process and the core issues being considered. The panel could also request that a Jemena staff member answer questions during panel sessions if needed.
Presentations	<p>Presentations were made to the panel by Matthew Serpell, Jemena Program Director</p> <p>Orientation – Jemena's Electricity Network</p> <p>Day 1 – Overview of the Regulatory Determination Process – Pricing, Equity and Future Energy</p> <p>Day 2 – Jemena's Challenges</p> <p>Day 3 – Investing in the Network, Running the Network, and Tariffs</p> <p>Day 4 – Observations from Jemena</p> <p>Day 5 – Response from Jemena to the Panel's Initial Recommendations</p>
Site visits and asset demonstrations	The panel visited the Broadmeadows Substation and participated in a 'pop-up' event to view key assets and equipment and talk with line workers.
Panel Handbook	A handbook was prepared by Jemena with information about the panel task and logistics.
Jemena Online Portal	Panel members were able to access an online portal hosted by Jemena 'GridTalk' engagement platform in between sessions to stay in touch with one another, access information, and ask questions.
Jemena JuiceBox	A custom GPT provided panel members with a tool to ask questions about the key information inputs.

SPEAKERS

Across the 5 panel days there were 3 opportunities for panel members to discuss ideas with expert speakers.

DAY 1 – SPEED DIALOGUE

PERSPECTIVE	SPEAKER NAME	ROLE, ORGANISATION
Future network & grid stability	Theodora Karastergiou	Future Network & Planning Manager, Jemena
Future network & grid stability	Thanh Bui	Future Network Team Leader, Jemena
Line worker	John Torresan	Electrical Inspector Team Leader, Jemena
Customer service	Lisa Mannix	Group Customer Experience Manger, Jemena
Pricing & tariffs	Sandeep Kumar	Group Manager Regulatory Analysis, Pricing & Strategy, Jemena
Security & risk	David Worthington	General Manager Digital Security & Risk, Jemena
Energy expert	Morley Muse (Dr)	Co-Founder and Director, iSTEM
Energy expert	Ruth Harland	Utilities Officer – Moonee Valley & Maribyrnong
Energy expert	Neil Watt	Network Strategy Advisor



DAY 2 – PANEL DISCUSSION

NAME	ROLE
Matthew Serpell	Price Reset Program Director
Shaun Reardon	Executive General Manager
Theodora Karastergiou	Future Network & Planning Manager

DAY 2 – SPEED DIALOGUE

PERSPECTIVE	SPEAKER NAME	ROLE, ORGANISATION
Future network & grid stability	Theodora Karastergiou	Future Network & Planning Manager, Jemena
Future network & grid stability	Thanh Bui	Future Network Team Leader, Jemena
Sustainability	Shaun Reardon	Executive General Manager, Jemena
Renewables & community energy resources	Timothy Shue	COO, Yarra Energy Foundation
Pricing & tariffs	Luisa Hall	Senior Pricing Analyst
Energy expert	Ruchika Deora	Program Director Centre, New Energy Technologies
Community batteries	Isabella Powell	Business Development Manager, Future Networks



PROJECT TEAM

Jemena's core project team worked in partnership with MosaicLab to deliver the People's Panel engagement:

NAME	ROLE
Ana Dijanosic	General Manager, Regulation
Deb Capicchiano	Program Manager
Jenny Hardman	Engagement Support and Comms Lead
Louise Baring	Customer Engagement Lead
Matthew Serpell	Price Reset Program Director

PRESENTERS

Senior staff played key roles in engaging with the panel and presenting information about the business and the regulatory process. This included:

NAME	ROLE
David Gillespie	Managing Director, Jemena Networks
Matthew Serpell	Price Reset Program Director, Jemena
Shaun Reardon	Executive General Manager, Jemena Networks

EXPERT SPEAKERS – JEMENA NETWORKS

The People's Panel had the opportunity to engage with a number of expert speakers from Jemena, including:

NAME	ROLE
David Worthington	General Manager Security & Risk
Hung Nguyen	Network Planning Team Leader
Jesse Mills	CX Innovation Manager
Johan Ng	Commercial Manager

...continued overleaf

NAME	ROLE
John Torresan	Electrical Inspector Team Leader
Lisa Mannix	Group Manager, Customer Service
Luisa Hall	Senior Pricing Analyst
Sandra Centofanti	General Manager, Customer & Commercial
Sandeep Kumar	Group Manager Regulatory Analysis, Pricing & Strategy
Shaun Reardon	Executive General Manager
Thanh Bui	Future Network Team Leader
Theodora Karastergiou	Future Network & Planning Manager

OBSERVERS AND ENGAGEMENT SUPPORT

A significant number of Jemena staff were involved in the People's Panel as observers, with many attending multiple days. Other staff provided engagement support throughout the process, including key staff who lead members of panel on site visits or assets demonstrations on Day 2.

Observers

NAME	ROLE
Adam Oakley	Regulatory Modelling Senior Analyst
Albert Tse	Jemena Board Member
Ana Dijanosic	General Manager of Regulation
Cissy Chen	Engagement Lead
David Worthington	General Manager Security & Risk
Deb Capicchiano	Program Manager
Hung Nguyen	Network Planning Team Leader
Jennifer Hardman	Engagement Support and Comms Lead
Jesse Mills	CX Innovation Manager
Johan Ng	Commercial Manager

...continued overleaf

NAME	ROLE
John Torresan	Electrical Inspector Team Leader
Julien (JJ) Capraro	Chief Digital Officer
Lawrence Henry	Contact Centre & Recoverable Works Manager
Lisa Mannix	Group Manager, Customer Service
Louise Baring	Customer Engagement Lead
Luisa Hall	Senior Pricing Analyst
Matthew Serpell	Price Reset Program Director
Pratham Bhandari	General Manager Digital Jemena Market Platforms
Russell Dawson	General Manager Commercial Finance
Sandra Centofanti	General Manager, Customer & Commercial
Sandeep Kumar	Group Manager Regulatory Analysis, Pricing & Strategy
Shaun Reardon	Executive General Manager
Thanh Bui	Future Network Team Leader
Theodora Karastergiou	Future Network & Planning Manager

Site visits and demonstrations

NAME	ROLE
John Vasilopoulos	Network Compliance & Accreditation Specialist
Michael Civaeralla	Network Assets Manager
Naz D'Augello	Maintenance Planner Zone Substations
Nicholas Amadori	Crew Leader, Zinfra
Sam Jones	Crew Leader, Zinfra
Shenon Fernando	Senior Primary Design & Support Engineer



PANEL REPORT

Responding to the remit, the panel delivered the following:

- ♦ 16 recommendations.
- ♦ Each recommendation received 80% or above approval from the panel.
- ♦ No minority reports were recorded.

