

19 May 2025

Miriam Beswick MP
Committee Chair
Select Committee on Government Businesses
Parliament of Tasmania
By email: gbselect@parliament.tas.gov.au

Dear Ms Beswick

Invitation to provide a submission

Thank for your letter dated 14 April 2025 inviting TasNetworks to make a submission to the House of Assembly Select Committee on the performance, governance and ownership structure of Government businesses.

On behalf of TasNetworks, I am pleased to provide our submission and look forward to continuing to engage with the Committee.

I would be happy to provide further information or clarification on any points raised in our submission or to appear before the Committee if that would be helpful.

Thank you for considering our submission.

Yours faithfully



Seán Mc Goldrick
Chief Executive Officer

DRAFT - House of Assembly Select Committee on the performance, governance and ownership structure of Government Businesses

Submission by
Tasmanian Networks Pty Ltd

19 May 2025

Public



Powering a
Bright Future

Version	Date	Author initials
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TasNetworks acknowledges the palawa (Tasmanian Aboriginal community) as the original owners and custodians of lutruwita (Tasmania). TasNetworks, acknowledges the palawa have maintained their spiritual and cultural connection to the land and water. We pay respect to Elders past and present and all Aboriginal and Torres Strait Islander peoples.

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Introduction

TasNetworks is committed to powering a bright future to deliver safe and sustainable essential services while maximising value for all of Tasmania. We're working hard to keep our costs and prices as low as we sustainably can.

The purpose of this submission provides the House of Assembly Select Committee on the performance, governance and ownership structure of Government businesses (**Committee**) with an understanding of TasNetworks, our services, operating environment and performance.

TasNetworks is committed to the Tasmanian community and the Government's policy objectives for the energy sector and would be pleased to provide further information or clarification on any of the information provided in this submission.

About TasNetworks

Purpose, strategy and services provided

Our purpose is to power a bright future to deliver safe and sustainable essential services while maximising value for all of Tasmania.

As Tasmania's sole provider of electricity transmission and distribution services, we provide our customers with affordable and reliable electricity, while helping Australia transition to cleaner energy sources. We play a vital and multi-faceted role in the economic and social fabric of Tasmania: as an essential network service provider for the state, a major employer of Tasmanians, and a government policy enabler, at the local, state, and federal level.

We have 300,000 residential, business, commercial, and industrial customers and are committed to working with our community to make a meaningful difference to the lives of Tasmanians – through and beyond the delivery of electricity and telecommunication services.

Our new company strategy aims to deliver on four key business objectives to achieve our purpose:

- (1) **Deliver value for our customers:** We deliver value for our customers and strive to meet their expectations in every action we take.
- (2) **Supply reliable essential services:** We deliver and enable reliable and sustainable essential services, and we recognise our role to serve and create value for the benefit of Tasmanians.
- (3) **Provide a sustainable financial return:** We seek to be an affordable service, while providing sustainable profits back to our shareholders, the Tasmanian Government.
- (4) **Enhance the safety and wellbeing of our people:** We do not compromise the safety and wellbeing of our employees, our customers, our communities, or our environment.

The overview of our strategy below details our strategic pillars and priorities to deliver on our purpose and objectives and the market forces we need to respond to.



Powering a bright future to deliver safe and sustainable essential services while maximising value for all of Tasmania

We deliver on our purpose through **our business objectives:**



Enhance the safety and wellbeing of our people



Deliver value for our customers



Supply reliable essential services



Provide a sustainable financial return

Our success will be achieved through **our strategic pillars and priorities:**



Understand and respond to our customers and communities



We seek to understand what our customers need and value and tailor our services accordingly. We work with our communities and stakeholders in our operations and projects.



Deliver operational excellence



We operate and maintain safe, reliable and affordable networks, delivered by our skilled and engaged teams.



Innovate in a targeted way



We are prepared for the future and seek new ways of doing things where they have value for Tasmania.

In response to our **key market forces:**

Decarbonisation

Decentralisation

Digitalisation

Targeting workforce gaps

Regulation

Tasmania's demographics

Geographic and operational footprint

TasNetworks provides electricity transmission and distribution networks to homes and businesses across Tasmania and on Bruny Island.

Our networks comprise 3,300 circuit kilometres of transmission lines and underground cables, 7,700 transmission line support structures, 49 transmission substations, 22,700 kilometres of distribution power lines and underground cables and over 230,000 power poles. We also operate a telecommunications network that supports the operation of our electricity networks, and own, maintain, and operate over 50,000 public lights on behalf of councils and other government road authorities.

Our field-based team members are located at four major resource centres in Cambridge, Rocherlea, Devonport, and Burnie, and at sub-stations and regional depots across the state. Our training centre is in Mornington, and we have administrative offices in Lenah Valley and Rocherlea.

As at 31 March 2025, we employ 1,094 people (excluding vacancies) statewide, with an average tenure of 9.89 years. Of these, 931 employees are covered by an Enterprise Agreement (EA), while 163 are on non-EA contracts. The workforce possesses a diverse range of skills, including engineering, project and program management/delivery, financial modelling, line work, field leadership, network and control room operations, cyber security, fault response, data development and analytics, governance, risk and compliance and community engagement. We also provide early career opportunities in our apprenticeship and graduate programs.



