



The Energy Charter

2020 Disclosure Report to the IAP

Leveraging high impact points to drive meaningful change for customers





Message from our Chair

The Energy Charter, starting to deliver

The Energy Charter is a whole of sector initiative of 19 CEOs working together across electricity, gas and renewables to put customers at the centre of our businesses. We are not an industry body or a regulator – the Energy Charter is focused outward, on our customers, not on ourselves. We aim for “highest common denominator” – pushing each other to deliver for customers by promoting examples of best practice for signatories to adopt and collaborating in targeted groups to deliver specific projects through our #BetterTogether initiatives.

Last year was foundational for the Energy Charter. In 2020, it is all about delivery: what is different and better for our customers because the Energy Charter exists? This has been an extremely challenging year for our customers, communities and signatories with bushfires, floods and the COVID-19 pandemic. However, with these challenges also come unique opportunities to better support Australians, to step beyond business-as-usual and demonstrate as a sector we are working together on the vision of the Energy Charter to “deliver energy for a better Australia”.

REAL CHANGE FOR CUSTOMERS

What have we done that has made an actual difference for the customer this year? My top three:

1. Stakeholders have told us that it is hard to get an overall picture of the level of customer service that the industry provides. In response, **we have committed that each signatory will disclose their customer satisfaction scores**. This transparency gives customers and stakeholders an ability to assess the sector as a whole, how individual companies compare and how we are developing over time. This will help drive further improvements in customer experience across the energy sector.
2. **We have sponsored more than 10 #BetterTogether initiatives** that focus on specific issues to drive real change for customers (as recommended by the Independent Accountability Panel (IAP)). This is an important cultural shift: groups of businesses working together in a nimble fashion to deliver specific outcomes for customers. There are some great initiatives including **improving electricity and gas connections, getting concessions to the right people and improving energy literacy** for culturally and linguistically diverse communities.
3. **We have supported customers impacted by COVID-19** by uniting with one voice and letting our customers and communities know **“We’ve got you”** in a national awareness campaign translated across 10 languages, together with customer resources for COVID-19, including for students.

MATURING OUR PROCESSES AND STRUCTURES

2020 has also seen real progress in maturing our architecture to be fit for the next few years. We are accountable to stakeholders through the End User Consultative Group (EUCG) of over 15 stakeholder organisations. EUCG meetings have settled into a rhythm of constructive challenge– are we really delivering on the frontline? Thank you to Energy Consumers Australia who have built on their foundational role in the Energy Charter with their Interim CEO Lynne Gallagher stepping into the EUCG Chair.



The signatories, and this year the Energy Charter itself, are also accountable to the IAP through the annual disclosure and assessment process. Our inaugural IAP was appointed for one year only and we thank our outgoing Chair, Wendy Craik and panellist, Philip Weickhardt for their service. We welcome Clare Petre, the incoming Chair and continuing panellists Andrew Richards, CEO of Energy Users Association of Australia and Cassandra Goldie, CEO of Australian Council of Social Service. Importantly the new IAP is in place for three years, providing continuity and allowing all of us to raise our heads and plan for the medium term.

The IAP disclosure process is streamlined this year: a maximum of 10 pages, leaving 'no room to hide', just an honest assessment of what we have each delivered for customers, progress since last year and what we still have to do. The IAP Report will no doubt be similarly short and concise and will hold us to account on what we have and have not yet delivered for customers.

DRIVING CULTURE CHANGE FROM THE TOP

During 2020, the CEO Council's ambition is that the Energy Charter makes a real difference for customers. We are doing things differently: many discussions between CEOs, senior executives, customer representatives and others would simply never have taken place had it not been for the Energy Charter. The CEO Council has set the tone to drive customer focus within each signatory. There is a deepening understanding of the Energy Charter principles within each business. We are driving improvement through the #BetterTogether initiatives. We are also collaborating more, both across the supply chain and with customers, communities and their representatives.

