

Evaluation of the Safeguard Administration Program

IPART Independent
Pricing and Regulatory
Tribunal | NSW

FINAL REPORT

30 May 2023

Grosvenor Public Sector Advisory
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Executive summary

Background and purpose of the evaluation

The Energy Security Safeguard (Safeguard) was introduced as part of the NSW Electricity Strategy in November 2019. With both an expansion to the existing Energy Savings Scheme (ESS) and the establishment of the new Peak Demand Reduction Scheme (PDRS), the Safeguard Administration Program (the Program) was established to ensure IPART was positioned to effectively administer the Safeguard Schemes.

As the Program was funded under the Climate Change Fund (CCF) it must be evaluated under the CCF evaluation framework. Grosvenor Public Sector Advisory (Grosvenor) was engaged by IPART to conduct an evaluation of the Program's efficiency, effectiveness and appropriateness, including consideration of progress towards outcomes.

Key Evaluation Questions

The evaluation was guided by the following key evaluation questions:

1. How did Program management arrangements support effective delivery?
2. To what extent was the Program design appropriate to the context?
3. To what extent has the Program been delivered on time and budget?
4. What contribution has the Program made to the achievement of Government's Net Zero Program outcomes?
5. What were the unanticipated consequences of the Program, both positive and negative?
6. To what extent did the Program drive uptake of, or investment in, emissions reduction technologies?

Methodology

A six-step methodology was applied to conduct the evaluation, including project establishment, confirmation of the CCF Evaluation Plan, desktop review of documentation and provision of a final report.

This summative evaluation relied primarily on information documented throughout the delivery of the program and included discussion with the IPART project team.

Summary of findings

Nine findings have been identified through the evaluation. The findings, and alignment to the KEQs, are presented in Figure 1 below.

Design		Associated KEQs
Finding 1	An emphasis on change management as part of the program design was appropriate, and has contributed to implementation of and stakeholder readiness for the Safeguard Administration Program	KEQ 2
Implementation		Associated KEQs
Finding 2	The governance arrangements supported effective communication of Program progress	KEQ 1
Finding 3	Four key risk areas were identified and actively managed as part of program delivery, with policy uncertainty presenting the most significant risk to the administration project	KEQ 1
Finding 4	Stakeholder feedback has been collected and utilised to support enhancements to program delivery and change management activities	KEQ 1
Finding 5	While delays were experienced for a range of activities within the program, the overall program was delivered in a timely manner	KEQ 3
Finding 6	The Safeguard Administration Program was delivered on budget, with appropriate reallocation of annual funding to reflect project activities and progress	KEQ 3
Outcomes		Associated KEQs
Finding 7	The program has been implemented in alignment with intended design suggesting it is on track to contribute to realisation of Net Zero outcomes	KEQ 4
Finding 8	The Safeguard Administration program has indirectly contributed to the uptake of, and investment in, emissions reduction technologies through encouraging participation in the schemes	KEQ 6
Finding 9	The Program has had a number of unanticipated consequences	KEQ 5

Figure 1: Summary of evaluation findings

Summary of conclusions

Overall, the evaluation concluded that the Program was implemented effectively and flexibly. The evaluation made four conclusions summarised below.

Conclusion 1 – Robust governance arrangements were established and applied to support Program delivery, with appropriate adaptation made to this model throughout the Program period. Regular and robust communication and information sharing through meetings and reporting has ensured transparency of Program progress and issues.

Conclusion 2 – While uncertainty around the development and finalisation of the policy caused delays to some Program activities, the flexible approach to Program management and delivery enabled the Program to be ultimately delivered on time and budget. This adaptive approach to Program management was key to responding and effectively adapting to identified risks.

Conclusion 3 – The strong emphasis on change management in the Program design, particularly engagement of a change manager, has supported stakeholder readiness for changes to the Safeguard. Close collaboration with Program stakeholders has ensured that their needs are met and enhanced their engagement with the Safeguard.

Conclusion 4 – While too early for outcomes to be realised, the Program is expected to play an enabling role for the Safeguard, indirectly contributing to broader Government Net Zero goals and outcomes by supporting participation in the ESS and PDRS.

Recommendation

Several key success factors, summarised below, were identified to contribute to the overall success of the program. It is recommended that the IPART team share the insights identified from the evaluation with other program teams to promote continuous improvement. Insights include:

- > **Communication is vital to Program success** - effective communication and reporting within Program governance structures are critical for ensuring that a Program is effectively managed, stakeholders are informed, and decisions are made based on accurate and up-to-date information.
- > **It is valuable to apply a flexible approach to Program management** - the Safeguard Administration Program highlighted the importance of designing and implementing Programs in a flexible manner that will allow them to adapt to changing circumstances.
- > **Information management and consistency** - effective information management and consistency in reporting are critical for Program success.
- > **Roles and responsibilities** - having the right people and skills involved in a Program can influence its success.

1 Introduction

1.1 Background

The Independent Pricing and Regulatory Tribunal (IPART) is the Scheme Administrator and Scheme Regulator for the Energy Security Safeguard (Safeguard), which is made up of three schemes:

- > an expanded Energy Savings Scheme (ESS) that will run until 2050, with an increasing energy savings target and an expanded set of eligible activities
- > a new certificate scheme to support technologies that reduce demand at peak times (the Peak Demand Reduction Scheme (PDRS))
- > a certificate scheme commencing in 2024 to increase the production of green hydrogen and other renewable fuels (the Renewable Fuel Scheme (RFS)).

The Safeguard was introduced in November 2019 under the NSW Government's NSW Electricity Strategy.

With both an expansion to the existing ESS and the establishment of the new PDRS, the Safeguard Administration Program (the Program) was established to ensure IPART was positioned to effectively administer the Safeguard Schemes.

The Program was supported by three key components of work:

- > policy and process stream
- > people and change stream
- > IT system stream.

1.2 Purpose of the evaluation

1.2.1 Evaluation purpose and scope

The Program was funded under the Climate Change Fund (CCF), and as such the Program is required to be evaluated under the CCF evaluation framework. Grosvenor Public Sector Advisory (Grosvenor) was engaged by IPART to conduct an evaluation of the efficiency, effectiveness, appropriateness of the Program and its progress towards outcomes.

The evaluation was focussed on the ESS and PDRS and focuses on the work undertaken in the policy and process, and people and change streams. The IT system stream is out of scope for this evaluation.

1.2.2 Key Evaluation Questions

The evaluation comprised six key evaluation questions (KEQs) and associated sub-KEQs, these are presented in Table 1 below.

Table 1: List of key evaluation questions

Evaluation type and domain	Key Evaluation Question (KEQ)	Sub-question if applicable
Effectiveness and appropriateness	1. How did Program management arrangements support effective delivery?	<ul style="list-style-type: none"> > How well did the Program logic hold true throughout implementation? Was it updated as the Program and context changed? > Did the governance arrangements provide oversight and direction? > Were the risks monitored and managed? > Did the data collection and management plan support continual improvement?
	Appropriateness 2. To what extent was the Program design appropriate to the context?	> No sub-questions
	Efficiency 3. To what extent has the Program been delivered on time and budget?	<ul style="list-style-type: none"> > Was the Program delivered on time? What were the reasons for this? > Was the Program delivered on budget? What were the reasons for this?
	Outcome 4. What contribution has the Program made to the achievement of Government's Net Zero Program outcomes?	> No sub-questions
	5. What were the unanticipated consequences of the Program, both positive and negative?	> No sub-questions
	6. To what extent did the Program drive uptake of, or investment in, emissions reduction technologies?	> No sub-questions

1.2.3 Project overview

A mixed-method approach was applied to deliver this summative evaluation as outlined in the endorsed CCF Evaluation Plan.

In accordance with the endorsed CCF Evaluation Plan, primary data collection was not undertaken by the evaluators. In lieu of such primary data collection, qualitative insights regarding the administration and outcomes of the program were generated through a review of reporting and stakeholder survey data collected as part of program delivery. Financial analysis was also undertaken (informed by review of the pre-existing certificates of currency) to determine whether the program was delivered on budget.

Relevant themes and data identified through the desktop review were collated against the KEQs to inform the findings presented in this report. All findings were presented to the IPART team prior to development of this report, enabling confirmation of the data presented in reporting and additional context (not captured in reporting) be provided where appropriate.

A six-step approach was agreed with IPART and followed to deliver this evaluation. This is summarised in Figure 2 below.