Jemena has promised to use the People's Panel recommendations to the greatest extent possible when preparing their 2026-31 Price Reset Regulatory Proposal (according to the collaborate level of engagement in the International Association of Public Participation engagement spectrum).

RECOMMENDATIONS

The following 16 recommendations were written and decided by the Jemena People's Panel:

1. Equitable and Fair Tariff Reform
2. Corporate responsibility - addressing sustainability/carbon footprint
3. Network Reliability
4. Network Resilience
5. Digitisation and automation to increase economic efficiency
6. Enable storage by distributors
7. Customer Education
8. Jemena to maximise green energy within their focus
9. Collaboration to ensure efficiency
10. Incentivise battery take-up
11. Long-term sustainable operation of Jemena's grid and network
12. Preparing for Electric Vehicle charging increase
13. Transparency in Tariff Structures to allow consumer choice
14. Jemena to champion renewable energy in new developments & housing estates
15. Efficient and accessible communication from Jemena to customers
16. Ongoing service excellence to Jemena customers

The panel's final report, containing a description and rationale for each of the recommendations, was presented to Jemena Executive General Manager Shaun Reardon at the end of the deliberative process.

This report can be found in Appendix 2.



PANEL FEEDBACK

Panel members were invited to complete a survey at two points in the process:

- ◆ After the meet and greet session (38 of the participants responded to the pre-deliberation survey).
- ◆ After panel completion (38 of the participants responded to the post-deliberation survey).

Feedback received has been summarised in the sections below.

INVOLVEMENT IN CIVIC AFFAIRS

Survey respondents said they thought they would be much more likely to participate in civic activities in future (i.e. get involved in government decisions that affect them) after being involved in the deliberative process.

At the beginning of the process, 60% of the group either were not involved in civic activities in the past or had had very little involvement and only 22% said they had been 'involved' or 'highly involved' in the past. By the end of the process, 82% said they thought they would be involved or highly involved in government decisions that affected them in future.

PRE-DELIBERATION QUESTION

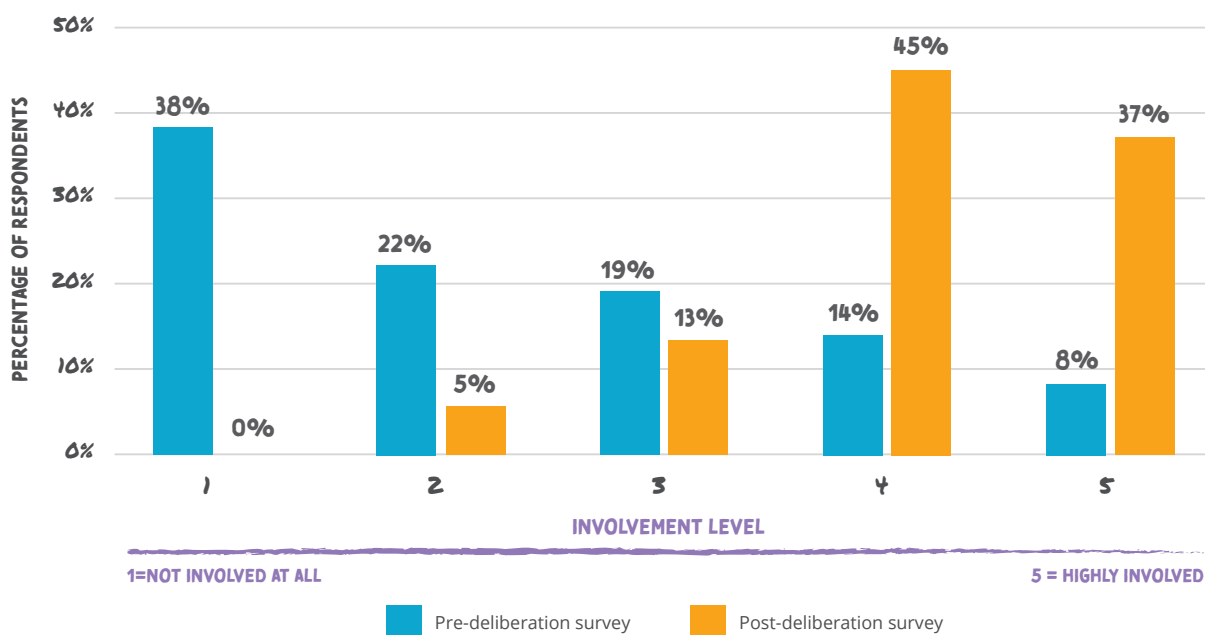
How involved are you currently when it comes to government decisions that affect you?

POST-DELIBERATION QUESTION

Now you have had this experience, how involved might you be in the future when it comes to government decisions that affect you?