Governance

Governance Framework

TasNetworks is governed by an independent Board of Directors with duties specific to their roles as defined in the *Electricity Companies Act 1977*. The Board is responsible for the strategic guidance and oversight of the company with the Board Charter providing the framework for TasNetworks' corporate governance structure and practices. The Charter is based on the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations, as adjusted to apply to an unlisted, state-owned company in line with the Tasmanian Government Businesses Corporate Governance Principles.

The Charter describes the responsibilities of the Board and the TasNetworks Executive Team including:

- ensuring that TasNetworks meets its objectives and purpose
- establishing sound financial and risk-management policies and overseeing their implementation; and
- accounting to the shareholding ministers and stakeholders for the performance and activities of the company.

The Board has two standing committees:

- People and Remuneration Committee; and
- Audit, Risk and Compliance Committee.

Transparency and Accountability

As a State-owned Company, TasNetworks is accountable to the Shareholding Ministers, who are accountable to the Parliament and ultimately, the Tasmanian community.

TasNetworks is guided by a Statement of Expectations, prepared by shareholding ministers following consultation with TasNetworks. The Statement of Expectations is publicly available¹ and formally and transparently sets out the Tasmanian Government's broad policy expectations and requirements.

The Shareholding Ministers are periodically required to provide Parliament with the constitution of TasNetworks, the Statement of Corporate Intent and the TasNetworks Annual Report.

TasNetworks is also subject to scrutiny by Parliament through various Parliamentary hearings and committees. We appear annually before the Government Business Scrutiny Committee.

We prepare a monthly post-Board Shareholder report, which is verbally discussed each month between the Minister, the Chair of the Board and the CEO. Copies are also provided to the relevant Government Departments within the Shareholding Ministers' portfolios.

Further, we publish our Annual Report, Energy Charter Disclosure Report and Energy Feedback Summaries on our website².

TasNetworks subsidiaries

TasNetworks has three wholly owned subsidiary companies:

- TasNetworks Holdings Pty Ltd, which is a non-trading subsidiary created to hold all shares in and oversee the subsidiary companies of TasNetworks.
- Fortytwo24 Pty Ltd provides customers with telecommunications, information technology and data centre services.
- TasNet Connections Pty Ltd was incorporated to hold unregulated transmission connection assets.

The subsidiaries have robust governance frameworks, including requirements relating to regular and transparent reporting, disclosure in the event of material developments and ring-fencing.

Regulatory Environment

TasNetworks operates within a regulatory framework as part of the National Electricity Market (**NEM**). Regulation in the NEM aims to promise the National Electricity Objective, which is:

To promote efficient investment in, and efficient operation and use of, electricity services for the long-term interests of consumers of electricity with respect to:

1. *price, quality, safety, reliability and security of supply of electricity;*
2. *the reliability, safety and security of the national electricity system; and*
3. *the achievement of targets set by a participating jurisdiction*
 - a. *for reducing Australia's greenhouse gas emissions; or*
 - b. *that are likely to contribute to reducing Australia's greenhouse gas emissions.*

¹ [tasmanian-networks-pty-ltd-members-statement-of-expectations-final-october-2024.pdf](#)

² [Publications - TasNetworks](#)

The NEM is governed by three main regulatory bodies:

- (1) **The Australian Energy Market Commission (AEMC)**: responsible for making the rules in the National Electricity Rules (NER) which energy businesses must comply with.
- (2) **The Australian Energy Market Operator (AEMO)**: responsible for the operation and planning of the NEM.
- (3) **The Australia Energy Regulator (AER)**: responsible for enforcing the NER, policing the system and monitoring the market.

In addition to these three bodies, the **Office of the Tasmanian Economic Regulator (OTTER)** grants TasNetworks our transmission and distribution licences to operate the electricity networks in the state and set network reliability and performance standards.

Within the NEM, TasNetworks plays a critical role as the jurisdictional planner for Tasmania's transmission network. The role of jurisdictional planner is defined under the NERs which require each region to have a designated body responsible for planning the development of the transmission network. In the role of jurisdictional planner for Tasmania, TasNetworks:

- Prepares the Tasmanian Annual Planning Report which assesses the current and future needs of the transmission network, identifies potential constraints and proposes solutions to ensure reliable and efficient electricity supply.
- Evaluates network augmentation and investment options and this includes consulting with stakeholders customers, generators, regulators and government to ensure that planning decisions meet community and market needs.

Revenue and pricing regulation

As a regulated monopoly provider of electricity network services, every five years, TasNetworks is required to prepare revenue and regulatory proposals to the AER to secure future revenue in a process known as a revenue reset. These proposals outline:

- the services TasNetworks proposes to offer,
- forecasts of expenditure required to build, operate and maintain the transmission and distribution networks over a five-year period,
- the associated pricing methodologies and tariffs that we will use to recover the allowed revenue, and
- performance against the AER's financial and non-financial performance incentive schemes.