Figure 2: Evaluation approach

1.2.4 Limitations

To provide some context to the findings, the following should be kept in mind:

- > the evaluation was primarily informed through the review of reporting and Program documentation, in alignment with the data sources identified in the CCF Evaluation Plan. While document content was clarified with the IPART team, no formal consultation activities were conducted to corroborate information from the desktop review. A list of all documents reviewed can be found in Attachment A.
- > given the timing of the evaluation shortly after the PDRS commencement and changes to the ESS, there had not been sufficient time to evidence the achievement of longer-term Program outcomes.

2 About the Program

2.1 Context

The Safeguard Administration Program was a \$3.6 million program, delivered across two years, with the funding agreement providing for 3 years of funding from February 2021 to June 2023. The Program was established in response to the establishment of the Safeguard as part of the NSW Government's Electricity Strategy in November 2019. Under the Strategy, the Government set a long-term Energy Security Target. The Target aims to ensure that appropriate action is taken to maintain a reliable energy supply for the state. Prior to the introduction of the Safeguard, the ESS had been operating since 2009. The PDRS commenced in late 2022 and the RFS is due to commence in 2024.

2.2 Program overview

The overarching objective of the Program was to build capacity within IPART to support Safeguard regulation and administration needs and to inform, prepare and transition stakeholders to the Safeguard. The Program objectives included:

- > the Safeguard is underpinned by streamlined processes and supporting materials that will have improved user experience and compliance where possible
- > the transition has been supported by a tailored change management approach that targets both internal (IPART staff) and external stakeholders
- > stakeholders have been sufficiently informed and engaged to participate in the Safeguard.

The role of IPART in relation to the Safeguard is to:

- > review and contribute by provision of expert opinion
- > provide feedback on legislation, regulation and rules as they relate to the practical implementation of the Schemes
- > implement necessary administrative, compliance and governance frameworks and systems to support the Safeguard
- > build internal and external capacity to ensure IPART is positioned to deliver effective and robust regulatory and administrative decisions and stakeholders can participate in the Schemes compliantly.

IPART's Program team developed a program logic diagram, presented in Figure 3 overleaf, outlining how the Program is expected to achieve its objectives.

The Program was designed to develop new processes, supporting materials, stakeholder engagement and change management to enable the implementation and administration of the Safeguard.

To ensure IPART could effectively fulfil its role, the Program aimed to deliver on the following key components:

- > delivery of processes and materials to support the efficient and effective introduction of the PDRS and expanded ESS
- > a review of stakeholder engagement practices for the Safeguard and the development and implementation of a stakeholder engagement strategy to support IPART as Scheme Administrator and Regulator
- > change management, training and information to ensure that internal and external stakeholders are ready to interact with the Safeguard. This includes staff, regulated entities, businesses and households.

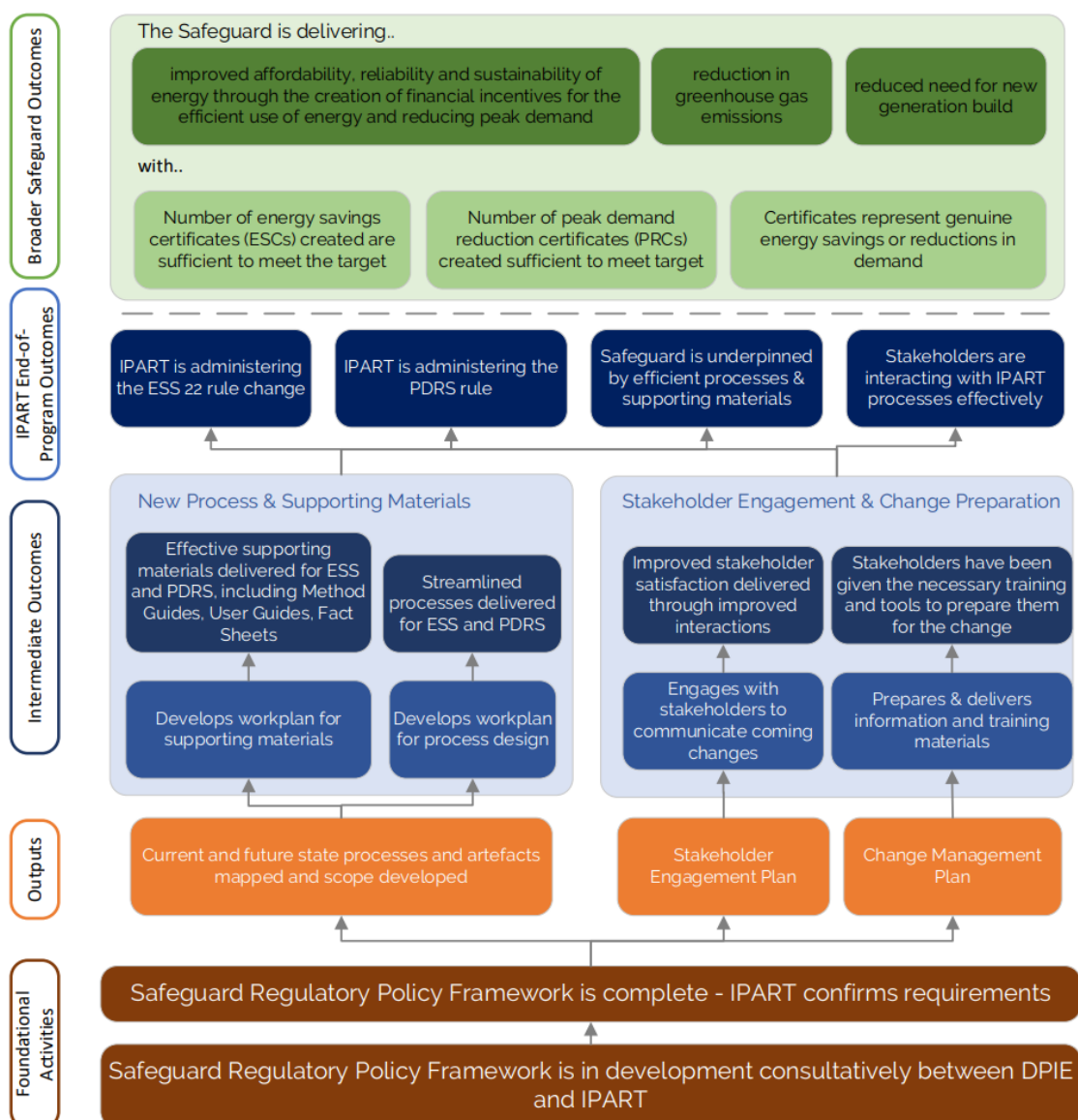


Figure 3: Program logic

3 Findings

This section of the report presents the outcomes of Grosvenor’s evaluation of the Safeguard Administration Program. Findings have been developed in alignment with the KEQs. Nine findings were identified and are presented against the three key phases of the Program being, design, implementation and outcomes. A summary of the findings is presented in Figure 4 below.

Design		Associated KEQs
Finding 1	An emphasis on change management as part of the program design was appropriate, and has contributed to implementation of and stakeholder readiness for the Safeguard Administration Program	KEQ 2
Implementation		Associated KEQs
Finding 2	The governance arrangements supported effective communication of Program progress	KEQ 1
Finding 3	Four key risk areas were identified and actively managed as part of program delivery, with policy uncertainty presenting the most significant risk to the administration project	KEQ 1
Finding 4	Stakeholder feedback has been collected and utilised to support enhancements to program delivery and change management activities	KEQ 1
Finding 5	While delays were experienced for a range of activities within the program, the overall program was delivered in a timely manner	KEQ 3
Finding 6	The Safeguard Administration Program was delivered on budget, with appropriate reallocation of annual funding to reflect project activities and progress	KEQ 3
Outcomes		Associated KEQs
Finding 7	The program has been implemented in alignment with intended design suggesting it is on track to contribute to realisation of Net Zero outcomes	KEQ 4
Finding 8	The Safeguard Administration program has indirectly contributed to the uptake of, and investment in, emissions reduction technologies through encouraging participation in the schemes	KEQ 6
Finding 9	The Program has had a number of unanticipated consequences	KEQ 5

Figure 4: Summary of evaluation findings

An extensive review of program documentation and reporting was conducted to inform the evaluation, providing a comprehensive understanding of the Program. While formal consultation was not undertaken (in alignment with the endorsed CCF Evaluation Plan), it is noted that:

- > extensive documentation was provided by IPART including all reporting produced across the program period
- > a consistent narrative relating to program delivery and performance was evident across reporting
- > efforts were made to clarify documentation with the IPART project team where potential information gaps were identified.