However, as the IAP acknowledged in their 2019 Report, transformative culture change is not an overnight task. It is a shift that requires changing the hearts, minds and approach of our entire sector. This will take years of sustained and committed action with leadership from all parts of businesses and importantly, ongoing engagement with our customers and stakeholders. The voices of our customers and communities are what will drive our change.

SIGNS OF PROGRESS

Recently, one of the EUCG members asked me what encourages customer focused change across signatories. The best way is to reinforce our emerging culture of 'highest common denominator' or 'levelling up' by calling out examples of great practice and challenging all of us to adopt them. Recent customer satisfaction indicators suggest we were making progress pre-COVID-19:

- Before the lockdowns, satisfaction with the overall delivery of electricity and gas services was up 8 percent to 77 percent for household consumers and for small businesses is up 12 percent to 71 percent. All states now rate value for money of their electricity service above 50 percent for the first time, and the national result on this measure was up 10 percent to 57 percent: [ECA Sentiment Survey Findings: June 2020 + COVID Special Report](#) (the ECA Research).
- Consumers were the most satisfied they had ever been with their access to energy information – 55 per cent said they easily understood information was available to them and complaints are down by 4 percent, continuing a three-year downward trend: [Australian Energy Market Commission 2020 Retail Energy Competition Review](#) (the AEMC Report).

MORE TO DO IN 2020 AND BEYOND

On behalf of the CEO Council, the Industry Working Group (IWG) and everyone else who has contributed, I am proud of the work done through the Energy Charter in 2019-2020. Things are beginning to change for our customers because the Energy Charter exists. This unique collaboration encourages us to do better. We welcome the input of the IAP to push us faster in the right direction.

Ben Wilson,
Chair of the CEO Council, CEO AGIG

#BetterTogether - Leveraging high-impact change



WHY? The IAP's recommendation that signatories identify and leverage high impact points to drive meaningful change for customers (Key Theme 3) is brought to life through #BetterTogether (BTs) initiatives, which are shared below with reference to their Energy Charter Principle and IAP Report recommendation alignment.

In a nutshell, the #BTs are collaborative initiatives across the energy supply chain that:

1. Focus on customer pain points and co-design opportunities through an innovation framework to deliver better outcomes in alignment with Energy Charter Principles, going above and beyond compliance (IAP R6)
2. Drive customer-centric culture change deeper within signatories, creating a #BT community that connects collaborators across the energy sector. It allows them to share experiences and learn from others, while contributing to better customer outcomes. Individuals and organisations are showcased for the inspiring work they are doing



WE HAVE:

- More than 150+ direct representatives across 19 signatories and multiple stakeholders engaged in over 10 #BTs including end-user representatives, regulators and other organisations
- Started with key customer pain points and leveraged an innovation framework of 'ideate, incubate and accelerate' to co-design each #BT in alignment with Energy Charter Principles

- Collaborated with a human-centred design expert from Energy Queensland to facilitate and support the #BT innovation framework
- Created opportunities for customer and stakeholder input into #BT ideation including through a kick-off and prioritisation workshop in Melbourne in August 2019
- Appointed #BT co-leads, who have stepped up to lead the initiatives and drive collaboration across the sector. In some cases this has extended to the leveraging of extensive internal resources including legal drafting and reviews
- Designed clear project scopes and customer outcome targets
- Communicated the ongoing progress of the #BTs and showcased #BT champions by launching a dedicated [#BetterTogether webpage](#), [monthly email updates](#) and [social media](#)
- Established accountability and transparency through regular reporting to the IWG and CEO Council on progress and project support through the Energy Charter Director



WE ARE MAKING A DIFFERENCE BY working through our [Ways of Working \(WoW\)](#): focused on empathic communications, mutual respect, building trust, diversity and shared values. Having the right culture underpins the way we behave, the decisions we make and the outcomes we deliver.

