



Remote Communities

Improving power services and delivering energy equity in 117 remote Aboriginal communities.

2024/2025 in reflection: From discovery to delivery on the ground in remote communities.





Acknowledgement of Country

We acknowledge and pay our respect to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia.

We are privileged to share their lands, throughout 2.3 million square kilometres of regional and remote Western Australia (WA) and Perth, where our corporate office is based, and we honour and pay our respect to the past, present and emerging Traditional Owners and Custodians of these lands.

We acknowledge Aboriginal and Torres Strait Islander peoples’ continued cultural and spiritual connection to the seas and the lands on which we operate. We acknowledge their ancestors who have walked this land and travelled the seas and their unique place in our nation’s historical, cultural and linguistic history.

Terminology

Horizon Power uses the term Aboriginal and Torres Strait Islander (and Aboriginal on future references) instead of Indigenous. Therefore, within all Horizon Power documents the term Aboriginal is inclusive of Torres Strait Islanders who live in WA.

Aboriginal and Torres Strait Islander peoples of Australia are advised that this report may contain images or names of deceased people.

Image: Doon Doon community
Credit: Ben Broady

Contents

About us.....	2
A message from the Minister for Energy and Decarbonisation the Hon. Amber-Jade Sanderson	4
A message from Horizon Power Acting CEO, Krystal Skinner	6
Achievements and highlights for 2024-25 financial year	8
Community engagement	15
Traditional Owner engagement	18
Remote Operations	22
Preparing for summer	28
Remote Renewable Projects	30
The Blackstone (Papulankutja) hybrid energy solution.....	32
Renewable energy transition.....	36
AMI metering – first five pilot communities	37
Community campaigns.....	44
Strategic partnerships.....	46
Community Partnerships Program.....	52
Next year and beyond.....	55





About us

On 1 July 2023, the State Government transferred responsibility for power and water services in Western Australia’s remote Aboriginal communities from the Department of Communities to Horizon Power and Water Corporation.

This was an important step in providing Aboriginal communities with access to safe and reliable essential services, regardless of where they live.

There are 117 new remote communities now under our responsibility for the delivery and improvement of power services.

The outcomes of this project will see the State Government advance its commitment to Outcome 9 (Target 9b) of the National Agreement on Closing the Gap.

Our first two years have been a period of significant learning and growth, as we’ve spent time building strong community connections with Traditional Owners and developing strategic partnerships with the Regional Service Providers.