The above measures and observations have contributed to a high overall level of confidence in the findings.

3.1 Design

Finding 1 - An emphasis on change management as part of the Program design was appropriate, and has contributed to implementation of and stakeholder readiness for the Safeguard Administration Program

This finding relates to KEQ 2

The Safeguard Administration Program was designed to address a specific need around supporting a change. The key objectives sought from the Program were to build capacity to support Safeguard regulation and administration, and to prepare and transition stakeholders to the Safeguard. With three of the four goals for the Program focussed on supporting a change (as shown in Table 2 below), the Program was designed to support a strong change management process including stakeholder change readiness.

Table 2: Program goals

Program goals

- > DPIE has the necessary information and advice from IPART to enable it to design the Safeguard in a way that makes it practical to administer
- > The Safeguard regulatory framework is underpinned with streamlined processes and effective guide materials that will improve user experience and compliance where possible
- > Stakeholders have been given the necessary information and tools via targeted engagement strategies, principles and activities
- > The transition is supported by a tailored change management approach that targets both internal and external stakeholders.

The emphasis on change management is captured in Program planning documents and reporting, with the three goals aligning with the outputs, immediate outcomes and end-of-Program outcomes outlined in the Program logic. It is understood that no significant changes have been made to the Program logic or overall design since its inception, suggesting that this change management focus has been consistent since Program inception.

As part of Program design, a dedicated change manager was included to support the delivery of all change activities. The project team highlighted the positive impacts of involving a dedicated change manager in the Program. Given the focus on change outcomes for this Program, engagement of a change manager ensured that the required specialist skills were incorporated into the Program team. This role was reported to play a key role in developing and executing change plans, which supported the change management process and activities to ensure they were successful.

Change related materials were developed to support the change management goals and intent of the Program. For example, the following documents were developed at relevant intervals to support the change objectives:

- > Program implementation plans
- > stakeholder engagement and communications plan
- > change vision and roadmap
- > change transition plans for both internal and external stakeholders
- > learning framework and plan
- > stakeholder training needs analysis.

Knowledge building and awareness raising were key components of work supporting the change. The Program delivered activities and supporting materials related to stakeholder engagement and awareness raising, training and guidance for both internal and external stakeholder groups. This was supported by a range of tasks, notably including:

- > development and distribution of method guides and consultations
- > design and delivery of training sessions and training videos
- > delivery of presentations and workshops
- > regular communications and website updates.

Survey data indicates that the materials developed to support the change, such as guidance documents, have generally been well received and effective in achieving their objectives. Internal surveys following the delivery of PDRS and TESSA training indicate that:

- > participants were satisfied with the PDRS session
- > TESSA training contributed to increased understanding of how to use the system.

In addition to the internal surveys, external stakeholder surveys were also conducted with participants in the schemes. Results across the two surveys were consistently positive, with external surveys highlighting that:

- > website updates were well received and were seen as an improvement to useability
- > stakeholders were largely satisfied with consultation forums
- > forums improved stakeholder understanding of the Safeguard.

Despite overall positivity across the two surveys, external stakeholders expressed mixed views about the quality of written information provided by IPART. Stakeholder comments in the Stakeholder Forum survey indicated that they experienced difficulties with written information being vague and ambiguous. This survey pertained to the written information specifically developed for the Program (which was largely for PDRS) as well as the existing written information for ESS. It is not possible to distinguish whether the feedback related to newer PDRS written information or existing ESS information. However, the Program made a deliberate attempt to offer stakeholder-oriented, user-friendly, and easily comprehensible website content and documents in plain English for the PDRS and for ESS Rule change.

3.2 Implementation

Finding 2 - The governance arrangements supported effective communication of Program progress

This finding relates to KEQ 1

The Safeguard Administration Program was considered a high-risk Program due to the high level of effort required to deliver the Program and strict timeframes which needed to be met. Due to the high-risk nature of this Program, the implementation of appropriate governance arrangements was particularly critical to ensure successful delivery. Robust governance structures were outlined in Program documentation which would support appropriate oversight, communication and accountabilities to achieve Program objectives.

The governance structure pictured in Figure 5 below was established to support the delivery of the Program.



Figure 5: Governance structure for the delivery of the Program

The following artefacts were developed and put in place to support the governance arrangements:

- > governance structure
- > roles and responsibilities
- > reporting requirements
- > record keeping procedures
- > risk management approach.

As the Program progressed, the governance needs evolved. At the end of 2021, the Project Control Group (PCG) was disbanded, and functions of this group were incorporated into the Executive Leadership Team (ELT).

This was reported by the IPART project team to have helped to create efficiencies and reduce workloads for key Program roles as it decreased the number of meetings and reports required, while enabling continuity because there was overlap in the members of both groups. The IPART project team confirmed this was a beneficial change to the governance structure and did not diminish the quality of reporting or information sharing as relevant staff from the PCG joined the ELT meetings as required.

Communication of Program progress was designed to align with the governance structure. Several streams of reporting occurred, including:

- > quarterly program status reporting
- > fortnightly ELT updates
- > tribunal updates
- > ESS Committee briefings
- > Audit and Risk Committee reporting
- > fortnightly status reports.

A sample of reports covering different time periods across the Program for each governance group were reviewed, along with minutes from the PCG. The sample indicates that reporting was occurring at regular intervals throughout the Program. Most reports included:

- > updates on the three work streams,
- > progress against activities and deliverables,
- > budget updates
- > current risk assessments.

As a result of changes to the governance structure and associated reporting requirements, the format and content of the reports also changed over time to reflect feedback from the relevant groups about what was useful. Minutes from the PCG showed that this group regularly discussed Program risks, action items, budget updates, current status and progress of each workstream and other key issues.

The extent of reporting indicates that all relevant stakeholder groups were kept informed of the Program's progress.

Finding 3 - Four key risk areas were identified and actively managed as part of Program delivery, with policy uncertainty presenting the most significant risk to the administration project

This finding relates to KEQ 1

Program reporting and documentation indicated that active risk management was undertaken as part of Program delivery and management. Status reports, PCG meetings and ELT reports all included frequent updates to key risks identified, current risk ratings and risk mitigation strategies. This demonstrates that the Program team were actively monitoring and managing risks throughout the Program. The overall Program risk status was derived from the combined risks across all three streams of work and varied in severity across the life of the Program. Although mitigations were put in place to manage the impact of risks, the overall status remained at amber and red across 2021, 2022 and 2023. This was seen as appropriate because the risks were largely external, meaning they were unable to be impacted or influenced by IPART. Table 3 below shows the overall Program risk over time.

Table 3: Overall Program risk

Time period	Overall Program risk status
September to October 2020	Green
November 2020 to July 2021	Amber
August 2021 to March 2022	Red
April 2022 to July 2022	Amber
August 2022 to September 2022	Red

While the Program experienced multiple risks and challenges, the highest priority risks across all workstreams were:

- > funding – the IT work stream was not initially funded, creating uncertainty around how the IT system that would support the schemes would be funded
- > policy uncertainty – Program progress was dependent on the confirmation of Policy from Office of Energy and Climate Change (OECC, previously DPIE)
- > resourcing – deficiencies in team resourcing to support the Program
- > system issues – the development of the system was impacted by delays, and other items (such as issues with data migration from legacy systems).

All risks were actively monitored and addressed collaboratively within the PCG and ELT. A detailed Program risk register was maintained, outlining the impacted work stream, risk owner and mitigation strategies.

Of the four risk areas, policy uncertainty presented the most significant risk to the Safeguard Administration Program, noting:

- > uncertainty around policy outcomes and the regulatory framework, which limited the extent to which work could be progressed with certainty and confidence
- > delays to the finalisation of policy, impacting on delivery timeframes.

The policy related risks in particular were clearly and regularly reported on and discussed in Program reporting and meeting minutes. Communication and escalation of policy risks through the governance structure enabled communication of risks and impacts between IPART and the OECC, as the agency responsible for the regulatory policy.