SCALE/MEASURE

1=not involved at all and 5=highly involved



INFLUENCE AND IMPLEMENTATION

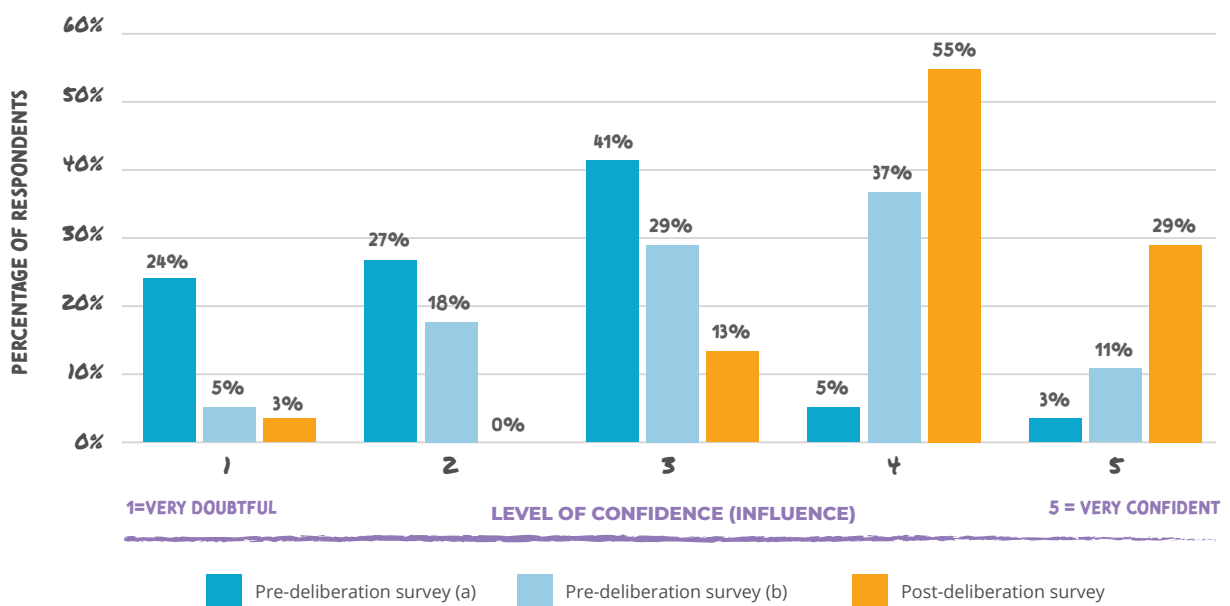
Participants were asked two questions in the pre-deliberation survey. First, they shared how confident they had felt in the past about the community’s ability to influence the sponsoring organisation’s decisions in general. They were also asked to indicate how confident they felt that the sponsoring organisation would implement their recommendations on the issue they were about to deliberate on. Results of both of these questions were then compared to the results of one post-deliberation question.

Pre-deliberation question A: Panel members were asked how confident they had been in the past that community input would influence Jemena’s decisions. At the start of the process, 51% said they were very doubtful and doubtful that community input would influence Jemena’s decisions in the past. 8% said they were confident or very confident.

Pre-deliberation question B: The panel members were then asked to rate their level of confidence in Jemena implementing the work of the panel. 48% responded that they were confident or very confident, and 23% were doubtful or very doubtful.

Post-deliberation question: Following the panel process, 84% of panellists were very confident or confident that the work of the panel would be implemented and only 3% were very doubtful or very doubtful.

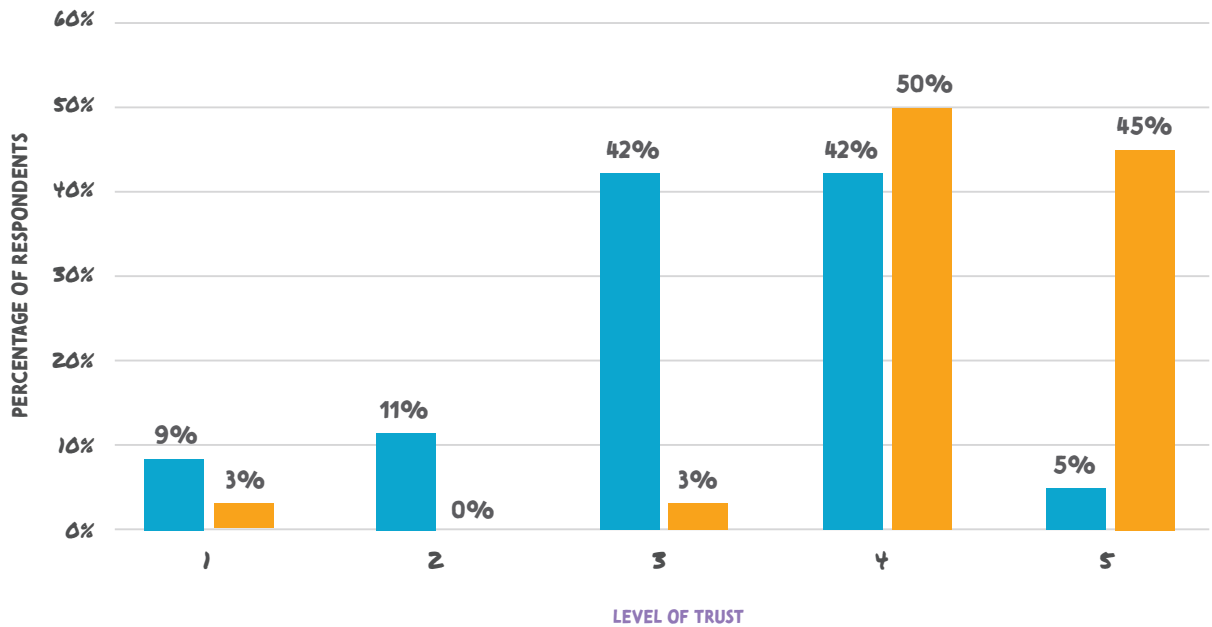
PRE-DELIBERATION QUESTION A	In the past, how confident have you been that community input will influence Jemena's decisions?
PRE-DELIBERATION QUESTION B	How confident are you that your recommendations on this current issue will be implemented by Jemena?
POST-DELIBERATION QUESTION	Now that you have been through the process, how confident are you that your recommendations will be implemented by Jemena?
SCALE/MEASURE	1=very doubtful at all and 5 =very confident



TRUST

Panel members reported an increase in trust in Jemena following the deliberative process. 95% of panel members felt that Jemena was 'trustworthy and accountable' or 'very trustworthy and accountable' by the completion of the process, compared with 47% at the commencement of deliberations.