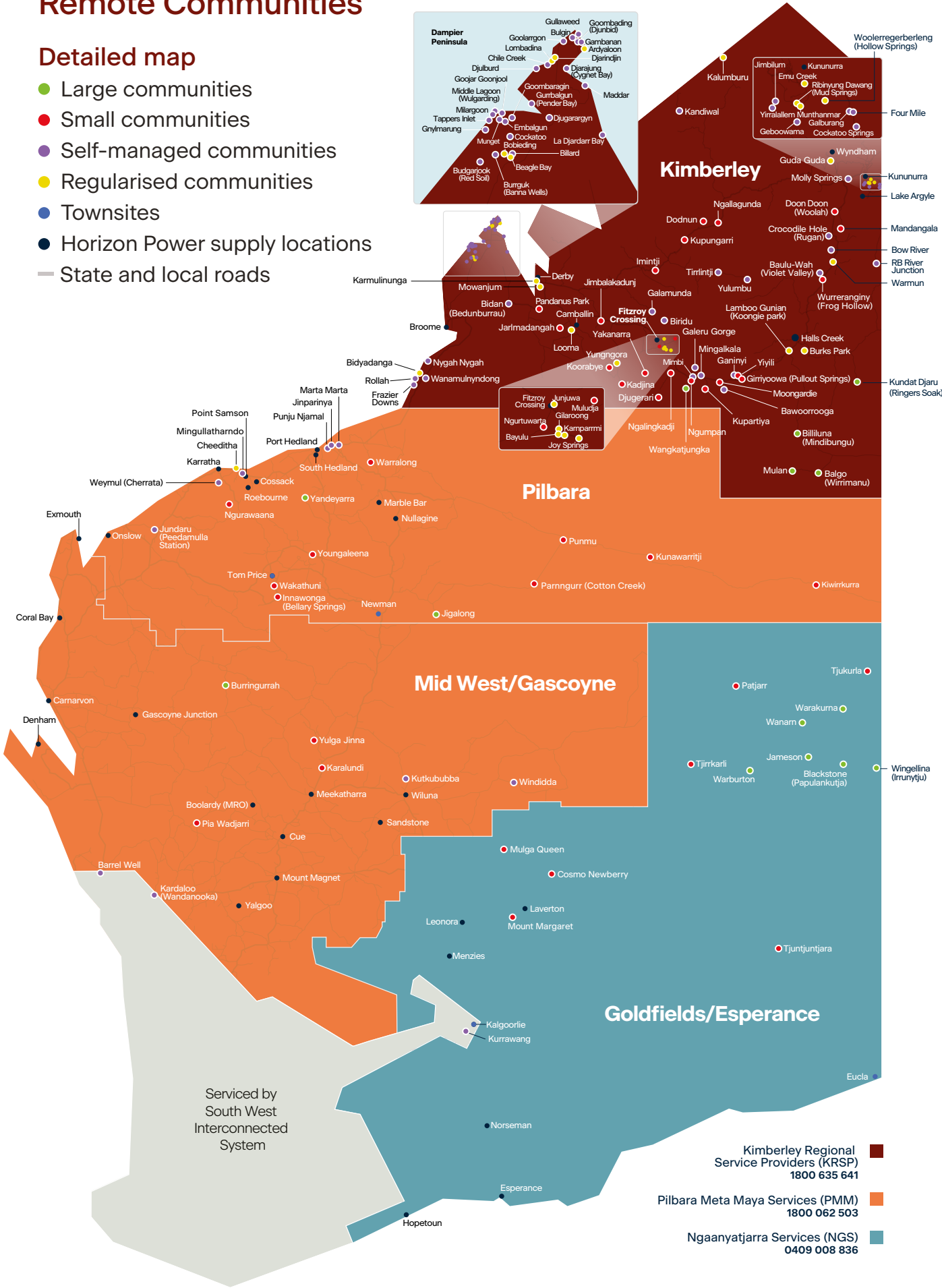
These learnings and relationships have laid a strong foundation for Horizon Power to move into the delivery phase of the program, as we aspire to bring the reliability and safety of power services in remote communities in line with the rest of WA, partner with Community to deliver sustainable energy solutions and deliver on our regulatory compliance obligations by 2031.