The challenges associated with policy uncertainty were primarily related to timeline compression. Firm deadlines still had to be met by IPART, regardless of the policy uncertainty and associated delays. To reduce the impact of the policy risk, mitigations were applied by the Program team to manage the Program flexibly in response to the changing and uncertain circumstances. Key adaptations made to the Program in response to this risk, evidenced in the documentation, include:

- > adjustments to the schedule of tasks and deliverables
- > updates to the overall Program timelines
- > effort to ensure all activities were progressed regardless of whether all inputs were received
- > adjustments to deliverables, as required, when new information became available
- > reallocation of budget across years two and three to better align with delivery timeframes.

While changes were made throughout the Program to when and how Program activities were delivered, this primarily affected internal activities such as training and document development. The Program team was able to ensure all major external deadlines were met. Deliverables and Program timeframes are further detailed in Finding 5.

Finding 4 - Stakeholder feedback was collected and utilised to support enhancements to Program delivery and change management activities

This finding relates to KEQ 1

Feedback was outlined in the Stakeholder Engagement Plan as an objective and key input that would inform the delivery of the Program and measure stakeholder change readiness. As the Program needed to ensure stakeholders were engaging with the change, a series of five pulse surveys were planned to assess change readiness of the ESS team at important Program milestones. Feedback was intended to inform improvements to Program management and the change program.

The first two pulse surveys were conducted in December 2021 and March 2022, and they focused on awareness of and interest in the changes. Results identified that there was:

- > a low level of understanding around team roles and responsibilities
- > a lack of clarity on team structure and resourcing
- > uncertainty around Program workstream approaches to delivering change.

Opportunities to enhance the Program were also identified as a result of the survey, focusing on the potential to:

- > improve how stakeholders are informed and updated
- > encourage greater team interaction and information sharing.

As a result of these surveys, improvements to the Program management arrangements were made to support the change program. This included the introduction of information sessions and regular team updates in direct response to stakeholder feedback. No evidence was found in the documentation around whether this helped or how the changes were received.

Challenges relating to role clarity and resourcing were more complex to address, with no documented evidence supporting resolution within the Program. However, it is important to note that efforts were made to address these issues. Additional positions were funded by the program to acknowledge the increased workload imposed on the team, with regular discussions at the leadership level to manage resourcing concerns. It is evident that the Program team recognised the significance of these challenges and understood their implications in terms of stakeholder uncertainty and preparedness.

Despite positive intentions for ongoing collection of stakeholder feedback, the first two surveys resulted in a low response rate with concerns expressed about overburdening the team with requests for input and feedback. As a result, the three remaining planned pulse surveys were not released. Two alternate surveys were instead conducted, with the first collecting feedback for a PDRS training session from 31 May 2022 to 6 June 2022, and the second conducted in late November 2022 (after the launch of TESSA) to assess the Program's strengths and areas for improvement. Changes to the survey approach and frequency demonstrate the Program's flexibility and responsiveness to changing circumstances.

As part of the Program's evaluation, it is worth noting that in preparation for the launch of TESSA, the team implemented a Teams support channel and a Hypercare program. These were designed to support team members through the most rapid period of change and greatest

learning curve. *Super users or champions* were appointed within the team to assist their colleagues, enabling them to monitor queries and assess the team's readiness for change. These changes and training-related elements are reflective of the adaptive approach taken to deliver the Program.

Finding 5 - While delays were experienced for a range of Program activities, the overall Program was delivered in a timely manner

This finding relates to KEQ 3

Early planning sessions had anticipated the initial start dates for the ESS and PDRS Rules on 1 July 2022. However, several delays related to the finalisation of the Policy from the OECC were experienced, which impacted the ability to achieve these timeframes. This included delays in:

- > drafting of Safeguard Position Paper
- > release of the Position Paper
- > gazettal of amendments to the Electricity Supply (General) Regulation and of the PDRS Rule to September 2022
- > commencement of the ESS major rule change.

As a result, a new commencement date was set two months later for the PDRS Rule (29 September 2022). Multiple updates were also made to the date for inclusion of new eligible fuels to the ESS, which was delayed approximately 7 months in total to 14 April 2023. Despite the challenges associated with Policy delays and milestone dates, the Program team and IPART staff delivered a significant amount of work between 2021 and 2023.

An assessment of completed Program deliverables to December 2022¹ and those planned for 2023 found that 76 activities were planned across the Program. Certificates of expenditure provided to date show that 69 activities (91%) were delivered within the same quarter as planned. As of December 2022, five activities were outstanding and scheduled for completion in 2023. Four of these five activities had been completed by the time of the evaluation. These include:

- > Comms to Scheme Participants on liability process/TESSA (complete)
- > ESS Rule change info session (complete)
- > Update ESS method guides (complete)
- > Evaluation consultant engaged (complete)
- > Evaluation of CCF program (in progress).

Activities affected by delays were typically internally focussed (such as process and system training) and did not impact external stakeholders. All delayed activities were delivered within 6 months of planned dates, with no evidence in the reporting to suggest these delays had a significant impact on Program delivery.

Originally, some of the initial activities related to the IT system were included in the Program work plan. However, when separate funding was obtained for the IT work stream these items were transferred across. These were not included in the assessment of deliverables.

¹ Based on the Certificates of Expenditure

While the Program officially came to a close in December 2022 in alignment with original planned dates, three activities related to the ESS were not completed within the Program and were ultimately delivered in early 2023. Originally, these items were meant to be part of the Program, however their delivery was adjusted to align with the commencement of the ESS Rule change as part of IPART's business as usual (BAU) administration of the Scheme.

Finding 6 - The Safeguard Administration Program was delivered within budget, with appropriate reallocation of annual funding to reflect project activities and progress

This finding relates to KEQ 3

The Safeguard Administration Program was funded by the Climate Change Fund. Table 4 below provides a three-year summary of the funding allocated, actual spend, total spend per year and final position for the Safeguard Administration Program.

Table 4: Summary of funding allocated and expenditure

Financial year	Funding allocated (\$)	Quarter	Actual spend (\$)	Total spend (\$)	Final position
Year 1 (2022-21)	1,400,000	Q1-Q3	860,784	1,375,000	Under budget by \$25,000
		Q4	514,216		
Year 2 (2021-22)	1,600,000	Q1	200,160	1,372,051	Under budget by \$227,949
		Q2	275,356		
		Q3	261,615		
		Q4	634,920		
Year 3 (2022-23)	600,000	Q1	400,042	852,906	Over budget by \$252,906
		Q2	378,114		
		Q3 (Forecast)	-		
		Q4 (Forecast)	74,793		
Total	3,600,000			3,600,000	On budget

In Year 1, the actual Program spend was under budget by \$25,000. The remaining funds were reallocated to Year 2 and later to Year 3.

In the second year of the Program, total spend was under budget by \$227,949. The large sum of underspend was primarily due to delays in policy finalisation and recruitment. As the tasks associated with the underspend still needed to be delivered, the remaining funding was reallocated to Year 3. Given the delays experienced in the Program, this reallocation was considered appropriate and reflective of the adaptive approach taken to deliver the Program.

In the first half of Year 3 (Quarters 1 and 2), the Program had an actual spend of \$778,156. While this exceeded the original \$600,000 funding allocation by \$178,156, this fell within the adjusted budget of \$852,156 (including amounts reallocated from Years 1 and 2).

The remaining \$74,793 will be applied in Quarter 4 to projected expenses relating to the evaluation of the Program. Assuming that there are no deviations from the forecasted amount for evaluation, the total expenses for the project will remain on budget.

It is noted that Program tasks related to the ESS Rule change were delivered in Q3 (as detailed in Finding 5). These have been funded under IPART's BAU budget, rather than from the Program and they are not expected to impact on the final budget position.

3.3 Outcomes

Finding 7 - The Program has been implemented in alignment with intended design suggesting it is on track to contribute to realisation of Net Zero outcomes

This finding relates to KEQ 4

The NSW Government has committed to a goal of Net Zero emissions by 2050. The Net Zero Plan Stage 1: 2020–2030 aims to protect the future of the people living in NSW by growing the economy, creating jobs and reducing emissions over the next decade. The plan aims to strengthen the prosperity and quality of life of the people of NSW, while helping to achieve the State's objective to deliver a 70% cut in emissions by 2035 compared to 2005 levels. In addition, the Climate Change Fund (CCF) is a mechanism used by the NSW Government to support and encourage initiatives that address the impacts of climate change.

The Safeguard Administration Program utilised outcome mapping to show how the Program relates to broader Government strategic outcomes. The CCF Outcome Hierarchy for Net Zero Programs is shown in Figure 6 overleaf. The tick marks indicate the CCF, Climate Change Policy Framework and Net Zero outcomes that the Program has been designed to contribute to.