PRE-DELIBERATION QUESTION	In your view, how accountable or trustworthy do you think Jemena is?
POST-DELIBERATION QUESTION	How accountable or trustworthy do you think Jemena is now that you have been through this experience?
SCALE/MEASURE	1=not trustworthy or accountable at all and 5=very trustworthy and accountable



1=NOT TRUSTWORTHY OR ACCOUNTABLE AT ALL

5 = VERY TRUSTWORTHY AND ACCOUNTABLE

■ Pre-deliberation survey ■ Post-deliberation survey

COLLABORATION & OVERALL PROCESS AUTHENTICITY

Before deliberations commenced, panel members were asked to indicate how collaborative, genuine and worthwhile they thought Jemena had been in the past with their community engagement activities. 31% of participants felt that Jemena had been 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile' in the past. By the final session, 89% of panellists felt that this deliberative process had been 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile'.

PRE-DELIBERATION QUESTION

How collaborative, genuine and worthwhile do you think Jemena's community engagement activities have been in the past?

POST-DELIBERATION QUESTION

How collaborative, genuine and worthwhile do you think Jemena's engagement activities have been through this experience?

SCALE/MEASURE

1=not collaborative, genuine or worthwhile at all and 5=very collaborative, genuine and worthwhile

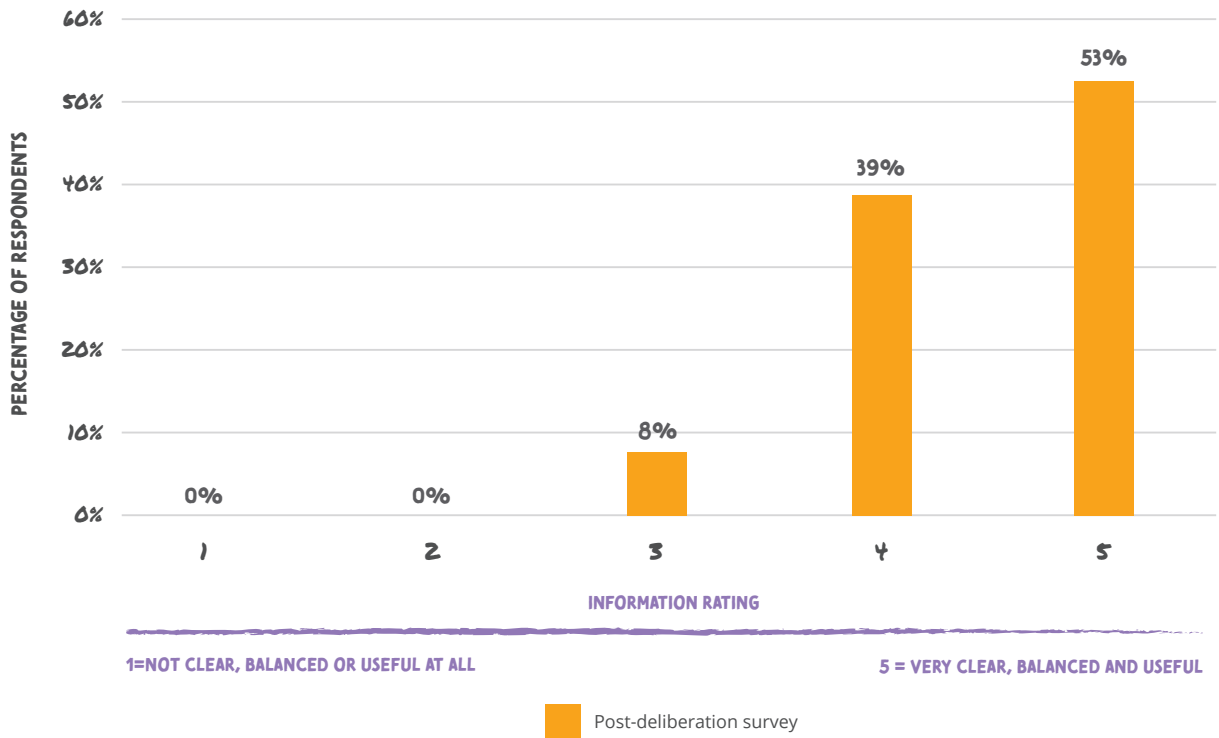


CLEAR, USEFUL AND BALANCED INFORMATION

Panellists were asked to consider how clear, useful and balanced the information they had been provided throughout the process was. They were asked to consider this in the context of how the information provided had helped them to respond to the remit. This question was only asked at the end of the process and hence there is no comparison of pre and post survey results. Overall, 92% of panellists felt that Jemena had provided 'clear' or 'very clear, useful and balanced information' throughout the process.

POST-DELIBERATION QUESTION How clear, useful and balanced was the information provided to you during this process? (i.e. to what extent was it helpful in supporting you to respond to your remit).

SCALE/MEASURE 1=not clear, useful or balanced and 5=very clear, useful and balanced



QUALITATIVE FEEDBACK

Three questions were asked at the completion of the Jemena People's Panel to better understand participants' overall experience of the process. All questions were asked in the post-deliberation survey. The participants' comments have been provided in full, unedited, below.



QUESTION 1

What did you like about the process you went through as a panel?

The respect from all parties

The juice box [AI]. Coffee machine. Meeting diverse people. Learning about a unique business/industry.

Great learning.

Resulted in worthwhile and substantial issues.

Learning about Jemena and working with a large team of people to achieve a complex goal.

I loved the interactive session and site tours. It was such a lovely bunch of people to work with, enjoyed getting to know the diverse group on a personal level.

The guidance given, and the explanations given at all times.

The Jemena team were very helpful and welcoming. The activities were managed in a way that was very bite sized and manageable without being boring or rushing.