From this, the AER determines the maximum allowed revenue for the five-year period, setting revenue and price caps for different services TasNetworks offers.

Each year, TasNetworks calculates the transmission network charges it will apply to customers to recover that maximum allowed revenue, using a methodology set in the NER and overseen by the AER. Distribution network charges are then prepared to recover the allowed distribution network revenue, with adjustments for annual factors, and the distribution network's share of the transmission revenue. These distribution network charges require approval by the AER before being shared with the OTTER to include into the total energy price for Tasmanian distribution network customers.

2024-2029 Determination

The AER's most recent determination in April 2024 confirmed the maximum allowable revenue that TasNetworks can recover from customers for the period from 1 July 2024 to 30 June 2029. While

TasNetworks forecast increased network charges due to external factors, including rising interest rates and cost of capital, it is keeping costs and prices as low as possible by controlling expenditure, including committing to a 3% reduction in operating costs for the 2024-25 period and an additional 0.5% each year through to 2029. The AER recognised these actions to constrain expenditure and determined our proposed spending for the 2024-2029 regulatory period to be prudent and efficient.

As part of the determination process, TasNetworks engaged closely with customers and stakeholders. Given our customers top concern was affordability, we developed a balanced forward program to exert downward pressure on our costs without sacrificing reliability and safety or undermining the delivery of other customer and stakeholder priorities. We did this by achieving savings in areas of the business over which TasNetworks has greater control and would not undermine delivery of our core services.

Performance Overview

Financial Performance

TasNetworks financial statements are available for review by the Committee in TasNetworks' Annual Reports which are tabled in each House of Parliament and published on the TasNetworks website³. The consolidated financial statements include information about TasNetworks' assets including network assets, communication assets, land, buildings, other plant and equipment and intangible assets.

As noted above, revenue for regulated network services is determined by the AER through the revenue reset process described earlier. Other sources of revenue reflected in the financial statements include revenue from telecommunications, contestable works, metering and other commercial activities outside our regulated electricity network operations.

As a state-owned company, TasNetworks pays dividends to the Tasmanian Government. As shown in the last audited financial statements, in 2023-24 TasNetworks paid a dividend of \$11.7 million to the Government and for 2022-23 paid a dividend of \$22.5 million. TasNetworks also pays income tax equivalents to the Tasmanian Government in lieu of Commonwealth income tax. In 2023-24, TasNetworks paid \$40 million in income tax equivalents to the Tasmanian Government and in 2022-23 paid \$31 million.

Safety Performance

TasNetworks maintains a Health and Safety Management System that is certified to international standards. In 2024, TasNetworks was one of the first organisations in Australia to be audited against the newly released international Guidance Standard for Managing Psychosocial Risk. While it is not possible to get certified against this standard currently, TasNetworks showed "strong alignment" to 23 of the standard's 28 required elements. TasNetworks were early adopters of the code of practice for managing psychosocial hazards in Tasmania.

Safety performance when viewed through an injury frequency metric has shown continued improvement in recent years and is significantly better than the industry benchmark ([Safe Work Australia](#)). The current Total Recordable Injury Frequency Rate of 5.7 represents the number of injuries incurred per one million hours worked as a rolling 12-month average. Behind this performance sits a

³ [Publications - TasNetworks](#)

sustained effort to contemporise our health and safety systems and a rigorous process to learn and improve following incidents or near-miss events.