We are also guided by our membership in [The Ethics Alliance](#) on how we approach customer outcomes through #BTs, particularly on issues such as "fairness" (Principle 4.1) and balancing short and longer term goals.

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The Energy Charter has definitely promoted greater collaboration across the industry – we now have contacts within each business, and it has made it easier to reach out and share information without the barriers that existed or we thought existed.... we are all working towards the same goals.

– Nadia Janevski, Energy Charter Champion APA Group

Principle One: We will put customers at the centre

#BetterTogether - KNOW YOUR CUSTOMERS AND COMMUNITIES

Led by Powerlink Queensland and Essential Energy together with APA, Endeavour Energy, Energy Queensland, Jemena and TransGrid consulting with National Consumer Roundtable

 **WHY?** Diverse customer and community voices, heard at all levels within businesses and across the sector, need to shape the expectations of the energy industry (IAP Key Theme 1). The important work by advocates on the [Future Energy Vision of Australian Consumers](#) and the [New Energy Compact](#) has helped to further shape our understanding of our customers and communities.

WE HAVE:

- Leveraged a [Shared Learning Platform](#) to highlight better examples of customer and stakeholder engagement across signatories including [Jemena's People Panel](#) and [AGIG's commercial shipping customer engagement](#)
- Knowledge shared on topics such as customer segmentation (IAP R1 and 2), vulnerable customer engagement (IAP R3) and corporate giving (IAP R5)
- Capacity built with the help of leading experts on key customer topics such as [shared value](#), digital engagement techniques and [partnership brokering](#)
- Collaborated with external stakeholders in the development of signatory disclosures (IAP R17)

 **WE ARE MAKING A DIFFERENCE BY** driving robust and fit-for-purpose customer, community and stakeholder engagement activities to shape business culture and decision making based on the voice of the customer.

WE WILL:

1. Update the Shared Learning Platform to showcase better practice from the 2020 disclosures
2. Create a forum for better practice engagement with end-user representatives on key customer issues that can be actioned through the Energy Charter
3. Explore a CEO Council led commitment to genuine listening to customer voice across signatories
4. Create a shared value customer framework for signatories to guide internal decision making
5. Develop joint communications material on the value of customer centricity through genuine engagement with case studies for use across signatories
6. Recommend methodology for KPIs for customer engagement in key management staff

#BetterTogether - CUSTOMER VOICE @ BOARD

Led by the Chair of Powerlink Queensland and supported by CleanCo, Energy Queensland, Horizon Power and Stanwell.

In response to the IAP Report, Powerlink Queensland's Chair invited signatories to participate in discussions about improving customer voice at a Board level (Principle 1.1, IAP R16). Delayed due to COVID-19.

Principle Two: We will improve energy affordability

#BetterTogether - NATIONAL CODE FOR ENERGY BROKERS, CONSULTANTS AND RETAILERS

Led by EnergyAustralia and supported by AGL, CS Energy, Origin Energy and brokers, consultants and customer representatives

 **WHY?** Energy brokers and consultants are a key part of the energy supply chain to deliver better customer outcomes and value. In 2018, the [Australian Competition and Consumer Commission \(ACCC\) Retail Electricity Pricing Inquiry](#) recommended a mandatory code for commercial third-party intermediaries to improve consumer confidence and outcomes (Principle 2, IAP R20 and R25) including access to data (IAP R26).

WE HAVE:

- Held a series of co-designed workshops in June 2020 with over 50 customers, brokers, consultants and retailers to build a solid understanding of what is going on in this space, particularly from the customer perspective and how brokers, consultants and retailers can work together to improve customer experience and outcomes
- Drafted a potential voluntary code with a Code Builders group of brokers, consultants, retailers and customer representatives, the first of its kind

 **WE ARE MAKING A DIFFERENCE BY** improving outcomes for customers, particularly those in commercial and industrial market by driving a principles-based National Customer Code for Energy Brokers, Consultants and Retailers.