The direction provided by facilitating team. The Jemena involvement. The useful feedback from reps on external panels. The order, organisation & timelines. The ease & friendly people and environment. Being part of, contributing and

seeing the process evolve into the final result. Getting the feeling of 'Job Well Done'. The refreshments provided. The facilities. The payment at the end. And last but not least, the group photo at the end - coming from a large family and throughout the years, at least once a year at the end of a family gathering, we would have a group/family photo taken with all who were present - I got this comforting/belonging feeling again at the end of the Jemena People's Panel last day.

Collaborative, open. Diverse perspectives and space created time and respect so people were heard.

Learning new things relevant to the environment around me and meeting new people.

Good to have a group that size. Jemena staff were fabulous-informative, responsive. The site visits were terrific. Mosaic Lab staff were very good. Facilitation models were excellent - varied, achieved outcomes. Thought the smaller panel groups were a good idea, & valuable to hear from them. Stipend was generous.

The knowledge gained and the accessibility of the process. It was well guided to get us to a position to be confident and capable of providing the recommendations.

Learning so much about the industry.

Felt as if my opinion mattered.

Teamwork.

Learning, expert talks, fairness, variety, being informed and prepared prior to activities. Facilitators were very engaging and making all comfortable.

The diversity of backgrounds and experiences enables broad spectrum and multi-faceted review with many insightful viewpoints.

Very organised, informative, helpful team both from Jemena and Mosaic.

How a community formed out of nothing :)

The information provided by Jemena's team.

Extensive information provided to the panel with many perspectives represented.

The whole process of the people panel program was great. It was well planned understanding that all panel members come from very different level or knowledge and understanding about electricity distribution and everything that happens around it.

From knowing nothing to getting information to make Ing reconditions.

It was engaging and the way the process was done.

MosaicLab made the process and info extremely easy to absorb and engage in.

Clear, collaborative and well-paced.

It was very informative and interesting.

The information and availability for questions from Jemena was phenomenal. No question was a wrong question, and you could tell there was effort and intention in the answers.

Facilitation being top-notch.

Well organised and informative.

The brainstorming was very interesting. Being able to take in different viewpoints I might not have access to otherwise.



QUESTION 2

What would you suggest we could improve about the process you went through

Perhaps leave in some specific recommendations. Some became vague/general, so that it was hard not to agree, but to what, when Jemena then can interpret anything broadly from them, so does that equal follow through from our recommendations. I'm not sure it does.

Nil.

More discussion, debate and research and less about the process methodology.

Don't use Google docs.

Would have liked more information earlier on in the process. It felt like we could have gone faster at the start to spend more time on the actual recommendations. The first 2 sessions (into & meet & greet) could be combined into one session. Appreciated that the team took our feedback along the way seriously. Thank you for the coffee. Would have liked more time on the final day. It felt like the person leading the final session became quite directive which at times was uncomfortable. Would have been great to be shared with the co-facilitator.

Perhaps a small questionnaire at the beginning to ascertain if anyone has special needs, (hearing, sight, etc).

Some bits felt a bit boring, especially the final run through of the recommendations at the end. Would have liked that to be streamlined our time more effectively.

Seemed a slow start with minimal pressure which gathered momentum toward the end of the process. Felt the pressure the last 2 sessions. A bit too dragged out in first 3 introductory sessions - Interesting but a bit too repetitious.

Nothing.

Portal wasn't used or referenced much.

Content from previous sessions not revisited. Even though a lot was displayed, not much time free to review.

There seemed to be a moment when we shifted from input to idea generation. It felt abrupt. Perhaps reminders that emerging thoughts could form ideas from early sessions.

Curtailling unhelpful or repetitive interruptions. Understand everyone is a contributor but at a point it holds up conversation and is no longer constructive.

Process very good.

Make it shorter.

More independent source of information.

All worked very well. More coffee and warm food.

Assuming not cost prohibitive I'd like to see one more day of hashing out the recommendations. Shorten the learning days if necessary.

More time in discussion - some very rushed sessions with the recommendations, but then other sessions dragged on a bit.

Make it clear that help getting to the venue is on offer.

I would have preferred to eliminate some proposals soon after they were first compiled. We had to spend time refining ideas that weren't popular throughout the group.

The music is not needed when getting information in our groups just so we are changing now.

Group engagement was good to get results.

Include pronouns on name tags by default. As a trans person I wrote my pronouns on my name tag, which felt a bit isolating and stressful due to it not being the norm. It prompted some uncomfortable questions from other panel members

Not much.

It was great.

To get the results MosaicLab did I don't think anything needs changing.

I feel as though it was as streamlined as it could be given the circumstances.



QUESTION 3

Any other comments about the process?

Would be interested in a better chance to say goodbye to Jemena and the group, e.g. a drink locally after.

I had some food poisoning from the GF pack. Apologies I did not report it the first time. Was quite severe, 4-5 days recovery unlike I have had before, lots of pain. I did not eat it the second time it was ordered for me. I'm ok. Just wanted to give you a heads up.

Nil.

Jemena and MosaicLab did a great job facilitating a very specific task with such a diverse group of people. Well done team.

Very professionally done, very good at making people comfortable, & Jemena staff were extremely approachable, patient & helpful.

I like the 'No distraction' approach with the facilitators. I.e. same/similar clothing worn for duration of process. And. Boy they are SHARP.

Nope.

Well done to all. I hope this process leads to a genuinely valuable contribution for Jemena.

There is a potential issue in the formulation of the recommendations, since small groups rewrite and tailor, a recommendation may start of making point A and receiving high approval. But when the second or third group rewrite/amend it, the core point of the recommendation can be completely changed without regard to the high approval of the initial points being communicated.

Good to meet other panel members as well as Jemena staff. Venue and food all very good.

I was happy with the process.

Great work and what an experience!

Commend the team at MosaicLab for making the process enjoyable yet productive. Commend Jemena for giving up so much staff time to support the process. It left me with an impression that they value this process and the resulting recommendations.