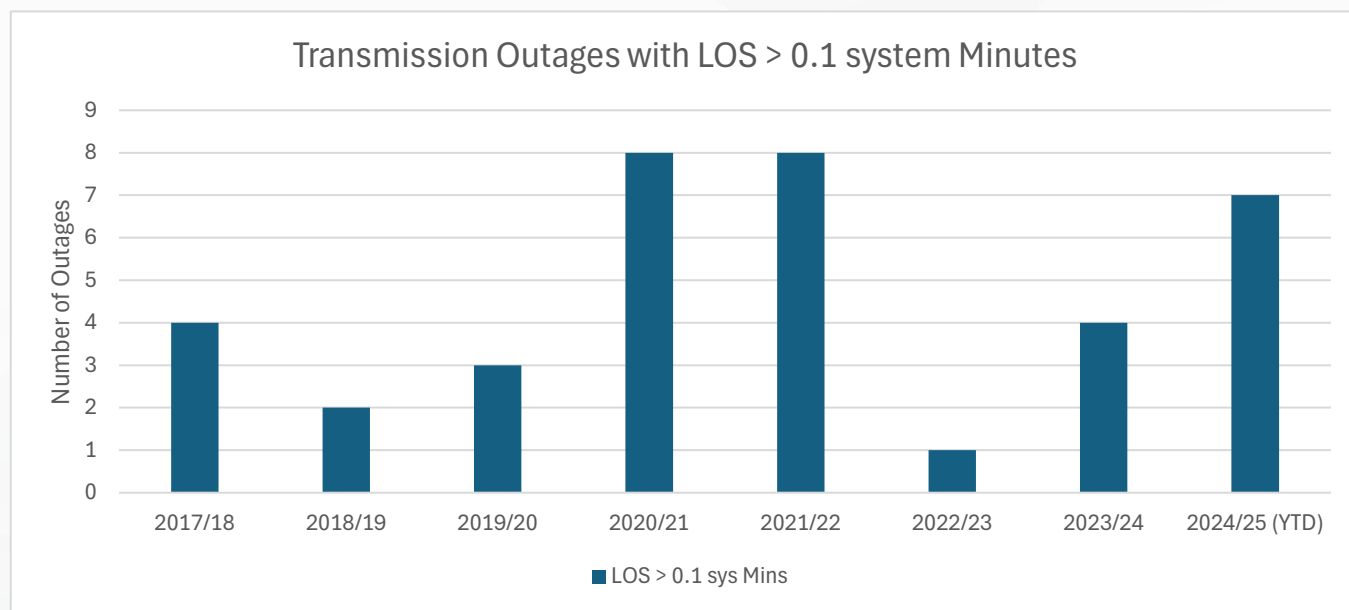
Operational Performance

This section provides an overview of our operational performance, focusing on key performance indicators relating to transmission performance, distribution performance and our service to customers. Reliability remains a key concern for our customers, and we are committed to ongoing improvements in network resilience to enhance future reliability and reduce the incidence of unplanned outages. The historical performance data provided below is aligned with the information provided in our annual reporting to OTTER.

Transmission Performance

Transmission supply refers to the process of transporting large amounts of electricity over long distances from power generation sources to substations closer to where the electricity will be used. Significant loss of supply (LOS) events are reported annually to OTTER.

Targets for Transmission LOS performance are set by the AER at 4 events > 0.1 system minute for the period from 2024-25 to 2028-29. Significant weather events are the driver behind the increased LOS occurrences in 2020-21 and 2024-25 shown in the table below. During 2021-22, several smaller lightning events occurred contributing to the higher number of events.

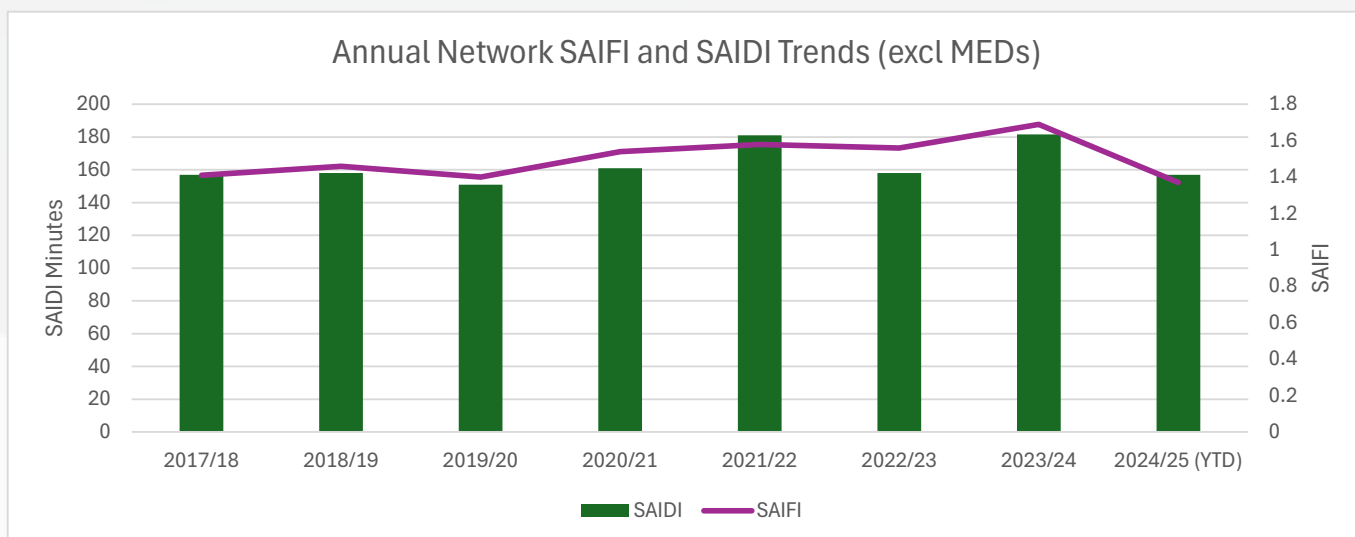


Distribution Performance

Distribution performance is measured in customer outages, using the industry standard System Average Interruption Frequency Index (SAIFI) and the System Average Interruption Duration Index (SAIDI).

The SAIFI index measures the average number of interruptions that a customer experiences over a 12-month period. A lower SAIFI indicates that customers experience fewer outages on average. The SAIDI index measures the total duration of interruptions for the average customer over a 12-month period with a lower SAIDI indicating that customers, on average, experience less time without power.