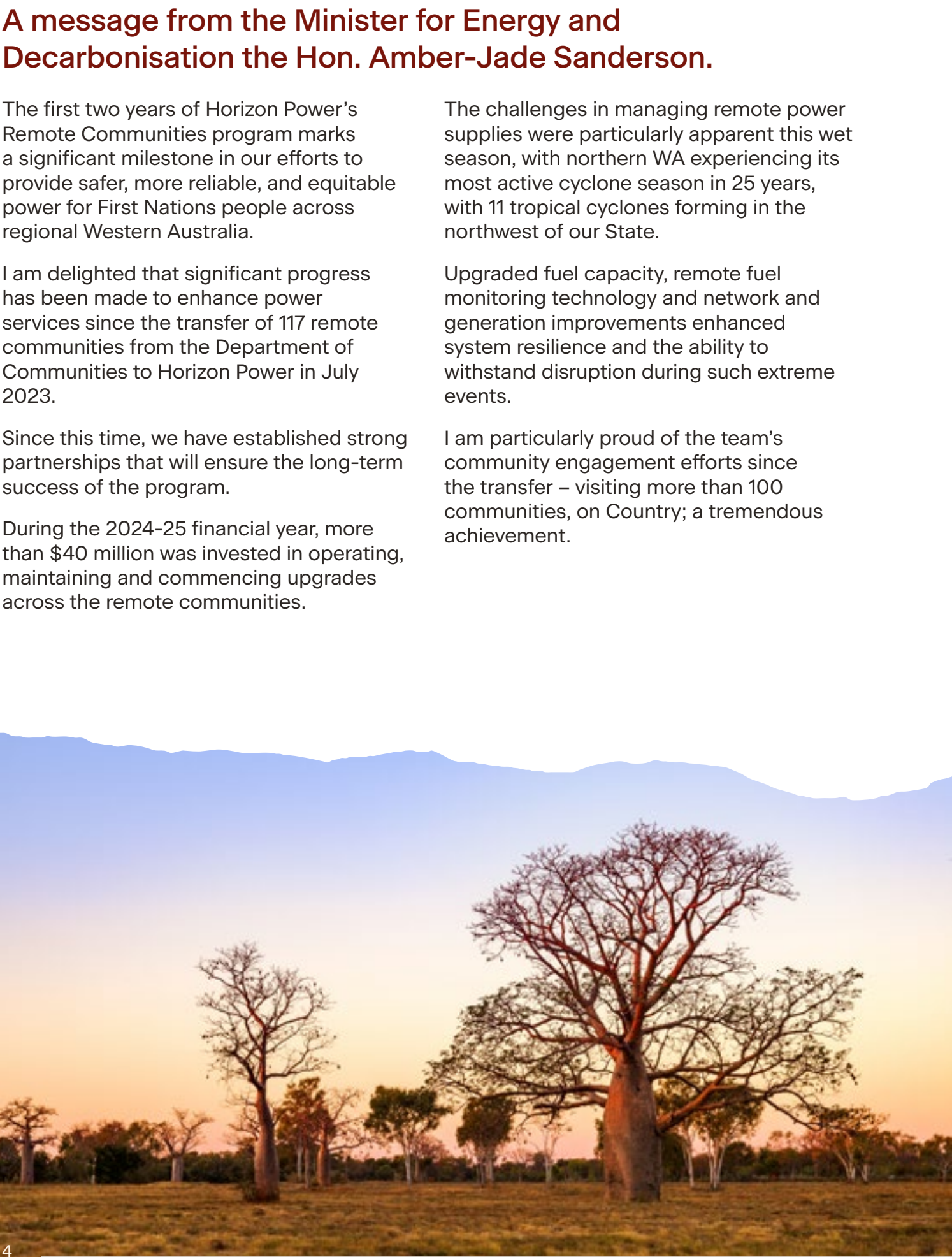
This document will highlight key achievements and milestones for the Remote Communities division across our Remote Operations and Summer Preparedness programs, Compliance initiatives, Community and Traditional Owner Engagement activities, and roll out of Remote Renewables and Advanced Metering Pilot programs. Finally, it will outline our strategic goals for the 2025-26 financial year.

Remote Communities

Detailed map

- Large communities
- Small communities
- Self-managed communities
- Regularised communities
- Townsites
- Horizon Power supply locations
- State and local roads





A message from the Minister for Energy and Decarbonisation the Hon. Amber-Jade Sanderson.

The first two years of Horizon Power’s Remote Communities program marks a significant milestone in our efforts to provide safer, more reliable, and equitable power for First Nations people across regional Western Australia.

I am delighted that significant progress has been made to enhance power services since the transfer of 117 remote communities from the Department of Communities to Horizon Power in July 2023.

Since this time, we have established strong partnerships that will ensure the long-term success of the program.

During the 2024-25 financial year, more than \$40 million was invested in operating, maintaining and commencing upgrades across the remote communities.

The challenges in managing remote power supplies were particularly apparent this wet season, with northern WA experiencing its most active cyclone season in 25 years, with 11 tropical cyclones forming in the northwest of our State.

Upgraded fuel capacity, remote fuel monitoring technology and network and generation improvements enhanced system resilience and the ability to withstand disruption during such extreme events.

I am particularly proud of the team’s community engagement efforts since the transfer – visiting more than 100 communities, on Country; a tremendous achievement.

Horizon Power has demonstrated its commitment to meaningful, community-led engagement, reflecting our shared vision for reconciliation, respect for Culture and Country and shared decision-making that empower Aboriginal communities.

Our energy solutions must reflect local needs and cultural priorities, and support the delivery of safe, reliable power in some of the most remote parts of the state.

The Cook Government is committed to continuing to partner with Traditional Owners and Aboriginal businesses to ensure they benefit from the clean energy transition and can participate as we head towards net-zero by 2050.