Given the timing of this evaluation, being within six months of Program completion, it is too early to evidence broader Program outcomes and impacts. Especially as at the time of writing the ESS Rule change had only recently commenced. However, line of sight can be drawn between this Program and broader anticipated outcomes.

The Safeguard Administration Program has been designed to support implementation of and stakeholder readiness for changes to the ESS and PDRS. The Program is expected to indirectly contribute to the realisation of Net Zero outcomes and the purpose of the CCF by encouraging energy savings and peak demand reduction activities). By doing so, the Program is, in turn, expected to reduce the load on the NSW energy grid, decrease the need for energy generation and reduce the use of fossil fuels.

Available documentation indicates that, despite some delays to timeframes, the Program has been delivered in alignment with agreed plans and the original Program design. This has supported the generation of both Energy Savings Certificates (ESC) and Peak Reduction Certificates (PRC). More than 1.5 million PRCs have been created since 2022, and stakeholder inquiries regarding ESCs indicate growing interest among stakeholders regarding the ESS Rule change. This suggests the Program is on-track to contribute to the realisation of Net Zero outcomes articulated in the Program logic and outcomes hierarchy.

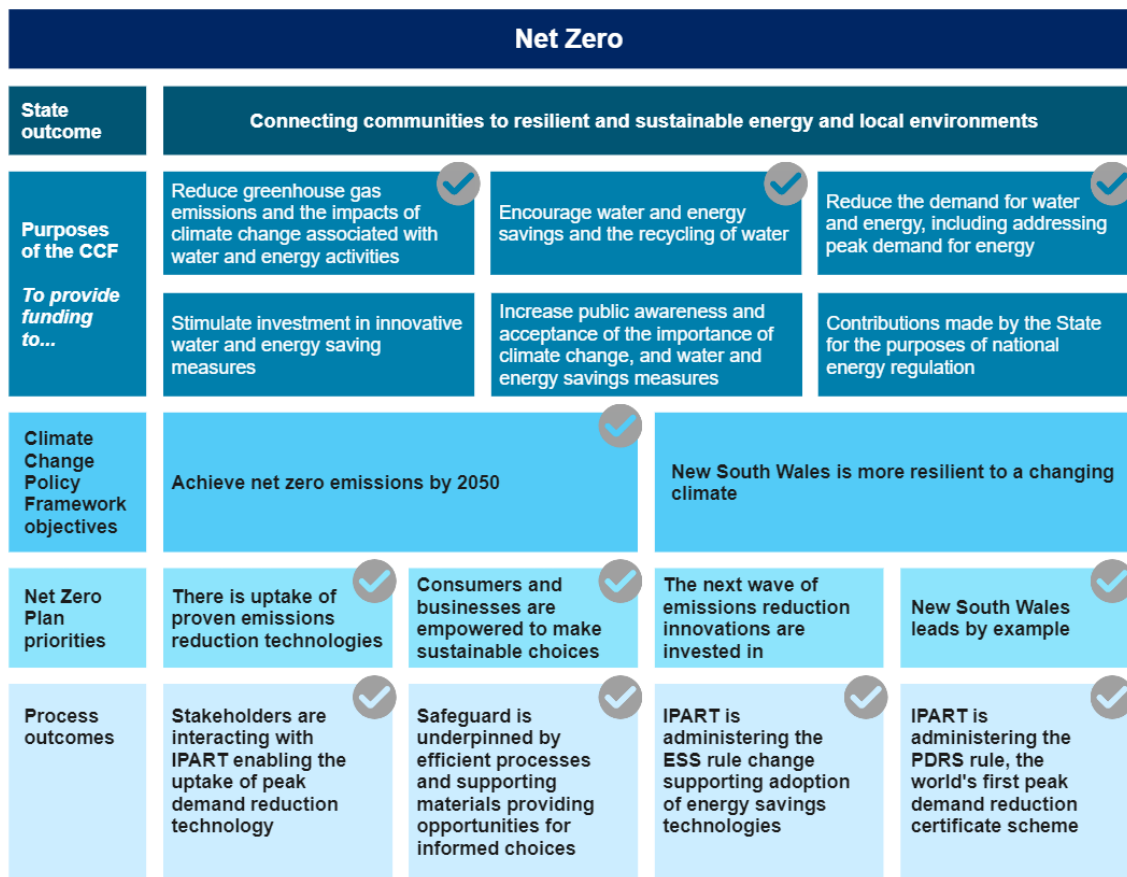


Figure 6: CCF outcome hierarchy for Net Zero Programs²

² Source: NSW Climate Change Fund Evaluation Framework, 2021 Department of Planning, Industry and Environment

Finding 8 - The Safeguard Administration Program has indirectly contributed to the uptake of, and investment in, emissions reduction technologies through encouraging participation in the schemes.

This finding relates to KEQ 6

The first priority in the NSW Government's Net Zero Plan Stage 1: 2020–2030 is to drive uptake of proven emissions reduction technologies. The Energy Security Safeguard is a key contributor to this priority.

The Safeguard creates incentives for individuals and organisations, which helps to drive uptake of, and investment in, emissions reduction technologies. The ESS provides a financial incentive for households and businesses to become more energy efficient by reducing their electricity and gas usage and includes fuel switching activities that reduce the consumption of energy. The PDRS encourages the uptake of appliances and equipment with the capacity to reduce demand for electricity at times of peak demand. Both are market-based certificate schemes which create financial incentives that encourage investment in energy-efficient technologies.

The delivery of the Safeguard Administration Program has indirectly supported the uptake of, and investment in, emissions reduction technologies by helping stakeholders to understand and engage with the ESS and PDRS. Supporting materials have been developed to support and encourage participation in the schemes, as discussed in Finding 1. The Program also equipped IPART employees with relevant skills and knowledge to support people that participate in the Scheme through registration and participation processes.

Finding 9 - The Program has had a number of unanticipated consequences

This finding relates to KEQ 5

Note – Due to the purpose and nature of Program reporting informing this evaluation, evidence of unanticipated consequences was not available through the document review. This finding draws upon discussion with the IPART project team as part of evaluation delivery.

While many of the expected outcomes of the Program have been realised, the following unintended consequences were identified as a result of the implementation and delivery of the Safeguard Administration Program.

Positive unintended consequences of the Program include:

- > **enhanced relationship between OECC and IPART:** the successful delivery of the Safeguard Program required regular communication and collaboration between OECC and IPART. This is evidenced in available reporting which highlights regular communication, information sharing and knowledge transfer between the two agencies
- > **engagement of specialist communications resourcing:** the funding and involvement of specialist communications personnel within the IPART team was seen as highly beneficial to Program delivery. In response to these benefits, the team has received allocation for a permanent engagement and capability officer which is expected to provide ongoing benefit to future initiatives and work
- > **enhanced engagement with Program stakeholders:** early creation of the stakeholder engagement strategy and delivery of surveys enabled the Program to better reflect on and enhance relationships and interactions with Program stakeholders. This has reportedly highlighted the importance of engagement throughout IPART and is expected to have ongoing positive benefit and application.

One negative unintended consequences of the Program was identified around an unexpected increased workload for the ESS team. The implementation of the Program has resulted in additional workload, primarily attributed to the IT section and TESSA. While the increased workload associated with PDRS was expected, and additional resources allocated to help manage this, the workload associated with TESSA exceeded expectations. As the Program was an organisational priority, teams needed to prioritise delivery, resulting in flow-on effects for the management of BAU work and delays in application assessment. The team made progress in managing the increased workload, and efforts were made to minimise the impact on BAU work, which was reflective of the adaptive approach to Program delivery.

4 Conclusions

Conclusion 1 - Robust governance arrangements were established and applied to support Program delivery, with appropriate adaptation made to this model throughout the Program period. Regular and robust communication and information sharing through meetings and reporting has ensured transparency of Program progress and issues.

The establishment of, and adherence to, clear Program management and governance arrangements was a strength of this Program. Governance and reporting arrangements were seen to be appropriate for a Program of this nature, providing a framework for monitoring and reporting on Program activities.

Regular communication and information sharing through meetings and reports fostered collaboration, accountability, transparency and information sharing, while enabling the appropriate escalation of risks and issues. Regular communication and information sharing through meetings and reports fostered collaboration, not only within the Program team and IPART executive, but also between IPART and OECC. This allowed for a shared understanding of Program objectives, risks and outcomes, which in turn facilitated effective decision-making and problem-solving. This collaborative and proactive approach to Program management helped to build trust between the two agencies and establish a strong foundation for future collaboration.