Annual Network SAIFI and SAIDI Trends (excl MEDs)



A level of volatility is evident in distribution performance based on weather events. Mitigations for these impacts are being progressed with reliability and resilience activities. These activities include:

- Uplift of line construction to latest industry standards
- Adjustments to internal construction and maintenance standards
- Targeted reliability uplifts of poor performing feeder sections.

Customer Service

Customer satisfaction tracking – performance indicators and accountability

We monitor customer and community satisfaction in several ways, enabling us to gauge performance, hold ourselves accountable, and ensure we continue to adapt to the ever-changing needs and expectations of our customers.

We have recently redesigned and uplifted our customer satisfaction tracking program. Optimisations include a holistic reach where every Tasmanian who has an interaction with us is offered the opportunity to provide their feedback, improved timeliness through real time reporting and metrics, and greater depth via data integration, customer clarity and reporting detail and richness.

This allows us to track and monitor real time customer feedback, need, drivers of satisfaction, performance metrics, and specific customer touchpoints across the business. It supports our wider customer experience uplift programs and delivers more robust regulatory reporting to our Board, stakeholders, and the AER.

Customer touchpoint optimisation – delivering better experiences

Our customer satisfaction tracking program, together with our recent customer journey mapping project, has led to a greater depth and quality of the insights we use to drive our improvement program.

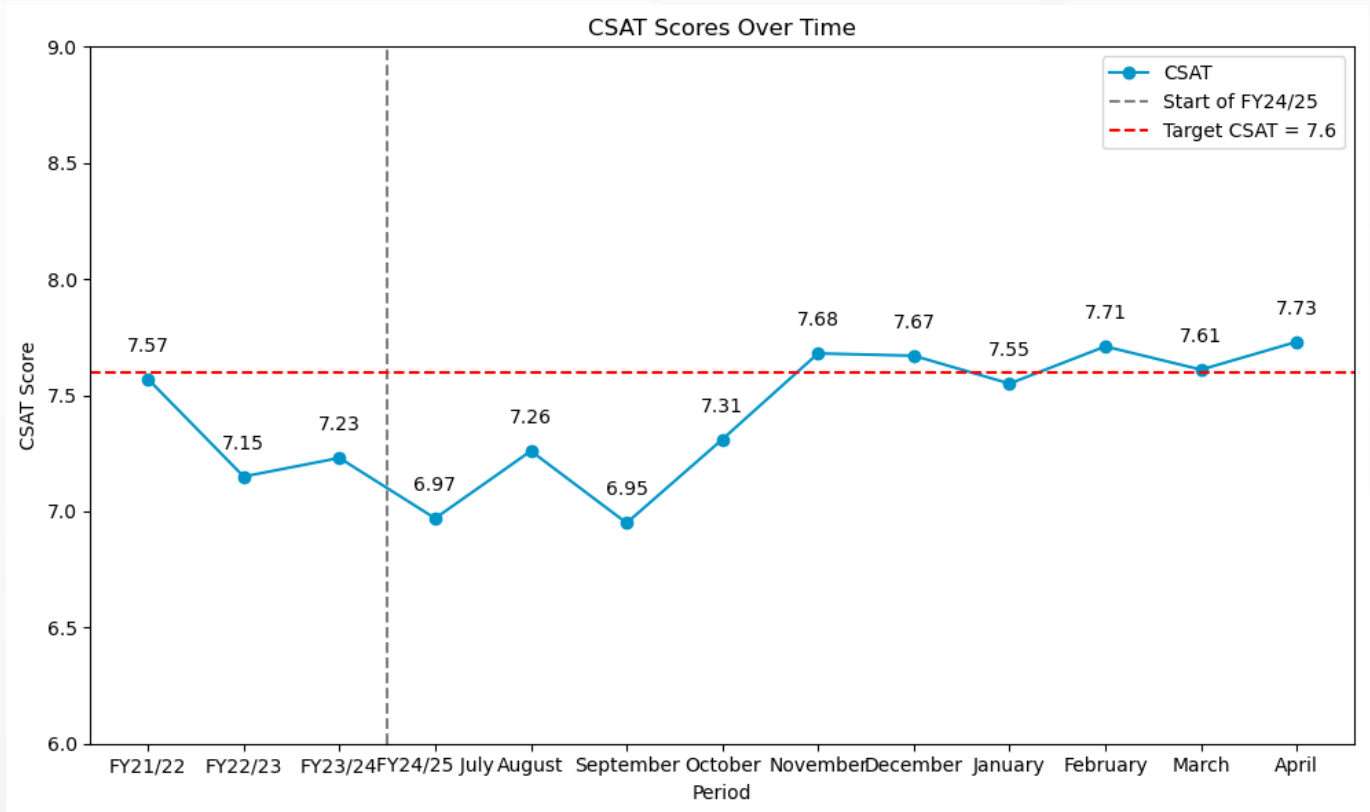
Customer journey mapping has provided actionable intelligence that identifies key customer pain points, service expectations, improvements, and key drivers of customer satisfaction during interactions with us. This detailed study explored six of our key customer interaction touchpoints, including unplanned outages, planned outages, TasNetworks-initiated vegetation works, customer-initiated vegetation works, connection alterations, and embedded generation. It has helped define what customers expect and need from these experiences and will underpin the customer experience improvement plan in 2025-26 and beyond.