The work already undertaken to upgrade renewables in some of our Kimberley remote communities exemplifies this commitment.

At Chile Creek (approximately 2,398 km northeast of Perth) and Cockatoo Springs (approximately 3,225 km northeast of Perth), the installation of standalone power systems (SPS) has reduced diesel dependency by up to 90 per cent.

The Remote Renewable Projects team has also made great progress on the Blackstone Hybrid Energy Solution, approximately 1,575 kilometres northeast of Perth in the Goldfields-Esperance region, with land approvals finalised and construction expected to commence imminently.

We will continue to work with communities on Country to explore future opportunities for renewable power, and to deliver the best service possible tailored to the needs of each community.

I’m also pleased to report on the successful rollout of the Advanced Metering Infrastructure (AMI) program across our five pilot communities in the Kimberley – a digital transformation improving the efficiency and reliability of power services.

As part of our commitment to Closing the Gap by 2031, the Cook Government is proud to support vital initiatives that improve power services for First Nations people across the State.

This important work is only made possible by forming strong partnerships with Traditional Owners and communities, and the exceptional work being done on the ground by our Regional Service Providers (RSPs).

We know that with an essential service such as power, the work we do matters and we will continue to learn from the communities we serve.



Hon. Amber-Jade Sanderson MLA

Minister for Energy and Decarbonisation

A message from Horizon Power Acting CEO, Krystal Skinner

As part of our commitment to the WA Government's Outcome 9 (Target 9b) under the National Agreement on Closing the Gap, our Remote Communities Team is committed to improving power services in Aboriginal communities.

This is not only important work – it is essential. And we are proud to be playing our part.

Since the Remote Communities Division was established on 1 September 2023, our team has moved with pace and purpose – adapting quickly, collaborating widely, and stepping up to meet the scale of both the challenge and the opportunity before us.

This has been a whole-of-business effort. Teams across Horizon Power – including Safety and Inspectorate, Commercial, and Technology & Digital Transformation – have worked hand-in-hand with the new division in taking the first steps to improve the delivery of services to remote communities.

The progress we've made is a direct reflection of the passion, energy and deep sense of responsibility our people bring to this work every day.

Over the past two years, the Remote Communities division has delivered a significant program of asset upgrades that are transforming the safety, reliability, and efficiency of our services across the Remote Communities footprint.

Guided by a robust compliance strategy and the leadership of our Acting EGM Melanie Graetz, these investments are central to our commitment to public safety and operational excellence.

Key achievements include the inspection of 1,579 poles and replacement of 1,115 Polyvinyl Chloride (PVC) cables and 24 twisties – milestones that represent a major public safety benefit.

Our remote operations team has also significantly enhanced our fuel management approach and continued the rollout of fuel remote monitoring technology – enabling more reliable supply and safer and more efficient operations.

These upgrades reflect the dedication of our teams and the strategic focus on building resilient infrastructure that meets the needs of the communities we serve.

Of course, none of this would have been possible without forming strong partnerships with Traditional Owners and Communities across our Horizon Power footprint.

I want to especially acknowledge the exceptional work being done on the ground by our Regional Service Providers and our valued partners at Kimberley Regional Service Provider (KRSP), Pilbara Meta Maya Services (PMM), and Ngaanyatjarra Essential Services (NgS). Your dedication is making a real difference.

As the Acting CEO of Horizon Power, I am committed to continuing to walk alongside our First Nations partners to champion the essential work being undertaken to bring on energy equity to our remote communities across WA.

We are still at the beginning of this journey – but our direction is clear. This is a reflection of our unwavering dedication to improving power services in 117 remote communities and supporting the State Government's goal of Closing the Gap by 2031.

Together, we are building something that matters.



Krystal Skinner

Horizon Power
Acting CEO



Achievements and highlights for 2024-25 financial year

The Remote Communities transfer is a significant initiative aimed at improving power services and delivering energy equity to 117 remote Aboriginal communities in Western Australia.

The program has three primary goals: assisting in Closing the Gap, expanding opportunities for Aboriginal engagement in the green transition, and moving to the Horizon Power way in remote community service.

The blueprint for the first 18-24 months of the program focuses on establishing strong foundations to ensure the program's success.