Conclusion 2 - While uncertainty around the development and finalisation of the policy caused delays to some Program activities, the flexible approach to Program management and delivery enabled the Program to be ultimately delivered on time and budget. This adaptive approach to Program management was key to responding and effectively adapting to identified risks.

By remaining adaptable and responsive to changing circumstances, the Program was able to overcome challenges and deliver outcomes that met the budget and timeframes as well as stakeholder needs and expectations.

The Program's successful delivery can be attributed to the Program management team's ability to respond quickly and flexibly to changing circumstances and risks. Through regular risk assessments, the team was able to identify potential issues early and take proactive steps to mitigate them. Policy presented the most significant risk to the Program. By leveraging the governance arrangements to maintain clear and open lines of communication, the Program team was able to work with key stakeholders to identify potential issues and apply mitigation strategies. The Program management team demonstrated a willingness to adapt to changing circumstances, making necessary adjustments to the Program's timeline and activities as needed. Despite delays, 69 activities were delivered on time and delays did not significantly impact overall delivery.

Conclusion 3 - The strong emphasis on change management in the Program design, particularly engagement of a change manager, has supported stakeholder readiness for changes to the Safeguard. Close collaboration with Program stakeholders has ensured that their needs are met and enhanced their engagement with the Safeguard.

The emphasis placed on change management in the Program design, including the engagement of a change manager, has been instrumental in supporting stakeholder readiness for changes to the Safeguard. This approach has ensured that stakeholders were aware of the changes, understand why they were necessary, and supported readiness to adapt to them.

The Program's success in implementing the changes to the Safeguard was supported by this collaborative and proactive approach to change management. By engaging with stakeholders and seeking their input throughout the process, the Program has been able to identify and address potential challenges and opportunities, leading to a smoother transition.

The permanent appointment of a specialist capability and engagement officer within the team will ensure this focus on change management and stakeholder engagement is maintained, and the Program can continue to deliver lasting benefits.

Conclusion 4 - While too early for outcomes to be realised, the Program is expected to play an enabling role for the Safeguard, indirectly contributing to broader Government Net Zero goals and outcomes by supporting participation in the ESS and PDRS.

At five months post the completion of the Program, it is too early to evaluate the achievement of Program outcomes. Many of the Program's outcomes, particularly those related to broader Government goals, will take time to materialise.

Despite the Program being administrative in nature, it was designed in such a way that was cognisant of how it would contribute to the effective delivery of the schemes and linked to the Safeguard's contribution to energy savings and reduction of greenhouse gas emissions. Of note is the CCF and Net Zero Plan outcomes were clearly considered and incorporated into Program design and captured in the Program logic. With the Program currently on track against its original design, it is expected to indirectly contribute to the NSW Government's Net Zero goals.

As the Safeguard continues to be implemented and its effects become more apparent, it will be important to continue monitoring and evaluating its outcomes to ensure that it is making a positive impact towards a more sustainable future.

5 Recommendation

Based on the findings and conclusions from this evaluation, multiple success factors were identified as having played a significant role in ensuring the success of this Program. These are reflective of features of the Safeguard Administration Program that worked well, and it is recommended that the IPART team share these valuable insights with other program teams as guidance for future program design and implementation. The IPART team should communicate both the identified success factors and any areas that present potential for improvement. Sharing these aspects will enable the team to foster continuous improvement and enhance future program outcomes.

Communication is vital to Program success

Effective communication and reporting within Program governance structures are critical for ensuring that a Program is effectively managed, stakeholders are informed, and decisions are made based on accurate and up-to-date information. Key learnings for the future around communication and reporting within Program governance structures include:

- > **clearly define the communication and reporting requirements** for the Program, including what information needs to be shared, how often, and with who. Reports should include relevant information on Program performance, progress against targets, and any issues or risks.
- > **use a variety of communication channels** to ensure that internal and external stakeholders are informed and engaged. This can include regular email updates, project status reports, meetings, and forums.
- > **incorporate feedback loops.** Communication should be two-way to ensure that stakeholders have the opportunity to provide feedback, ask questions, and raise concerns. This feedback is an important mechanism to ensure the Program is achieving its intended outcomes. Surveys, such as those planned for this Program may be appropriate for collecting feedback. Stakeholder burden associated with providing feedback needs to be considered.
- > **foster a culture of transparency and accountability** within Program governance structures. This can be achieved through open communication, regular reporting, and holding individuals and organisations accountable for their roles and responsibilities.

It is valuable to apply a flexible approach to Program management

The Safeguard Administration Program highlighted the importance of designing and implementing Programs in a flexible manner that will allow them to adapt to changing circumstances. Key learnings for the future around flexibility include:

- > **conduct regular risk assessments.** Conduct regular risk assessments to identify potential risks and develop mitigation strategies. This will help Program managers proactively manage risks as they arise and reduce the impact of unforeseen circumstances
- > **develop contingency plans** to manage risks that may arise during Program implementation. These plans should be regularly reviewed and updated to ensure they remain relevant

- > **maintain flexibility** in Program planning and implementation to accommodate changing circumstances. This can include adjusting timelines, budgets, or Program components to respond to emerging issues or changes in stakeholder needs
- > **develop strong partnerships** with stakeholders to build trust, foster collaboration, and ensure that the Program remains responsive to stakeholder needs. This can include regular engagement, open communication, and sharing of information
- > **use data to inform decision-making** and adjust Program implementation as needed. This can include using performance data to identify areas for improvement, or feedback from stakeholders to adjust Program components
- > **monitor progress** against Program objectives to ensure that the Program is on track and achieving the desired outcomes. This can include regular reporting and performance reviews.

Information management and consistency

Effective information management and consistency in reporting are critical for Program success. Key learnings that can help Program managers ensure effective information management and consistency in reporting include:

- > **define information requirements** for reporting to ensure that the information or data collected is relevant and aligned with stakeholder and reporting needs
- > **regularly review and update reporting** to ensure that it remains relevant and aligned with Program objectives. This can include seeking feedback from stakeholders and adjusting reporting templates or data requirements as needed.

Roles and responsibilities

Having the right people and skills involved in a Program can influence the success of the Program. Key learnings that can help Program managers ensure they have the right people and skills involved in the Program include:

- > **identify the required skills** for the Program's success and ensure that the team has a diverse set of skills to address different challenges. This may include technical skills, project management skills, change management skills, and leadership skills
- > **build a multidisciplinary team** with individuals who have different skills, perspectives, and backgrounds. This can help the team develop a holistic understanding of the Program and identify creative solutions to complex challenges
- > **provide training and development** opportunities to team members to enhance their skills and knowledge. This can include formal training, coaching, mentoring, or on-the-job learning opportunities.

6 Attachments

6.1 Attachment A

Document Review List

Folders	Documents received and reviewed
General Documents	<ul style="list-style-type: none"> > Draft CCF Evaluation Framework 2021 > CCF Evaluation Plan > CCF Memorandum of Understanding > CCF Implementation Plan 2021-22 for PCG > CCF Implementation Plan 2022-23
Safeguard Program Risk Register	<ul style="list-style-type: none"> > Safeguard Program Risk Register > ESS 2.0 Safeguard Program Risk Register - 1 July 2022
Accreditation and Certificate Data	<ul style="list-style-type: none"> > PDRS Total Certificates and ACPs
CCF Reporting	<p>List of Milestones</p> <ul style="list-style-type: none"> > CFF - Milestones Table (for quarterly reporting) <p>Certificate of Expenditure</p> <ul style="list-style-type: none"> > Certificate of Expenditure Q2 FY 2022 - 2023 - signed(2) > Certificate of Expenditure Q1 FY 2022 - 2023 > Certificate of Expenditure_Q4 FY 2021 - 2022 > Certificate of Expenditure_Q3 FY 2021 - 2022 > Certificate of Expenditure_Q2 FY 2021 - 2022-02-03 > Certificate of Expenditure_Q1 FY 2021 - 2021-10-11 > Certificate of Expenditure_Instalment 2_Q4 FY 2020 - 2021-07-05 > Certificate of Expenditure_Instalment 1_signed - 2021-05-05 <p>Quarterly Program Status Report</p> <ul style="list-style-type: none"> > ESS_Q2 FY2022-23_Quarterly Program Status Report > ESS_Q4 FY2021-22_Quarterly Program Status Report > ESS_Q3 FY2021-22_Quarterly Program Status Report > ESS_Q2 FY2021-22_Quarterly Program Status Report > EES_Q1 FY2021-22_Quarterly Program Status Report > ESS_Q4 FY2020-21_Program Status Report > EES_Q1-Q3 FY2020-21_Quarterly Program Status Report
Audit and Risk Committee Reporting	<ul style="list-style-type: none"> > Audit and Risk Committee - Update on Energy Security Safeguard - 30 November 2020 > ESS 2.0 - Audit & Risk Committee Update 22 March 2021 > Item 5.3 - Presentation - Safeguard Program Update - Audit and Risk Committee (10 October 2022)