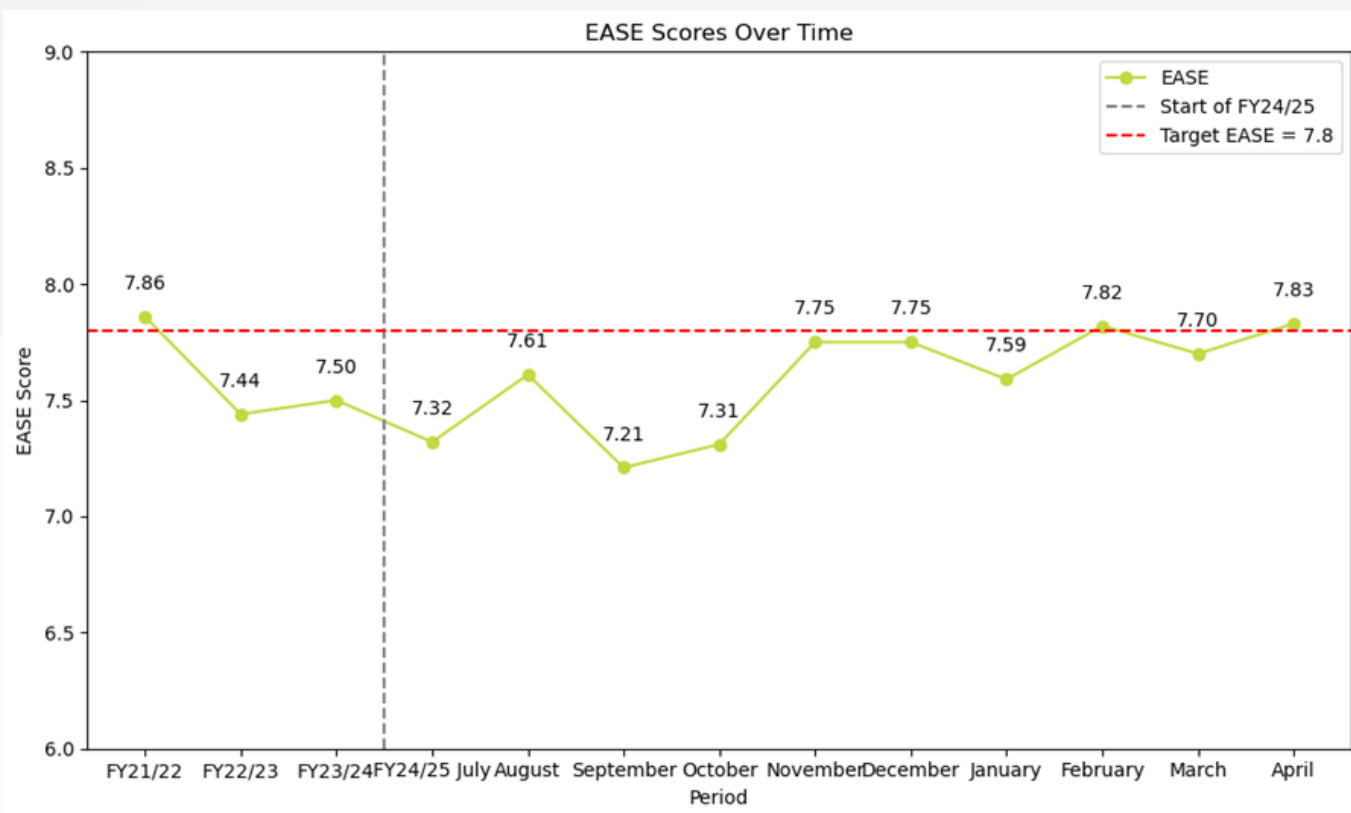
Monitoring our service performance

We use a structured approach to monitoring and improving our customer service:

- We set our goals, performance measures, and targets based on the areas we have identified to uplift through our customer feedback channels and internal analysis, such as identified repeat customer and process pain points.
- We collect customer feedback data and analyse trends and patterns using research and monitoring tools. In 2024, we changed our research service provider to improve the volume, timeliness, and depth of our customer feedback insights.
- We provide relevant customer feedback data to our teams to support their development and growth through improvement opportunities and celebrate their delivery of positive customer experience.
- We also use customer feedback data to identify root causes for repeating customer service issues and pain points, test possible solutions, and iterate our processes to uplift customer experience.

The Customer Satisfaction (CSAT) table below shows customer overall satisfaction with TasNetworks. The Ease of Interaction table, also below, shows how easy the customer found the experience with TasNetworks. Both are a score out of 10, with 0/10 being extremely dissatisfied/difficult and 10/10 being extremely satisfied/easy. Both graphs represent customer survey responses across 5 key interactions: planned outages, unplanned outages, new connections, general enquiries and complaints.





Asset Management

Our asset management systems and processes are continuing to be further developed in alignment with the latest asset management standards.