WE WILL:

1. Work in collaboration with the Code Builders to finalise the Code
2. Engage in extensive public consultation on the draft Code in October 2020
3. Appoint an independent administrator for the Code by the end of 2020
4. Establish a representative governance framework for the Code by the end of 2020
5. Launch the Code in early 2021 for voluntary signup by energy brokers, consultants and retailers
6. Operationalise the Code in 2021 with a strong supportive cohort of signatories

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The Energy Charter has brought together key stakeholders including brokers, retailers, and industry experts, all with a shared vision and common purpose - to take a customer centric view of the industry and to streamline the procurement process. I am proud to be a part of this revolution and can see the many benefits the Energy Charter will bring to energy consumers.

- Sharon Musker, Director and Founder, WiseUp Energy Solutions



Principle Three: We will provide energy safely, sustainably and reliably

#BetterTogether - GAS PIPELINE INFORMATION DISCLOSURE

Led by the Australian Pipelines and Gas Association, supported by AGIG, APA and Jemena

 **WHY?** Feedback from key customers and stakeholders including shippers, gas users, gas user groups and the ACCC suggested there was a need for improvement in the scope, quality and presentation of information provided by gas transmission pipelines to increase data and transparency (IAP R25, 26) and achieve improved customer outcomes beyond current regulatory obligations (Principle 2.3).

WE HAVE:

- Facilitated a customer-led workshop process in April 2020 to develop, refine and implement a set of specific proposals for improving pipeline information reporting to better enable informed decision making by customers during commercial negotiations
- Benefitted from the leadership of the Australian Pipelines and Gas Association (APGA)

 **WE ARE MAKING A DIFFERENCE BY** increasing gas pipeline sector transparency to improve customer and market outcomes.

WE WILL:

1. Design a web portal (hosted on the APGA website) as a central, easily navigated repository for publicly reported gas transmission pipeline information by mid-August
2. Work with the Australian Energy Market Operator's (AEMO) on new Gas Bulletin Board "101" information for customers to help newcomers to the gas market better understand how to use the Gas Bulletin Board effectively use and understand the information provided
3. Co-design and facilitate a second round of customer workshops in September on the pipeline information web portal and the Gas Bulletin Board "101" information for customers

#BetterTogether - DEIP ACCESS PRICING AND PACKAGE

Led by ARENA, Australian Council of Social Service, Australian Energy Market Commission, Australian Energy Regulator, Energy Consumers Australia, Total Environment Centre and supported by Energy Charter signatories AGL, Ausgrid, Endeavour Energy, Energy Queensland, Essential Energy, Horizon Power, Origin Energy and TransGrid

 **WHY?** There is a growing need for building consensus on equitable and efficient Distributed Energy Resources (DER) access and pricing models across the supply chain. This #BT aligns with the focus on customer-centric principles and the affordability mindset (IAP Theme 3 and R7).

WE HAVE:

- Explored how changing community expectations could be better met through the regulatory framework by actively participating in the [DEIP Access and Pricing work package](#)
- Collaborated with the Australian Renewable Energy Agency (ARENA), energy market bodies and consumer representatives in series of stakeholder engagement workshops through 2019-20
- Responded to expert studies produced into access and pricing options for customers

 **WE ARE MAKING A DIFFERENCE BY** putting customers at the centre of decision making for regulatory changes for DER pricing and access models for the future of the energy sector.

WE WILL:

1. Actively engage in the rule change request from members of the Working Group to the Australian Energy Market Commission (AEMC) and the two other rule changes from St Vincent de Paul Society Victoria and South Australian Power Networks in July 2020
2. Work with ARENA to put forward demonstrations and studies to consider how retailers and networks, together with aggregators can better value stack the benefits of DER. This may include prices to devices or dynamic network operating envelope demonstrations, aggregated electric vehicle/battery energy storage system projects and distribution connected 'community' battery trials

Principle Four: We will improve the customer experience

#BetterTogether - COVID-19 COMMUNICATIONS

Led by Jemena with support from ActewAGL and the National Union of Students and communicated through Energy Charter signatories

 **WHY?** Customers need easy access to relevant information to make informed choices and improve their experience (Principle 4.2, IAP R20). This need has expanded during COVID-19.