Folders	Documents received and reviewed
Program Delivery Plan	<ul style="list-style-type: none"> > Program delivery plan > Program Delivery Plan_2021-05-06 > Program Delivery Plan_2021-05-06 - annual budget profile > Program Delivery Plan_2021-05-06 - business process and IT project plan > Program Delivery Plan_2021-05-06 - governance framework and resourcing > Program Delivery Plan_2021-05-06 - outcomes hierarchy > Program Delivery Plan_2021-05-06 - Policy project plan > Program Delivery Plan_2021-05-06 - Stakeholder Engagement Plan
Change Documents	<p>Step 1 - Set Change Direction</p> <ul style="list-style-type: none"> > Change Vision and Roadmap <p>Step 2- Organise the Change</p> <ul style="list-style-type: none"> > Change Analysis - current version > Change transition plan - ESS Team > Change transition plan - ACPs > Change transition plan - Scheme Participants > Change transition plan - Auditors > Change Transition Plan - External Stakeholders 28 June 2022 > Initial Change Impact Assessment (CIA) > Internal Stakeholder Training Needs & Timeline v160322 > Learning Framework & Plan > Stakeholder Training Needs Analysis – Copy <p>Step 3 - Deliver the Change</p> <ul style="list-style-type: none"> > Learning Modules > Stakeholder consultation activities > D21 24781 - Evaluation schedule
Pulse Surveys	<ul style="list-style-type: none"> > Pulse Check Survey Questions > Pulse Survey 1.0 Data Table 161221 > Pulse Survey 2.0 Data Table - June 2022 > Pulse Survey 2.0 Graphed Data - June 2022 > Pulse Survey 1.0 Insights and Recommendations 161221 > Pulse Survey 2.0 Insights & Recommendations - June 2022 > Pulse Survey - let us know what you think > PDRS Training Session - pulse survey > Safeguard Implementation Program - Pulse Survey Plan
External Stakeholder Surveys	<ul style="list-style-type: none"> > Event summary report - PDRS consultation forum > Zoom attendance and poll results - 2022 Safeguard Forum - 27 October 22 > Polls-overall-PDRS_consultation_forum > Polls-per-user-PDRS_consultation_forum > FW 27 April event - attendee evaluation > Questions-PDRS_consultation_forum > RCESS Final Report - IPART Stakeholder Survey 2022 - ESS

Folders	Documents received and reviewed
	<ul style="list-style-type: none"> > 2022 ESS Stakeholder Forum Survey Responses
ELT Updates	<ul style="list-style-type: none"> > Safeguard Program Update - ELT Slide Pack (28 Feb 2022) - AMENDED > Safeguard Program Update - ELT Slide Pack (11 Mar 2022) > Safeguard Program Update - ELT Slide Pack (25 Mar 2022) NEW > D22 7470 Safeguard Program Update - ELT Slide Pack (8 April 2022)(3) > Safeguard Program Update - ELT Slide Pack (22 April 2022) > Safeguard Program Update - ELT Slide Pack (6 May 2022) > Safeguard Program Update - ELT Slide Pack (20 May 2022) > Safeguard Program Update - ELT Slide Pack - Amended (3 June 2022) > Safeguard Program Update - ELT Slide Pack (17 June 2022) > Safeguard Program Update - ELT Slide Pack (1 Jul 2022) > Safeguard Program Update - ELT Slide pack (15 Jul 2022) > Safeguard Program Update - ELT Slide pack (1 Aug 2022) > Safeguard Program Update - ELT (12 Aug 2022) > Safeguard Program Update - ELT (29 Aug 2022) > Safeguard Program Update - ELT (9 Sep 2022) > Item 5 - ELT Meeting - 13 Dec 2022 - Update on Safeguard Implementation
Tribunal Updates - Briefings for Grosvenor	<ul style="list-style-type: none"> > Attachment A - High Level Timeline > Tribunal Update briefing - Attachment C - key project risks > ESS 2.0 - ELT Update 8 September 2020 > ESS Committee briefing - ESS 2.0 update(3) - 9 Sep 2021 > ESS Committee Update briefing 2 December 2021 > Safeguard Program Update - Tribunal Slide pack (1 April 2022) > Safeguard Program Update - Tribunal Slide Pack (28 Jan 2022) > Safeguard Program Update - Tribunal Slide Pack (4 Mar 22 Feb 2022) (1) > Tribunal briefing - Attachment B - initiation and procurement phase tasks > Tribunal briefing - ESS 2.0 update - 13 Oct 2021 > Tribunal - Safeguard Program Update > Tribunal update briefing - 8 Dec 2021
Weekly Updates	<ul style="list-style-type: none"> > 20211008 - ESS 2.0 Safeguard Program - Weekly Progress > 20211015 - ESS2.0 Safeguard Program - Weekly Progress > 20211022 - ESS2.0 Safeguard Program - Weekly Progress > 20211029 - ESS2.0 Safeguard Program - Weekly Progress > 20211105 - ESS2.0 Safeguard Program - Weekly Progress > 20211112 - ESS2.0 Safeguard Program - Weekly Progress > 20211119 - ESS2.0 Safeguard Program - Weekly Progress > 20211126 - ESS2.0 Safeguard Program - Weekly Progress > 20211203 - ESS2.0 Safeguard Program - Weekly Progress > 20211217 - ESS2.0 Safeguard Program - Weekly Progress

Folders	Documents received and reviewed
Project Control Group Files (PCG)	<ul style="list-style-type: none"> > CCF Implementation Plan (2021-22) for PCG > DRAFT Energy Security Safeguard position paper > PCG Report Change Slides v FINAL 171121
PCG Files: 2020-09-16	<ul style="list-style-type: none"> > 20200902 - Program Control Group Meeting - Action items > 20200916 - Program Control Group Meeting - Action items > 20200916 - Program Control Group Meeting - Agenda > ESS 2.0 HL timeline > ESS 2.0 Program Plan > ESS 2.0 Roadmap > PCG - draft TOR > Stakeholder Engagement Plan
PCG Files: 2020-09-30	<ul style="list-style-type: none"> > 20200916 - Program Control Group Meeting - Action items > 20200930 - Program Control Group Meeting - Agenda > CCF Funding Agreement > ESS 2.0 - Status Report 30 09 2020 > Risk register - ESS 2.0
PCG Files: 2020-10-14	<ul style="list-style-type: none"> > 20200930 - Program Control Group Meeting - Action items > 20201014 - Program Control Group Meeting - Action items > 20201014 - Program Control Group Meeting - Agenda > ESS 2.0 - Status Report 09 10 2020
PCG Files: 2020-10-28	<ul style="list-style-type: none"> > 20201014 - Program Control Group Meeting - Action items > ESS 2.0 - Status Report 28 10 2020
PCG Files: 2020-11-11	<ul style="list-style-type: none"> > 20201125 - Program Control Group Meeting - Action items > 20201125 - Program Control Group Meeting - Agenda > ESS 2.0 - Status Report 25 11 2020
PCG Files: 2020-11-25	<ul style="list-style-type: none"> > 20201014 - Program Control Group Meeting - Action items > 20201125 - Program Control Group Meeting - Action items > 20201014 - Program Control Group Meeting - Agenda > ESS 2.0 - Status Report 25 11 2020 > Project Level Planning Session
PCG Files: 2020-12-21	<ul style="list-style-type: none"> > 20201125 - Program Control Group Meeting - Action items > 2020-12-21 - PCG Minutes > 20201221 - Program Control Group Meeting - Agenda > Delivery Strategy clean - 21.12.20 > ESS 2.0 Project Timeline and Interdependencies - Early Planning Sessions > Helen slides for PCG > IPART Program Control Group Terms of Reference - clean - 21.12.20