No - thank you for the opportunity - I did learn a great deal about the supply and distribution of electricity.

Many discussions deviated from the remit, because of the complex nature of the goal. Focussing the group on the remit was a constant challenge, and any further help to achieve this by the experts would have improved efficiency.

Well thought out and executed very good experience well done.

Can consider shortening the session hours to half day.

I'm happy the way it went.

Well worth it.

No.

Very professional :)

None at all. Well done team.



NEXT STEPS

A recall session is being planned for August 2024. This session will provide an opportunity for the panel to hear how Jemena have incorporated their recommendations into the draft plan and to test and provide feedback on the plan.










APPENDIX I

PEOPLE'S PANEL WORKING AGREEMENTS




People's Panel
Working Agreements

	<u>We will....</u>	<u>We support each other by...</u>	<u>What do we need to do to bend and flex</u>
 <p>Learn with openness and promoting equal voices</p>	<p>Listening actively. Ask appropriate questions. Be honest and open to new learning. Ensure all members have a voice.</p>	<p>Confirm whether they have contributed and are happy with response and given opportunity to add individual ideas. Noticing if some people aren't feeling comfortable and encourage people to use the word "park" to signify we are not comfortable.</p>	<p>Agree to disagree 80% rule. Be open to ideas (new or different). Be flexible (to embrace differences). Do not dismiss opinions that you may not agree with Do not be judgmental. Allowing to check-in and pass when we need to.</p>
 <p>To achieve successful outcome</p>	<p>Respecting all views staying focused.</p>	<p>Allowing everyone to express their opinions and those opinions are respected.</p>	<p>Listen. Respect. Compromise. Accept and appreciate.</p>
 <p>Every idea has merit and valued</p>	<p>Hear and respect everyone. Take each other's opinions and differences into consideration and do our best to understand. Value all experiences and thoughts. Agree that we might not agree, but we will all present and engaged. Lift each other up!</p>	<p>Active listening. Being patient. Allow voice to be heard. Considering the alternative views.</p>	<p>Explore each other's point of view. Always question the status quo. Seek understand alternative. Practice yoga.</p>
 <p>Genuine collaboration and back it up by facts</p>	<p>Ensure time for everyone. Encourage participation and active listening. Open-minded, listening, not being judgmental. Discussing your opinion and not holding it in.</p>	<p>Employing patience, being mindful and respectful. Holding each other accountable. Not making assumptions or jumping to conclusions. Not being biased or at least calling it out. Be respectful.</p>	<p>Adapt communication styles to suit others. Analyse information objectively. Remain open minded, be mindful of others lived experiences and backgrounds. Step outside of our comfort zone, acknowledge the challenges. Be flexible to let go of existing beliefs or have them challenged. Be curious.</p>
 <p>Respecting each other</p>	<p>Listening to someone and creating the space for others to speak. Be punctual and respect agenda times. Be prepared and concise. Do not jump to conclusions, be flexible in your thinking. Think about would you live with it? Would others? Stick to the remit.</p>	<p>Redirecting a discussion back to the remit. Inviting others to re-engage. Acknowledging that some can do more prep than others.</p>	<p>Bring the spirit of 'sharing and caring'.</p>
 <p>Share and listen!</p>	<p>Everyone has the opportunity to share experiences and opinions.</p>	<p>Understanding our different styles. Be conscious of yourself if you are sharing too much / too little. Draw in voices that have not been as vocal. Try to be respectful.</p>	<p>Invite people to consider the task / question and whether their view fits. Break down the question and answers / views.</p>
 <p>Get a results!</p>	<p>Work hard to achieve our results. We will stay focused.</p>	<p>Asking the facilitators for guidance where necessary. Checking facts and asking more questions. Questioning if we are helping to solve the problem or going off track.</p>	<p>Listen carefully to each other. Remind ourselves that it is only seven sessions - hang in there and we all opted in. Be clear on how important it is and the priorities.</p>




Below is the Jemena People's Panel report at the end of the deliberative process (day 5). Nothing has been edited or changed in this report to ensure the words of the panel members themselves are directly relayed to Jemena.

Jemena Electricity Network Pricing Reset Recommendations Panel Report


April 2024

Remit

Our challenge



How should Jemena prepare for a sustainable energy future while meeting customer and community needs today?



Introduction

Jemena's People Panel was formed to represent customers from across Jemena's network and to help Jemena understand how they can prepare for a sustainable energy future, while meeting customer and community needs today.

The People's Panel is a diverse selection of Jemena's customers, incorporating all walks of life - cultural diversity, age, gender and geographic location.

The People's Panel spent 5 Saturdays together over 6 months, learning about the role Jemena plays in the electricity supply network. The Panel were assisting Jemena with their 5-year regulatory proposal for the period 2026 - 2031, as part of their requirement to the Australian Energy Regulator.

The Panel has formed 16 recommendations that you will find within this report.

We incorporated feedback from 6 customer voice groups, first nations, multicultural, mental health, disability, seniors and young people.

The Australian Energy Regulator will review our recommendations as part of Jemena's submission.

Jemena should consider to the maximum extent possible, the following recommendations on their 2026 – 2031 electricity distribution regulatory price reset

Recommendation 1

Heading:	Equitable and Fair Tariff Reform
Description:	<p>Implement a tariff structure that is fair for different types of consumers e.g. solar (with or without battery) vs non solar. Tariff structure to be as follows to make it fair based on your usage and supply capability.</p> <p>Consumption Charges: (applies to everyone)</p> <ul style="list-style-type: none"> • Supply Charge - 3 tiers of supply charge based on how much you use during the day, e.g. low, medium, high consumption • Consumption Rate - 3 tariffs of consumption, Off Peak, Solar Soak, Peak <p>Feed In Credit (reward for feeding in solar):</p> <ul style="list-style-type: none"> • Daytime solar soak reduced Credits • Nighttime peak time higher feed in Credit (benefits battery owners) <p>Export Tariff: opt in charge for users to export to the grid, this gives access to higher feed in credits.</p>
Rationale:	<ul style="list-style-type: none"> • To ensure inclusivity and financial benefits for different consumer groups, i.e. socio-economic backgrounds. • Incentives everyone to tailor their consumption behaviour to suit their requirements Vs cost savings • Balances the load/generation on the grid reducing over generation during the day meaning lesser requirement to augment the grid to support over generation. • Encourages continued sustainable energy adoption and practices (solar, battery and consumer behaviour). • Incentives generators (solar owners) to take on in home battery systems to get better feed in rates. • Tiered supply charges make it fairer for different consumers, e.g. lower consumption means lower supply charge, whereas currently it is a single supply charge for all