 **WE HAVE** distributed communications across signatory and Energy Charter communication channels:

- [“We’ve got you”](#) - the first across the supply chain energy consumer awareness campaign, sponsored by Frank Tudor, MD of Jemena and supported by all signatories. Phase 1 rolled out to consumers in May 2020, with phases 2-3 to be launched in July 2020 and phase 4 in August/September 2020
- [COVID-19 Customer Resources](#) with links to support available for households and small business customers impacted by COVID-19
- [Student COVID-19 Energy Resource](#) and [Student COVID-19 Energy Efficiency Tips](#) with links to available support for students impacted by COVID-19 and student focused energy efficiency tips. As a collaboration with the National Union of Students, the resources were also distributed across the entire student university population in Australia
- [Energy Efficiency Tips @ Home](#) with efficiency tips across heating, cooling, hot water, electrical appliances, cooking and lighting for households
- Translated key resources to ensure accessibility for Culturally and Linguistically Diverse (CALD) community in line with the recommendations of the [Ethnic Communities Council of NSW](#) report

 **WE ARE MAKING A DIFFERENCE BY** speaking with one voice to empower customers and communities around making energy decisions and seeking support, particularly given the impact of COVID-19.

 **WE WILL:**

1. Ensure key customer resources get into the hands of those that most need them, by rolling out more insightful and useful customer information through defined monthly phases and targeted communications plans through signatories and community partners
2. Deliver 5-10 targeted additional customer resources, also translated in CALD languages
3. Expand the “We’ve got you” communications to customers on issues that impact them

#BetterTogether - ENERGY CHARTER COMMUNAL CONTENT HUB

Led by Jemena, Powershop and ActewAGL with contributors across Energy Charter signatories

 **WHY?** Empowering customers through clear and accessible communications is an important commitment for improving customer experience (Principle 4.2 and IAP R20).

 **WE HAVE:**

- Created the Energy Charter Communal Content Hub as a central repository for customer facing communications material such as energy efficiency guides and energy literacy
- Shared and leveraged Communal Content Hub material across signatories for the benefit of all customers segments. This means not re-inventing wheels for customer communications but using the good work of others to help all customers with a consistent message and create cost efficiencies in the production of content across the supply chain

 **WE ARE MAKING A DIFFERENCE BY** leveraging common messages, clear and accessible resources to better improve our customers’ and communities’ experiences in the energy sector.

 **WE WILL:**

1. Launch a public facing [Communal Content Hub](#) on the Energy Charter website in September 2020 to ensure accessibility of key resources for all
2. Expand the benefits of the Communal Content Hub to different 4-8 categories of content including energy literacy, understanding energy costs, energy efficiency, managing bills, vulnerable customers and new energy technologies (solar, batteries and other technologies)
3. Increase active engagement participation across community organisations and others in the energy supply chain as channels to customers, communities and other stakeholders

#BetterTogether - 24/7 CONNECTIONS

Led by EnergyAustralia and Jemena, with rollout to AGL, Origin and Powershop

 **WHY?** Imagine you are moving home on a Friday night at 8pm, only to realise that you forgot to call your energy retailer to connect the power? Customers will no longer be left without power overnight or over the weekend, as they can now connect 24/7 (Principle 4.3).