Folders	Documents received and reviewed
PCG Files: 2021-01-27	<ul style="list-style-type: none"> > 2021-01-27 - PCG - Update on Regulation > 2021-01-27 - PCG Minutes > 2021-01-27 - Program Control Group Meeting - Agenda > ESS 2.0 - Status Report WE 22 01 2021 > IPART Program Control Group Terms of Reference - Revised-22.01.2021 > IPART Risk Register Q1 2020-21 v14 (Ess 2.0)
PCG Files: 2021-02-10	<ul style="list-style-type: none"> > 2021-02-10 - Program Control Group Meeting - Agenda > 2021-02-10_PCG Minutes > 2021-02-24_PCG Agenda > ESS 2.0 - Status Report WE 5 02 2021
PCG Files: 2021-03-11	<ul style="list-style-type: none"> > 2021_03_11_Status Report ESS 2.0 > 2021-03-11_PCG Action Items > 2021-03-11_PCG Agenda > 2021-03-11_Risk Register ESS 2.0 > Energy Security Safeguard Digital Platform Prototype_Summary for PCG_v01
PCG Files: 2021-03-24	<ul style="list-style-type: none"> > 2021_03_24_Status Report ESS 2.0 > 2021-03-24_PCG Agenda > 2021-03-24_PCG Forward Agenda > 2021-03-24_PCG Minutes and Action Items > ESS 2.0 - Audit & Risk Committee Update 22 March 2021
PCG Files: 2021-04-01 (OOS)	<ul style="list-style-type: none"> > 2021_04_21_Status Report ESS 2.0 > 2021-04-21_PCG Minutes and Action Items
PCG Files: 2021-04-21	<ul style="list-style-type: none"> > 2021_04_21_Status Report ESS 2.0 > 2021-04-21_PCG Agenda > 2021-04-21_PCG Forward Agenda > 2021-04-21_PCG Minutes and Action Items > Complex-Procurement-plan MASTER (OOS) > IPART Risk Register Q3 2020-21 v3 (ess2.0)_April 2021
PCG Files: 2021-05-05	<ul style="list-style-type: none"> > 2021_05_05_Status Report ESS 2.0 > 2021-05-05_PCG Agenda > 2021-05-05_PCG Forward Agenda > 2021-05-05_PCG Minutes and Action Items <p>CCF Documents</p> <ul style="list-style-type: none"> > Annual Budget Profile_Safeguard Admin Program > Business Process and IT - Project Plan > EES_Q1-Q3 FY2020-21_Program Status Report > Governance framework_Roles and Responsibilities > IPART Procurement Policy > IPART Records Management Policy > IPART Risk Management Policy

Folders	Documents received and reviewed
	<ul style="list-style-type: none"> > IPART_Program Control Group_Terms of Reference > Outcomes hierarchy > Program Delivery Plan_2021-04-30 > Regulatory Policy and Planning_Project Plan > Stakeholder Engagement Plan
PCG Files: 2021-05-19	<ul style="list-style-type: none"> > 2021_05_19_Status Report ESS 2.0 > 2021-05-19_PCG Agenda > 2021-05-19_PCG Forward Agenda > 2021-05-19_PCG Minutes and Action Items > IPART Risk Register Q3 2020-21 vESS May 2021 <p>Documents circulated post-meeting</p> <ul style="list-style-type: none"> > Copy of PRIME Forward Estimate 2021-22 to 2031-32(11 May 21) (002) > D21 11226 ESS 2 - Procurement Readiness - Approval Pathway
PCG Files: 2021-06-02	<ul style="list-style-type: none"> > 2021_06_02_Status Report ESS 2.0 > 2021-06-02_PCG Agenda > 2021-06-02_PCG Forward Agenda > 2021-06-02_PCG Minutes and Action Items > Program Timeline and Interdependencies-Safeguard (June 2021 update) <p>Papers for Item 3</p> <ul style="list-style-type: none"> > Safeguard Integrated IT System - RFP Part A > Safeguard Integrated IT System Part B Appendix > Safeguard Integrated IT System Part B_Statement of Requirements > Safeguard Integrated IT System RFP Part C_Key Contract Terms > Safeguard Integrated IT System RFP Part D_Returnable Schedules
PCG Files: 2021-06-16	<ul style="list-style-type: none"> > 2021_06_16_Status Report ESS 2.0 > 2021-06-16_PCG Agenda > 2021-06-16_PCG Forward Agenda > 2021-06-16_PCG Minutes and Action Items > Item 4 - Project governance structure > Risk Management Report - ESS 2.0 Project - June 2021 > Papers for Item 6 > PCG Briefing - Attachment A - Categorised ESS business processes > PCG briefing - Safeguard business processes design principles
PCG Files: 2021-06-30	<ul style="list-style-type: none"> > 2021_06_30_Status Report ESS 2.0. > 2021-06-30_PCG Agenda. > 2021-06-30_PCG Forward Agenda. > 2021-06-30_PCG Minutes and Action Items. > ESS 2.0 Design principles update PCG - 30 June.

Folders	Documents received and reviewed
PCG Files: 2021-07-14	<ul style="list-style-type: none"> > 2021_07_14_Status Report ESS 2.0. > 2021-07-14_PCG Agenda. > 2021-07-14_PCG Forward Agenda. > 2021-07-14_PCG Minutes and Action Items.
PCG Files: 2021-07-28	<ul style="list-style-type: none"> > 2021_07_28_Status Report ESS 2.0. > 2021-07-28_PCG Agenda. > 2021-07-28_PCG Forward Agenda. > 2021-07-28_PCG Minutes and Action Items. <p>CCF Documents</p> <ul style="list-style-type: none"> > CCF budget forecast - 21-22 > EES_Q4 FY2020-21_Program Status Report > Safeguard Administration Program Delivery Plan
PCG Files: 2021-08-06	<ul style="list-style-type: none"> > 2021_08_06_Status Report ESS 2.0
PCG Files: 2021-08-25	<ul style="list-style-type: none"> > 2021-08-25_PCG Agenda > 2021-08-25_PCG Minutes and Action Items > ESS 2.0 Safeguard Administration Program - Contingent development of existing platform > ESS 2.0 Safeguard Administration Status Report (25-Aug-21) > PMP overview - 25-Aug-21 <p>Stakeholder Engagement and Change Management</p> <ul style="list-style-type: none"> > Comms & Training by Milestone V0.2 > ESS Change Strategy and Plan V0.3. > IPART ESS 2.0 Transition Pack June 2021 0.2. > TCS_ESS Guide to Effective Stakeholder Engagement. > TCS_ESS Stakeholder Engagement Strategy. > TCS_ESS Stakeholder Engagement_Outcomes Report_V0.1.
PCG Files: 2021-09-22	<ul style="list-style-type: none"> > 2021-09-22_PCG Agenda > 2021-09-22_PCG Forward Agenda. > 2021-09-22_PCG Minutes and Action Items. > ESS 2.0 Safeguard Administration - Program Management Plan (2021-22) - PCG copy. > ESS 2.0 Safeguard Administration Status Report (17-Sep-21).
PCG Files: '2021-10-20	<ul style="list-style-type: none"> > 20211018 - ESS2.0 Safeguard Program - Monthly report. > 2021-10-20_PCG Agenda. > 2021-10-20_PCG Forward Agenda. > 2021-10-20_PCG Minutes and Action Items. > PCG meeting - Status Update - 20211020.
PCG Files: 2021-11-17	<ul style="list-style-type: none"> > 2021-11-17_PCG Agenda. > 2021-11-17_PCG Forward Agenda. > 2021-11-17_PCG Minutes and Action Items. > EES_Q1 FY2021-22_Quarterly Program Status Report. > ESS 2.0 Safeguard Administration Status Report (17 Nov '21).

Folders	Documents received and reviewed
	<ul style="list-style-type: none"> > People & Change Stream - Update on Change Strategy Work. > Policy & Process Stream - Safeguard Administration (Documents) - High Level Plan (17 Nov 21).
PCG Files: 2021-12-21	<ul style="list-style-type: none"> > 2021-12-15_PCG Agenda. > 2021-12-15_PCG Forward Agenda. > 2021-12-15_PCG Minutes and Action Items. > 211213 - Monthly Status - Safeguard Administration Program.
PCG Files: 2022-01	<ul style="list-style-type: none"> > 2022-01-XX_PCG Minutes and Action Items.

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