Recommendation 2

Heading:	Corporate responsibility - addressing sustainability/carbon footprint
Description:	<p>Jemena to commit and continually improve on its environmental practices and continuously reduce its impact on the environment.</p> <p>Jemena to undertake and investigate improvements to its own operations (e.g. electrified fleet vehicles, office spaces to use solar), to reduce the impact on the environment.</p> <p>Currently implemented equipment to be replaced with sustainable options once they reach the end of their life cycle (e.g. wooden or concrete poles)</p> <p>Jemena to clearly communicate their net-zero plan and carbon offset strategies to customers and the public.</p>
Rationale:	<p>There should be long term commitments toward environmental targets to ensure a sustainable future.</p> <p>Communication and transparency with customers builds trust and overall satisfaction with Jemena's business practices.</p> <p>By implementing new technologies or sustainable options in their practice, Jemena can further reduce its impact on the environment without putting the cost on customers.</p>

Recommendation 3

Heading:	Network Reliability
Description:	<p>Jemena needs to prioritise investing in reliability by assessing, building, and maintaining the network to meet changes in operating conditions and withstand network failures.</p>
Rationale:	<p>It is important to invest in network infrastructure with a focus on:</p> <ul style="list-style-type: none">• Improving and maintaining service standards and customer experience• Reduced frequency in power outages• Continue to invest in upgrading the network's ability to "self-heal"• Flexibility to accommodate network growth and demand

Recommendation 4

Heading:	Network Resilience
Description:	Jemena needs to prioritise investing in network resilience so it can withstand and recover from the effects of a natural hazard or disaster.
Rationale:	It is important to invest in network infrastructure with a focus on: <ul style="list-style-type: none">• Replacing and upgrading fragile assets• Using technology to better predict, manage and respond to significant outages• Minimise impact on the customer• Develop, maintain and implement a Resilience Strategy.

Recommendation 5

Heading:	Digitisation and automation to increase economic efficiency
Description:	Innovation to achieve greater efficiency with a lower network cost recouped over time Use digitisation and automation technology (AI programs) Using advanced monitoring equipment for determining replacement/upgrading of wires Upgrade & reconfigure network i.e. to increase & decrease voltage
Rationale:	<ul style="list-style-type: none">• make smarter decisions based on factual parameters (consumer usage, distribution factors)• monitor the network to rationalise the distribution to maintain the network stability• generate efficiency to reduce cost (such as cost of upgrading network) * Drive efficiencies and reduce costs associated with network upgrades by adopting digital technologies and automated processes.• long term savings through less maintenance of assets and less operational manual inputs

Recommendation 6

Heading:	Enable storage by distributors
Description:	<p>Research and develop options and alternatives for energy storage with the intention of installation.</p> <p>Advocate to regulators and governments to allow network businesses to own and operate batteries.</p> <p>Collaboration with Victorian Government and peer Victorian electricity distribution businesses to share learning and develop common standards.</p> <p>Standardising battery connection arrangements using a simplified model to minimise costs and accelerate distribution.</p> <p>Utilising mobile storage to react to major events and provide network support where needed on a short-term or temporary basis.</p>
Rationale:	<ul style="list-style-type: none"> • Batteries act as a communal backup for severe weather events and also for damage to infrastructure, and enhance maintenance downtime. • To reduce grid instability, promote efficient use of electricity during peak times, and allow customers to utilise electricity flexibly without being affected by the export charge. • To improve grid stability by removing over supply issues and remove the need for the export tariffs • Large scale storage is more commercially viable and environmentally feasible than individual household/business batteries • Help combat the disruption of solar export across the grid. • Jemena could possibly use this stored energy to offset operational costs e.g. charge EV trucks, offices etc. (This may cause problems as power is generated by customers.) • Jemena could also pull data from existing case studies or other implementations of communal batteries to further justify use-cases that we haven't thought of yet. May even refer to other countries who have a different rule set to us, and analyse the pros/cons of the situation.

Recommendation 7

Heading:	Customer Education
Description:	<ul style="list-style-type: none"> • Provide customers with tailored information to guide their decisions about energy usage and investments to reduce their costs and use renewable energy, for example <ul style="list-style-type: none"> ○ How time-of-use tariffs affect bills, and strategies to benefit from this ○ Benefits of investing in rooftop solar, batteries, and EVs ○ Impact of appliances on bills and sustainability • Ensure information is easy to access, understood by <i>all</i> customers, relevant and practical. Particularly important to communicate through diverse channels and media to reach customers with different abilities.
Rationale:	<ul style="list-style-type: none"> • Influence customer behaviour and investment decisions that would contribute to the grid stability with minimal upgrade to the grid infrastructure. • Empowering customers to engage in behaviour and decision-making that increases sustainable energy usage and is cost saving. • Promote transparency and understanding in billing and costs relative to customer usage and energy sources.

Recommendation 8

Heading:	Jemena to maximise green energy within their focus
Description:	Jemena to research and investigate solutions: <ul style="list-style-type: none">• to uptake more green energy from:<ul style="list-style-type: none">◦ Customer Energy Resource (CER)◦ Green energy generators• to create an ideal grid that is more conducive to solar uptake and distribution
Rationale:	Reduce carbon footprint and promote sustainability. Support the growing push/options for green energy. Current network setup is not ideal to uptake more CER.