As the program progresses, the focus shifts to closing out the program of work and transitioning into Business As Usual (BAU). The Remote Communities team has made significant progress finalising close-out reports to ensure all initiatives hit their original milestones and key activities.

This period involves several key activities and milestones including:

Remote Operations

Our Remote Operations and Regional Service Provider teams have delivered a significant program of Asset Management works over the past two years.

- Asset Management Plan delivery for FY 2024-25 across Horizon Power footprint:

 18 Fuel tanks replaced/installed	 2,406 Poles inspected	 580 Consumer poles tested
 27 Waste oil replaced/installed	 1,115 Polyvinyl Chloride (PVCs) replaced	 24 Twisties removed

- We've achieved 100% completion of PVC replacements in Goldfields-Esperance and Pilbara regions and have largely completed the Kimberley region with a few exceptions.
- A Summer Readiness review showed that our plan was generally effective, with no emergency aviation re-fuelling required this season, and we've implemented a range of improvements.

Retail

- In the retail space, the team has successfully completed 5 AMI installations across five communities at Chile Creek, Cockatoo Springs, Doon Doon, La Djardarr Bay and Embalgun in the Kimberley as of the end of June 2025.
- Horizon Power has been actively involved in providing cost-of-living relief support to remote communities, with the Community Engagement team continuing to ensure residents have access to the Household Electricity Credit payment.
- There's been more than 900 customers able to access the payments, which is approximately an 80 per cent increase from the last financial year.



Remote Renewable Projects

- The Remote Renewable Projects team has also made great progress on the Blackstone Hybrid Energy Solution.
- The Engineering, Procurement and Construction (EPC) contractor for Blackstone was signed with GenOff Grid at the end of April.
- Land approvals have now been received and construction will commence in September.
- Chile Creek and Cockatoo Springs have both been successfully upgraded to renewable energy with the installation of new standalone power systems (SPS).



Community and Traditional Owner engagement

More than 100 communities have been visited in-person on Country by our Remote Communities Engagement team since the transfer.

The Remote Communities team has visited 90% of our 117 communities to date.

During the 2024-25 financial year, the Traditional Owner Engagement team mapped:

35

Registered Native Title Body Corporates (RNTBC)

7

Registered Native Title Prescribed Body Corporates (RNTNBC)

113

Aboriginal Community Controlled Org's (ACCO)

12

Remote Communities Roadshow Presentations complete to date

The Horizon Power Board attended Pilbara Meta Maya Regional Aboriginal Corporation Board Meeting in the Pilbara and our CEO attended a Marra Worra Worra board meeting in the Kimberley.



Approximately 560,000km travelled by the Remote Communities team in FY24-25. That's nearly 14 laps around the world.



Ongoing compliance and reporting

Horizon Power has made significant progress in meeting our compliance commitments to Close the Gap by 2031.

Our compliance activities demonstrate our commitment to adhering to licence and industry standards, ensuring the safety and reliability of our services.

This year we have developed and embedded a compliance strategy for Remote Communities and completed a comprehensive register detailing all 517 obligations under various legislation. Some of these include:

- Electricity Act 1945
- Code of Conduct for the Supply of Electricity to Small Use Customers 2022
- Electricity Industry (Metering) Code 2012
- Electricity Industry (Network Quality and Reliability of Supply) Code 2005

With the compliance strategy complete and embedding in progress, there is an ongoing review of all obligations and controls specific to the Remote Communities operating environment.

An action plan has been developed to address areas of non or partial compliance, and a detailed review to ensure ongoing compliance.



Additionally, we are continuing to work on risk registers and progressing with ENSMS compliance modules for electrical safety, asset maintenance, and works.

We have also implemented tangible measures such as a Work Health and Safety (WHS) review and Life Support management processes to ensure our safety standards and power reliability are comparable with our operations across the State.



Image: Jameson Community
Credit: Jack Parsons



Developing our new visual identity

Our new visual identity has been created specifically for the Remote Communities program of work by Aboriginal-led design agency, Nani Creative.

The landmark represents Horizon Power's connection with 117 remote communities across Western Australia.