Our asset management objectives state the outcomes required from the asset management system and the works program to meet TasNetworks' strategic goals. These objectives focus on six key areas:

- **Zero Harm** will continue to be our top priority, and we will ensure that our safety and environmental performance continues to improve, and our asset risks are managed in compliance with our Risk Management Framework.
- **Cost Performance** will be improved through prioritisation and efficiency improvements that enable us to provide predictable and lowest sustainable pricing to our customers.
- **Service Performance** will be maintained at current overall network service levels, whilst service to poorly performing reliability communities will be improved to meet regulatory requirements.
- **Customer Engagement** will be improved to ensure that we understand customer needs and incorporate their needs into our decision making to maximise value to them.
- Our **Program of Work** will be developed and delivered on time and within budget.
- Our asset management **Capability** will be continually improved to support our cost and service performance, and efficiency improvements.

TasNetworks has developed and implemented a fully integrated Risk-Based Asset Management (**RBAM**) approach, which combines individual asset cost-of-consequence with the asset condition, to determine an intervention type and the timeframe to intervene. This has systemised our approach to the management of assets and enables prudent decision making underpinned by the TasNetworks Corporate Risk Framework- balancing risk, cost and performance.

Building on our RBAM approach and asset management objectives, the integration of new technologies such as digital twin models, including Light Detection and Ranging (LiDAR) technology and high-resolution imagery, is transforming the operational capabilities of TasNetworks. These technologies provide detailed representations of physical assets, enabling more accurate condition assessment, predictive maintenance, and life-cycle planning. LiDAR and advanced imagery enhance spatial analysis, supporting precise mapping and identification of defects or vegetation encroachment that may pose a safety hazard. By leveraging these tools, TasNetworks can align our asset management strategies with improved reliability and cost efficiency, ultimately supporting better decision-making based on data-driven risk assessments.

Drone technology further complements the use of the digital twin models by offering a safe, cost-effective solution for pole top and overhead line inspections. Equipped with ultra high-resolution cameras and sensors, drones can access hard-to-reach areas and collect critical data without the need for manual climbing or helicopter use, significantly reducing operational risk. This allows for more frequent and comprehensive inspections, improving the ability to detect early signs of wear, corrosion, or structural damage. As a result, asset performance monitoring will become more proactive and less reactive, with risks such as asset failure or safety incidents mitigated through timely interventions.

Other recent innovations include:

- New composite poles for increased network resilience and reduced asset lifecycle cost
- New composite poletop constructions for improved network reliability and resilience
- Covered conductor technology to reduce firestart risk and improve reliability
- Firemesh wrapping wood poles to improve network resilience against fire
- New circuit breakers to minimise SF6 gas emissions, trialling SF6 free equipment, and standardising pressure transducers on our SF6 equipment so we can undertake online monitoring
- Strategic procurement of new transmission transformers
- Implemented online pressure monitoring of oil-filled cables, allowing early indication of issues
- Changed our standard substations, reducing costs by 30 per cent and purchasing lead times
- Standardised our transmission substation layout and equipment design to allow for faster construction of large customer (generator and load) connections
- Implementing new substation designs to use digital communications to minimise copper cabling.

Environmental performance and sustainability initiatives

As described in TasNetworks' Environment and Sustainability Policy⁴, TasNetworks' goal is to minimise the impact of our activities on Tasmania's environment and cultural heritage. Over recent years, TasNetworks has made a series of step changes to increase our environmental maturity. We now have a robust, integrated, established and certified environmental management system. The system is complemented by a range of sustainability initiatives and environmental community partnerships.

Our approach to environmental management not only ensures that short-term impacts associated with our operations are minimised, but that we also take a long-term, future-thinking view. To the fullest practical extent, we:

⁴ [environment-and-sustainability-policy-2023.pdf](#)

- Consider whole of life impacts of our assets
- Ensure that our populations of iconic species such as the Tasmanian wedge-tailed eagle and threatened plants are sustainable and threats are significantly reduced
- Completely remediate impacts associated with environmental incidents (such as oil spills)
- Design and construct our network to avoid sensitive sites (such as the presence of Aboriginal heritage) and so removing the risk of impacting values present through ongoing maintenance and operations
- Invest in our people through training and awareness - ensuring they understand our environmental and heritage processes and requirements.

Sustainability initiatives and programs that we have in place include:

- TasNetworks' nation leading Threatened Bird Program
- TasNetworks' Reconciliation Action Plan
- Numerous community partnerships (including with; Bonorong Wildlife Sanctuary, Tasmanian Museum and Art Gallery, Northwest Community Wildlife Hospital, Bookend Trust)
- Seeking Infrastructure Sustainability Council certification for the North-West Transition Developments
- TasNetworks' Waste Management Strategy and Action Plans
- Over 30 actions to reduce TasNetworks emissions across the state, including 14 pool electric vehicles, 52 charging stations and more energy efficient lighting at our sites

Commitment to Community/Government Policy Objectives

Delivery of Tasmanian Renewable Energy Target

Tasmania's renewable energy resources (hydro, wind, solar) position it well as a key player in the broader NEM transition to clean energy. TasNetworks has an important role in unlocking Australia's renewable energy transition and supporting the delivery of the Tasmanian Renewable Energy Target (TRET).

