

ARENA AVANCING RENEWABLES PROJECT

2020/ARP016

Project SHIELD - Synchronising Heterogeneous Information (to) Evaluate Limits (for) DNSP's

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| Reporting Period | Milestone 1 |

Acknowledgements

The project 'Synchronising Heterogenous Information to Evaluate Limitations of DNSPs' (Project SHIELD) is a collaboration led by Luceo Energy (Redback Operations trading as Luceo Energy) and Energex, Ergon Energy, GridQube, the University of Queensland and Essential Energy.

The Australian Government supports Project SHIELD, through the Australian Renewable Energy Agency (ARENA) with \$2.6 million in funding over the 2-year project period.

The total project value of Project SHIELD is \$5.7 million, consisting of cash and in-kind contributions from ARENA and the consortium partners.

Disclaimer

This project received funding from ARENA as part of ARENA's Advancing Renewables Program.

The views expressed within this report are not necessarily the views of the Australian Government, and the Australian Government does not accept responsibility for any associated information or advice.

EXECUTIVE SUMMARY

This initial Lessons Learnt Report will cover activities prior to the project's announcement, namely recruitment, communication and transparency. Additional lessons will be captured throughout the life cycle of Project Shield and are expected to cover a range of topics from commercial, technology, community engagement and policy learnings.

It is intended for those undertaking a similar project.

KEY LEARNINGS

Lesson learnt No. 1: Delay negotiation of project roles with targeted staff/individuals until the project funding agreement is finalised, in order to ensure a streamlined recruitment process.

Category: Logistical

Objective: Project Establishment

Detail:

- Prior to the funding agreement being finalised, an ideal candidate was approached for the essential role of Project Manager.
- Over some time, the candidate was briefed on the project, requirements and an induction process commenced.
- Due to delays in finalising and signing off on the funding agreement, the candidate was forced to seek other employment, ruling them out of working on the project.
- As a result, time and effort was wasted throughout this process.

Implications for future projects:

- For future projects, it is important that timelines relating to the finalisation of any agreements be clearer, in order to allow for a streamlined recruitment process.

Lesson learnt No. 2: Maintain full engagement of project partners throughout the negotiation of the funding agreement.

Category: Social

Objective: Project Establishment

Detail:

- As is often the case, throughout the negotiation of the funding agreement project partners and representatives change roles and leave organisations.
- As a result, incoming representatives must be inducted and briefed again on the project.
- This often resulted in delays and confusion.

Implications for future projects:

- For future projects, it may be best to create of a uniform document, outlining key responsibilities, tasks, reasoning and outcomes.
- It will provide clear information for new representatives and enhance 'buy-in' to the project from those individuals.

Lesson learnt No. 3: Communication between all parties (ARENA, UQ, Luceo Energy, Essential Energy, GridQube) is crucial from prior to project commencement and throughout.

Category: Logistical / Risk

Objective: Collaboration

Detail:

- At the forefront of any successful project is clear communication, whether relating to the signing of agreements or the announcement of the project.
- A lack of communication between all parties resulted in confusion as to when the project would be announced, when project partners would be announced and when the project would officially commence.
- The issue was resolved once it was realised that the initial date for announcement was too early and essential processes had yet to be completed.

Implications for future projects:

- For future projects it is important that clear channels for communication are created between all project partners in order to ensure a uniform approach to the announcement of the project, provide clarity and ultimately ensure there is no confusion.