The circles broadly symbolise these communities, flowing together in an arc that highlights Horizon Power's commitment to delivering energy equity throughout the region. And the colours reflect the unique landscapes of remote communities in Western Australia.

Defining our trust pillars

There has also been some work internally to complete the remote community customer experience journey map and define our trust pillars for working in remote communities. These trust pillars are now embedded in our ways of working and they are;



Deep listening



Managing expectations



Continuity of relationships



Demonstrating follow-through



Image: Community Engagement Lead
Rebecca Dalton with community
member in Doon Doon
Credit: Ben Broady

Community engagement

Our Community Engagement team is 100% Aboriginal and committed to improving power services for Western Australians living in Aboriginal communities through authentic and community-led engagement.

Horizon Power has implemented a comprehensive and evolving approach to cultural awareness training for its staff, reflecting a strong commitment to reconciliation and respectful engagement with Aboriginal and Torres Strait Islander communities.

Our Remote Community Engagement Strategy guides how Horizon Power undertakes meaningful engagement - built on mutually respectful relationships and shared decision-making processes that empower Aboriginal communities.

More than 100 communities have been visited in-person on Country by our Remote Communities Engagement team since the transfer, achieving our goal of visiting 90% of 117 communities by the end of June 2025.

All team members incorporate their cultural awareness training into their day-to-day activities and undertake immersive cultural and community inductions when they are on Country to deepen their understanding of Aboriginal culture and protocols.

In cases where we have not been able to attend in person, our Community Engagement team has established or attempted contact via phone and email, ensuring lines of communication are open and sharing of important updates such as cost-of-living relief, partnership opportunities in community and safety awareness campaigns.

The Community Engagement team is the first point of contact for communities needing to talk with Horizon Power. The team has exceptional communication skills required to help the community members resolve issues that can sometimes be of a complex nature.



This is often done by reaching out to their extensive network whether it be internally within Horizon Power or externally, liaising with stakeholders at WaterCorp, Department of Communities (DoC) and Regional Service Providers.

The team also regularly talk with community members about their payment concerns including financial affordability and capacity to pay. These are often sensitive and difficult conversations to navigate, and the team delicately manage the relationships and community expectations at every engagement.

Smoking ceremonies are a traditional Aboriginal and Torres Strait Islander practice used to cleanse people and places of bad spirits. It's a way to connect with the land and ensure the well-being of those present, including guests.

The Horizon Power Community Engagement team will follow cultural protocols, reaching out to the community to seek guidance about following appropriate cultural protocols upon arrival into a community.

An example of this occurred in May 2025, when the team had the honour of participating in a Smoking Ceremony conducted by Lucilla Martin (Aunty Lou) in the remote community of Doon Doon (Woolah).

This special moment was captured by a photographer and consent was provided by the community member to use and publish these images.

The Smoking Ceremony welcomed the Horizon Power team to their beautiful Country and announced the team's presence to the ancestral spirits allowing them to protect the Horizon Power team while they conducted this important work.

The KRSP team were also smoked to ensure their safety and those of the community members whilst they carry out their work.



Images: Smoking ceremony for our Community Engagement team arriving at Doon Doon in May 2025.



Images: Horizon Power Community Engagement team visiting communities across the State.



Traditional Owner engagement

In September 2024, Horizon Power formally established a dedicated Traditional Owner Engagement Team (formerly known as the Aboriginal Strategy and Engagement), as part of its broader commitment to reconciliation, cultural respect, and community-led energy solutions.

The team is 100% Aboriginal and plays a central role in engagement planning, cultural protocols and building trust-based relationships with Traditional Owners, Prescribed Body Corporates (PBCs), and Aboriginal Community Controlled Organisations (ACCOs)

By actively involving and empowering the communities, we aim to build trust, cooperation and manage risks, facilitating a smooth transition of service delivery and extending the reach of our service area business delivery model in accordance with our compliance obligations.

Ultimately, this strategy ensures that our power services align with our guiding principles, the Aboriginal Engagement Strategy, and prioritises safe and reliable service delivery.

Importantly, it supports our commitment to Closing the Gap by 2031, which is pivotal in enhancing life outcomes and creating a more sustainable future for future generations.