TasNetworks role as jurisdictional planner is central to supporting the clean energy economy transition by ensuring we can connect, transport, and reliably deliver increasing amounts of renewable energy through upgrading and expanding the transmission networks to connect new renewable projects, ensuring systems security and reliability as increased renewables enter the grid and supporting Marinus Link. We identify the network constraints that could limit the connection or output of new renewable energy projects in Tasmania and assess and propose upgrades to infrastructure to facilitate the connection of both large and small-scale renewable energy sources to the grid.

Information about some of the relevant projects and potential developments are set out below.

North-West Transmission Developments

The Marinus Link project is critical to Tasmania's renewable energy future, and we will enable its benefits to be realised across the National Electricity Markets through our North-West Transmission Developments project. This project includes new and upgraded transmission lines, substations, and switching stations to strengthen the transmission network as Tasmania's energy needs increase.

The North-West Transmission Developments will be 100% owned by TasNetworks on completion and will bolster local economic growth through large-scale industrials, provide local jobs growth during the design, construction, and delivery phases, and support the development of emerging industries.

Other Capability Upgrades

TasNetworks continues to have a variety of infrastructure upgrades in progress. For example, investigations to upgrade the Waddamana to Palmerston transmission capacity to increase energy security and capacity are underway, including current stakeholder and community engagement.

Renewable Energy Zones

Renewable Energy Zones (REZs) are areas with high quality wind and/or solar resources with existing suitable land usage where clusters of large-scale renewable energy projects can be developed using economies of scale, supported by network infrastructure. AEMO has identified four REZ candidates for Tasmania with high-quality renewable energy resources and proximity to existing or planned network infrastructure, including one offshore REZ:

- North East Tasmania
- North West Tasmania
- Central Highlands
- North Tasmania Coast (offshore)

TasNetworks has been working with the State Government on the network and regulatory implications of a Tasmanian REZ framework. TasNetworks must be closely involved in REZ planning and design to ensure that the REZ complements the existing power system.

REZs can be effective in coordinating the arrival of new large loads and generation with new and upgraded transmission infrastructure, with fit for purpose cost recovery arrangements, risk sharing and community benefit programs.

Hydrogen Plan

TasNetworks is supporting the Tasmanian Government's Tasmanian Renewable Hydrogen Action Plan and is working with several proponents who are looking to develop hydrogen or efuels production in Tasmania, with connections to both our transmission and distribution networks.

TasNetworks is also currently undertaking an options analysis to assess and identify different potential solutions to enable the Tasmanian Green Hydrogen Hub at George Town. TasNetworks included a number of contingent projects in our Revenue Proposal, which if triggered (as a result of load connection applications), will enable TasNetworks to progress the required infrastructure to enable the Hydrogen Hub.

Supply chain

As a State-owned business, we are committed to delivering on the intent of the Department of Treasury and Finance's Buy Local Guideline. In 2023-24, 36 per cent of our supply chain spend benefited Tasmanian businesses and a further 27 per cent benefited businesses with a Tasmanian presence - for a combined local spend of 63 per cent by dollar value. This translated to \$207.7 million of our total addressable spend of \$329 million spent with local entities.

Conclusion

TasNetworks remains committed to delivering the value for Tasmania that our customers and stakeholders expect of us. Tasmanians rely on our network services to power their homes and businesses. Keeping our networks services safe, reliable, affordable, and accessible enables Tasmanians to live their lives and operate their businesses in ways that work for them. It allows local businesses and industries to operate and prosper, provides employment, and supports Tasmania's economic growth. It allows companies from interstate and overseas to invest in our state by setting up Tasmanian operations that benefit from our state's renewable energy opportunities and create local jobs.

At TasNetworks we employ over 1,000 people statewide across a spectrum of trades and professions and through all career stages. We foster a culture centred on safety, integrity, accountability and collaboration. We emphasise employee wellbeing, diversity and inclusion, aiming to create a positive and supportive workplace. Continuous improvement, innovation and customer focus are core elements of our business with staff expected to uphold high ethical standards and deliver value to our customers and stakeholders. Our organisational structure is designed to deliver the right skills in the right places, provide opportunities for personal growth and development, and offer flexible working options for those who want or need them.

As a State-owned business, TasNetworks aligns its operations with the strategic priorities and policies of the Tasmanian Government. This includes supporting Tasmania's renewable energy targets and ensuring safe, reliable and affordable electricity for all Tasmanians. We work closely with government stakeholders and other government businesses to deliver infrastructure projects and policy outcomes that benefit Tasmania.

TasNetworks is committed to serving the needs of the Tasmanian community, it invests in infrastructure and supports community programs. We actively engage with customers and communities to understand their needs and concerns and strive to operate transparently and sustainably.

We look forward to continuing to engage with the Committee and would be pleased to provide further information or clarification on any of the points raised in this submission or appear before the Committee if that would be helpful.



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