Principle Five: We will support customers facing vulnerable circumstances



WE HAVE:

- A shared vision to offer customers 'peace of mind' that they can connect their energy when they need it
- Rolled out this operationally in stages, with EnergyAustralia kicking off live testing for customers in late 2019 in the Jemena electricity network. The Phase 1 trial showed that by aligning back-end systems, the vast majority of customers were able to have their electricity connected an hour after they called EnergyAustralia
- Expanded live testing between Jemena to AGL customers in Phase 2, with more than 90 percent of customers connected within 1 hour of their preferred time



WE ARE MAKING A DIFFERENCE BY offering customers quicker electricity connection processes.



WE WILL:

1. Collaborate with other Victorian networks to drive 24/7 connections for their customers
2. Investigate technology to connect customers automatically 24/7 using app, website or SMS
3. Encourage networks in other states (particularly NSW and Queensland) to adopt 24/7 connections for their customers

#BetterTogether - VICTORIAN GAS NEW CONNECTIONS

Led by AGIG, AGN, APA, AusNet and current running a trial with Origin Energy



WHY? New gas connections requirements differ across Victoria making it complex and costly for customers and others in the supply chain such as developers (Principle 4.2).



WE HAVE:

- Co-designed one process to deliver a better customer experience for connecting their gas across gas distributors and retailers
- Collaborated on shared communications and processes for customers in a trial that commenced in May 2020. This includes SMS communications with customers and measures to monitor ongoing success from the customer perspective



WE ARE MAKING A DIFFERENCE BY making it easier for customers to connect to gas in Victoria irrespective of their postcode.



WE WILL:

1. Implement a single gas new connection process for all Victorian customers
2. Align all Victorian gas distribution businesses to the same standards and requirements

#BetterTogether - GETTING CONCESSIONS TO THE RIGHT PEOPLE

Led by ActewAGL and AGL, supported by Aurora, EnergyAustralia, Energy Queensland, Horizon Power, Origin Energy and Powershop in collaboration with Thriving Communities Partnership and the Water Services Association of Australia (WSAA)



WHY? Many customers eligible for concessions are either unaware or do not access their benefits, missing out on helpful energy bill discounts that impact energy affordability (Principle 5.1, IAP R20).



WE HAVE:

- Communicated a clear call to action to customers across retailers: GOT A CONCESSION CARD? Find out whether you are eligible for a discount on your energy. Check your energy retailer's website under "concessions". Update your details online or speak to them through Live Chat or their Call Centre
- Reached more customers to inform them about available concessions through reciprocal call centres scripts and other communications with the water sector



WE ARE MAKING A DIFFERENCE BY ensuring that more customers access their eligible concessions to improve their energy affordability.



WE WILL:

1. Join the Steering Committee of the South Australian Council of Social Service (SACOSS) for their project modelling differential impacts of changes to electricity concessions funded by ECA, in partnership with consumer advocates from the National Consumer Roundtable on Energy
2. Leverage the research outcomes of the SACOSS project to support improved financial assistance through concessions and rebates for customers and commit to practical steps signatories can take

#BetterTogether - ENERGY LITERACY FOR CALD COMMUNITIES

Led by AGL, Ausgrid, Endeavour Energy, Jemena and Origin Energy and supported by Essential Energy and Energy Queensland in collaboration with Sydney Alliance (Voices for Power)



WHY? 44 percent of Australians have low English literacy, including many from CALD communities, therefore customer communications such as energy bills, letters and service updates need to be more accessible to truly address their affordability concerns (Principles 4.2 and 5.4, IAP R20).



WE ARE MAKING A DIFFERENCE BY creating a platform for conversations around energy to increase energy literacy in CALD communities by supporting an innovative energy literacy online 'train the trainer' program run by the [Voices for Power](#) project of the Sydney Alliance. The Sydney Alliance is a collaboration of community leaders and institutions from seven CALD communities in Sydney.