Image: The Pentecost River Crossing on the Gibb River Road in the East Kimberley
Credit: Courtney Fowler



Traditional Owner engagement snapshot

During the 2024-25 financial year, the team has mapped:

35

Registered Native Title Body Corporates (RNTBC)

7

Registered Native Title Prescribed Body Corporates (RNTPBC)

113

Aboriginal Community Controlled Org's (ACCO)

10

We are targeting **10 ACCO introductions per month** and have **completed one face-to-face introduction**, with a further **15 RNTPBC's contacted** this financial year.

12

Our team has completed twelve **Remote Communities Roadshow Presentations** to date, with two visits scheduled per month.



The Horizon Power Board and Executive members have attended a number of **PBC board meetings, where Traditional Owner Groups were keen to give feedback** to our senior leaders on remote power services, learn more about the AMI meter program and expressed interest in developing partnership opportunities.



We have also engaged external contractor The Garlett Group to prepare and deliver **40 Traditional Owner Engagement plans and corresponding On A Page Plans**, which were completed at the end of the 2024-25 financial year.

The group has engaged with PBC's across the **Horizon Power footprint in the Kimberley, Pilbara, Mid-West, Gascoyne, Goldfields-Esperance and South West regions.**



The information and data gathered as part of the **Accelerated Intelligence and Data Gathering project** will help inform effective stakeholder management, project planning and engagement strategies.



Remote Operations

Horizon Power is committed to providing safe and reliable power to residents in remote communities, by bringing electricity assets in line with infrastructure in other regions and providing a service equivalent to that provided throughout the State.

We are prioritising work to replace conductors and connections that are not up to Horizon Power, industry and Australian standards to ensure houses in remote communities are safe and have reliable power.

The Remote Operations Works Delivery and Regional Service Provider teams play a crucial role in this work, ensuring the smooth functioning of Horizon Power's services and assets in remote communities.

Our Asset Management staff have been actively involved in a significant program of works over the past two years to ensure safety and compliance with current standards.

This involves inspecting poles, rectifying Polyvinyl Chloride (PVC) service cables identified for replacement, removing twisties, as well as replacing and installing fuel tanks and waste oil tanks.

The removal of legacy PVC and Twisty components is essential to reduce the risk of harm to customers and the public due to injury or electrocution.

Pole testing (including consumer poles), network inspection works and fuel tank assessments have been conducted and data collected will inform prioritisation of works to mitigate the risk of pole and fuel tank failures.

This work is vital to mitigate any unacceptable safety risks Horizon Power has discovered since the transfer and address aspects of Horizon Power's compliance to electricity industry regulations.



Image: Remote Communities team in action before boarding a flight to visit communities in the Ngaanyatjarra lands.

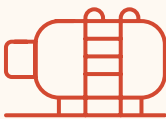
Image: Remote Operations team inspecting assets in Weymul community



Asset Management Plan (AMP) delivery for FY 2024-25

Fuel tank replacements

To mitigate risks associated with fuel delivery requirements during wet season, address fuel shortage requirements and address condition of older tanks



KIMBERLEY:
13
PILBARA & MIDWEST/GASCOYNE:
3
GOLDFIELDS-ESPERANCE:
2

Waste tank replacements

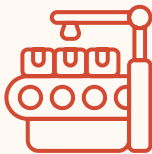
To mitigate environmental impacts due to storage conditions of waste oil drums in power stations



KIMBERLEY:
14
PILBARA & MIDWEST/GASCOYNE:
7
GOLDFIELDS-ESPERANCE:
6

Engine replacements

To improve power supply reliability



KIMBERLEY:
11
PILBARA & MIDWEST/GASCOYNE:
12
GOLDFIELDS-ESPERANCE:
9

Transformer replacements

To improve power supply reliability



PILBARA & MIDWEST/GASCOYNE:
3
GOLDFIELDS-ESPERANCE:
2

Starlink installations

To improve telecommunications connectivity and improve remote monitoring and control of assets in some of the most remote parts of Western Australia



KIMBERLEY:
5
PILBARA & MIDWEST/GASCOYNE:
16
GOLDFIELDS-ESPERANCE:
4

PVC replacements

To improve safety in remote communities and reduce the risk of harm due to injury or electrocution

Pole testing

Testing of network and consumer poles for structural integrity to improve safety in remote communities

Twisties found and replaced

To improve safety in remote communities and reduce the risk of harm due to injury or electrocution.