Recommendation 9

Heading:	Collaboration to ensure efficiency
Description:	Widen collaboration (sharing of ideas and information, getting advice, discussing strategy and implementation) with various groups/stakeholders within their areas of expertise, allowing a streamline in effort, time, and cost expended.
Rationale:	To collaborate on recommendations in line with respective parties' expertise to seek cost effective and sustainable outcomes for best practice. <ul style="list-style-type: none">• Collaborating with peer energy distribution businesses to ensure investments in infrastructure and technological advancements being implemented are most beneficial• Collaboration with energy groups, councils, on sustainability approaches and implementation• Collaboration with retailers and end users on consumer experience and expectations The above would reduce duplication of effort, share cost benefit across the industry, and encourage joint investment in technology and sustainability practices.

Recommendation 10

Heading:	Incentivise battery take-up
Description:	<ul style="list-style-type: none"> • Encourage investment in batteries to help offset the increasing amount of solar being generated by more and more households. • Enable incentives to support battery uptake (such as rebates, lower tariffs etc.) to allow Jemena to better manage solar soaking. • Redistribute the stored energy during nighttime peak across the network, providing lower tariffs for all customers (both solar and non-solar). This makes the distribution more efficient and cost effective for everybody (including Jemena).
Rationale:	<ul style="list-style-type: none"> • Reduce grid stress and prepare for future increase of solar implementations. • Trigger enablement of new systems which are needed to manage a new era of upcoming technologies which are inevitably required. • Benefit ALL customers by redistributing excess stored energy.

Recommendation 11

Heading:	Long-term sustainable operation of Jemena’s grid and network
Description:	<p>Jemena to commit to environmentally sustainable operations of the company. Using technology and sustainable alternatives for the management and development of the grid infrastructure that would:</p> <ul style="list-style-type: none"> • Be cost effective in maintaining the future network. • Provide long-term savings to Jemena and its customers. • Be adaptable and scalable for future needs*. • Reduce Jemena’s overall carbon footprint. <p><i>This recommendation should not impact network resilience or reliability.</i></p> <p><i>*This recommendation has been developed initially for the ‘2026-2031’ period, it recognises that there will be changes in technology etc that will impact sustainability choices in the future.</i></p>
Rationale:	<ul style="list-style-type: none"> • Prioritise environmental sustainability. • Achieve carbon reduction targets. • Ensure affordability while meeting ethical and community expectations.

Recommendation 12

Heading:	Preparing for Electric Vehicle charging increase
Description:	<p>Jemena to plan and monitor the use of EV. Use the data to encourage EV charging station providers to install publicly available charging within the Jemena network area. Align goals with projected EV demand.</p> <p>Support industry partners in increasing the number of EV chargers, enabling an operating model that minimises negative impacts on the grid and customer costs.</p> <p>Develop and communicate clear guidelines to EV charging customers (e.g. how to use, when to use, charger locations).</p> <p>Collaborating with councils to optimise EV charging solutions (e.g. EV car spaces and location selections).</p>
Rationale:	<p>Publicly available chargers would allow people to charge their vehicles during the daytime, contributing to grid stability to solar soak periods. Public places could include train stations, shopping centres and hospitals; anywhere people leave their cars for long periods of time during the day.</p> <p>Communicating clear guidelines to customers ensures they know the best way to utilise EV charging.</p>

Recommendation 13

Heading:	Transparency in Tariff Structures to allow consumer choice
Description:	<ul style="list-style-type: none">• Provide clarity of tariff structures (relevant times/prices) to assist consumers in making informed decisions that align with their energy needs and preferences against the offered tariff structures• Achieve better understanding of the different advantages/disadvantages of various tariff structures for solar and non-solar customers
Rationale:	<ul style="list-style-type: none">• Understanding of different tariff structures available ensuring customers can choose one that best suits their needs (potentially by working with retailer during sign up etc)• Ensuring that tariff information is accessible and understandable to everyone.

Recommendation 14


Heading:	Jemena to champion renewable energy in new developments & housing estates
Description:	Jemena to champion the use of renewables (solar) and energy storage (batteries) in new building developments and housing estates. Jemena to encourage the use of renewables and energy storage where possible to help reduce network and customer costs.
Rationale:	Installing energy storage from the start reduces cost of acquisition. Future proofing building for renewables whilst reducing distributor network costs. Reduces ongoing costs for all customers on the network.

Recommendation 15

Heading:	Efficient and accessible communication from Jemena to customers
Description:	<ul style="list-style-type: none">• Increase access to special needs customers with accommodations for advocates or a proxy as point of contact.• Accessible and varied channels of communication to ease customer access• Timeliness of communication• Transparent and clear information• Make Jemena more approachable to customers through two-way communication• Continuous development focused on improved communication.
Rationale:	<ul style="list-style-type: none">• Increase public understanding of information from Jemena and reduce confusion• Improve customer service and satisfaction• Reduce anxiety and uncertainty of customers

Recommendation 16

Heading:	Ongoing service excellence to Jemena customers
Description:	<p>Ensuring ongoing service standards to its customers in the delivery of Jemena's services across the board.</p> <p>Ensure Jemena's excellence at all levels, benchmarked with its peers (other distributors), the regulatory body and its customers.</p> <p>Service excellence focused on KPIs that's transparent, monitored, tracked and communicated publicly.</p> <p>Ongoing improvement through implementation of latest technology.</p> <p>Provide opportunities for feedback, and perform internal reviews, to identify opportunities of improvement to service standards.</p>
Rationale:	<ul style="list-style-type: none">• Improve Jemena's reputation and standing• Improve customer satisfaction across the board• Ensure Jemena is held accountable and maintains customer interest at heart.



PLEASE NOTE: This report has been prepared by MosaicLab on behalf of and for the exclusive use of Jemena Electricity Network (Jemena). The sole purpose of this report is to provide Jemena with materials produced at the forum.

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MosaicLab is a Victorian-based consultancy that specialises in community and stakeholder engagement, facilitation, negotiation, strategic planning and coaching.



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