WE WILL:

1. Co-design CALD energy literacy training resources with Voices for Power in 2020/21
2. Support Voices for Power in the:
 - Design and development of a train-the-trainer program and resources that are culturally appropriate
 - Running and evaluation of outcomes of the pilot training program for energy education workshops through digital delivery and face-to-face
 - Equipping community members from CALD communities with knowledge and skills to conduct energy literacy and safety workshops
 - Roll out of the final training program and evaluating outcomes for customers
 - Building of the capacity of community organisations to support their members to take control of their energy concerns, adopt simple energy safety practices, negotiate a better deal and improve energy affordability, especially those in vulnerable circumstances
3. Develop a CALD energy literacy program that can be supported by government and other stakeholders to ensure the longevity and sustainability of support to CALD communities
4. Share key learnings of the CALD energy literacy program across signatories to deliver them appropriately to support their own CALD communities

#BetterTogether -BUSHFIRE RESPONSE

Led by Powershop and supported by ActewAGL, AGIG, AGL, Ausgrid, Endeavour Energy, Essential Energy, Energy Queensland, EnergyAustralia, Jemena, Origin Energy, TransGrid in collaboration with Thriving Communities Partnership

 **WHY?** In 2019/20, bushfires raged across the Australian East Coast, devastating the lives of many of our customers and communities who needed to be supported pursuant to Principle 5.

WE HAVE:

- Ensured customers get the right information by sharing critical information across signatories, customers, community representatives and government including Service NSW to ensure their call centre scripts were up-to-date
- Leveraged the lived experience of customers and learnings from other natural disasters including the 2009 Black Saturday Victorian fires and the 2019 Townsville floods to better tailor support
- Supported customers by building frameworks and systems, including an agreed incident framework reporting between networks and retailers, for future natural disasters

 **WE ARE MAKING A DIFFERENCE BY** ensuring customers and communities impacted by future disasters are better supported by the whole energy sector.

WE WILL:

1. Collectively review and reflect on the learnings on an ongoing basis with a view to using them for future disaster scenarios and adopting the same collaborative approach
2. Share learnings across all signatories to ensure that they can be leveraged in the same way as the excellent work of the [Queensland Chapter of Thriving Communities Partnership on the 2019 Townsville floods](#).

#BetterTogether - So what's next?

The #BTs represent important collaborative vehicles to drive customer-centric culture change at every level of Energy Charter signatories. In line with the Energy Charter value of “be open, learn and improve” we are also focused on continuous improvement: how can we further identify and leverage high impact points to drive meaningful change for customers across the #BT framework? In a deep dive survey of #BT collaborators in June 2020, we asked:

- *What worked?* We heard that the #BTs had delivered direct and indirect customer outcomes. Other benefits including across the across sector collaboration, ideation, understanding customer pain points, learning from each other, connection building, showcasing of better practices
- *What hasn't worked?* We heard that limited time and resources, lack of project management and customer representation and misalignment with day-to-day KPIs challenged their delivery

 **WE WILL** inspire more Energy Charter champions across the signatories along the essence of one survey comment “Be brave and aim high. Keep doing amazing things for the industry and our customers”. Our strategy for the next 12 months:

1. Senior sponsorship of #BTs to CEO Council
2. Articulate the #BT innovation framework of “ideate, incubate and accelerate” more clearly
3. Introduce a Customer Co-design lab to ensure customer voice in co-design
4. Redefine the #BT Scope to ensure alignment with KPIs and strategic organisational goals
5. Create a suite of communications materials to drive #BT involvement deep within signatories
6. Develop an online project management platform for Energy Charter collaboration
7. Tighten reporting systems to celebrate success and show progress towards customer outcomes
8. Accelerate progress on #BTs such as the Customer Voice @ Board (Principle 1.1, IAP R16) sponsored by the Chair of Powerlink (delayed due to COVID impacts)

Maturity model, measures and metrics

 **WHY?** The IAP Report (Key Theme 4) encouraged signatories to use a maturity model and agree common metrics to create value to consumers and the Energy Charter process.

 WE HAVE:

- Developed a [Maturity Model](#) to allow signatories to subjectively assess their level of maturity against the Principles and Principles in Action, articulate their current position of maturity and most importantly, to indicate where they intend to get to, and how they intend to make that progress
- Endorsed an approach through the CEO Council where all signatories provide measures of customer satisfaction in their 2020 disclosures, noting that given the differences across the supply chain these are unlikely to be identical (IAP R11). Differing methodologies between signatories also means that this is not a 'like for like' comparison
- Self-assessed signatory maturity and provided a measure of customer satisfaction in signatory disclosures (IAP R10)
- Facilitated signatories in different parts of the supply chain to collaborate on menus of agreed key measures and metrics which best capture customer outcomes. This was a challenging task given the diversity of businesses and there is room for ongoing improvement in future years
- Disclosed a small set of common metrics and measures across parts of the supply chain, noting that despite best endeavours, this is not an 'apples with apples' comparison (IAP R11)

 **WE ARE MAKING A DIFFERENCE BY** improving the maturity and comparability of signatories towards Energy Charter commitments to customers and communities.

 WE WILL

1. Leverage the Maturity Model for critical conversations within signatories to focus on authenticity of where they are up to and ambition on where they will stretch ourselves towards customer commitments
2. Continue to work towards sets of comparable measures and metrics across the supply chain
3. Collectively drive better outcomes for customers across the energy sector, represented in higher consumer trust and sentiment scores in industry wide reports and surveys

“ Be brave, aim high. Keep doing amazing things for the industry and our customers.

- #BetterTogether Energy Charter Champion



We can do better

By authentically living the Energy Charter values we can do better, both individually and collectively, for our customers and communities.

- **Be invested, make a difference**
- **Be open, learn and improve**
- **Think big, be bold**

The AEMC Report showed that when it comes to value-for-money, households and businesses still rate electricity and gas lower than other utilities such as water and telecommunications and only one in three households was confident the energy market was working in the long-term interests of consumers. Similarly, the ECA Research showed around half of people say they have more concern about their ability to pay household bills since the COVID-19 pandemic started with the number rising to 71 percent for those who have lost work during the crisis.

As an industry-led initiative, we focus on continuous improvement and transformative culture change across the sector. However, we acknowledge that we have not moved as fast as consumer representatives would have liked, particularly to partner across the supply chain with the community sector on responses to COVID-19.

There is also an opportunity to accelerate the customer-centred culture change underway across signatories through the unique architecture of the Energy Charter in a way that everyone can genuinely “feel it”.

Our key areas for collective improvement over the next 12 months:

1. **Customer voice at the centre** - Collaboration and co-design with customers and communities to drive better outcomes for customers through the #BTs, leveraging forums such as the National Consumer Roundtable for Energy and the development of the Customer Insights Lab
2. **Authentically WoW** - Over the last 12 months there have been examples of parts of the supply chain not communicating effectively with each other on key initiatives that impact customers. We will start each IWG meeting with a deep dive discussion on the WoW. We will further bring our WoW to life across signatories and call out any behaviours that do not align, to ensure that we are authentically collaborative and work for the best interests of our customers. It's not just outcomes that matter, it's the culture we embody to achieve them
3. **#BetterTogether narrative for change** – We will strengthen the #BT outcomes for customers, so they stretch beyond a group of innovation “projects” to a narrative that influences signatory strategy, structure and culture. This will be achieved through senior sponsorship, alignment with individual KPIs and strategic business objectives, engagement with customers and their representatives, better project management and regular reporting supported through an online platform for #BT collaboration

We thank the many Energy Charter Champions including end user representatives and partners that have embraced with their hearts and minds the transformative culture change needed to put customers at the centre of the energy system. There's more to do, yet we have built a solid and unique foundation to impact the change our customers and communities expect to see.

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Every organisation has a culture. It's like gravity. You can't see or touch it, but you can certainly feel it.

- Pat McCafferty, CEO Yarra Valley Water, Chair Thriving Communities Partnership