Earthing and protection studies

To improve the safety and reliability of electrical networks by reducing risks of faults, outages, and safety incidents



KIMBERLEY:
475
PILBARA & MIDWEST/GASCOYNE:
126
GOLDFIELDS-ESPERANCE:
514



KIMBERLEY:
Network poles tested 800
Consumer poles tested 175 - ongoing
PILBARA & MIDWEST/GASCOYNE:
Network poles tested 513
Consumer poles tested 103 - ongoing
GOLDFIELDS-ESPERANCE:
Network poles tested 1,093
Consumer poles tested 302 - ongoing



PILBARA & MIDWEST/GASCOYNE:
1
GOLDFIELDS-ESPERANCE:
23



KIMBERLEY:
17 of 26 - ongoing
PILBARA & MIDWEST/GASCOYNE:
7 of 15 - ongoing

Asset Priority Program

PVC and Twisty remediation

Works included the removal of PVC customer supplies and old non-compliant Twisties in remote communities across the Horizon Power footprint.

The team has achieved 100% completion of PVC replacements in the Goldfields/Esperance region. We completed site assessments in 14 communities. This led to the discovery of 514 PVC connections and 23 Twisties, which have now been successfully replaced.

In the Pilbara/Midwest region, all 16 communities have undergone site assessments, resulting in the identification of 126 PVC connections and one Twisty. All 126 PVC connections have been replaced, along with the single Twisty.

In the Kimberley region, 52 communities requiring assessment have been completed. A total of 605 PVC connections were found, though no Twisties were identified. Of the PVC connections found, 475 have been replaced. All the PVC replacements are on track to be completed in the Kimberley by August 2026.



Image: PVC service wire and twisty replacement

Earthing and protection studies

We are assessing and testing generation protection settings and network earthing apparatus across 54 remote communities, where there is currently an absence of clear earthing and protection documentation, to ensure the safety of assets and people.

This project is to capture all the required data from power stations and create baseline drawings for Horizon Power to utilise moving forward.

The team has completed 24 out of the 54 communities site assessments required this financial year.

This baseline data will lead to identification of earthing and protection risks and inform asset planning and prioritisation decisions, as well as providing service crews with updated information to enable response to outages.



Image: Engine replacement

Pole and fuel tank testing

The team has also been focused on inspecting and testing network and consumer poles and fuel tanks for structural integrity.

This work is to identify and prepare mitigation plans to address any unacceptable safety risks including unassisted pole failures and environmental risks like fuel spillages due to fuel tank integrity issues.

In the Pilbara/Mid-West region, 10 of 15 communities were assessed, with 513 network and 103 consumer poles and 11 fuel tanks tested.



Image: Ezy-dip fuel monitoring



Image: Switchboard upgrades



Image: Waste oil storage

In the Kimberley, 14 of 39 communities were assessed with 800 network and 175 consumer poles and 10 fuel tanks tested.

In the Goldfields-Esperance region, 12 of 13 communities were assessed with 1,093 network and 302 consumer poles and 11 fuel tanks tested.

Pole testing and fuel tank inspection activities will continue across our service delivery area in FY2025-26.



Preparing for summer

During the 2024-25 summer season, the Remote Operations and RSP teams prepared, monitored and responded to the impacts of 11 Tropical Cyclones and 7 Tropical Lows¹, which significantly restrict our ability to access communities to provide services and supplies. For example, Tjuntjuntjara Road, closed for eight months, has reopened, allowing service crews to access the community via 4WD instead of fixed-wing aircraft.

In preparation for the wet season, additional fuel tank capacity was installed across several locations to eliminate the requirement to fly fuel into communities when roads are closed. As a result, no emergency aviation refuelling was needed during summer.

In addition, the installation of fuel remote monitoring has been beneficial, providing real-time readings to schedule deliveries. Stakeholders reported good cooperation between the Remote Communities team, the RSPs and Recharge, our contracted fuel distributor.

Tropical Cyclone Zelia in February 2025 caused flooding and structural damage to four Pilbara remote communities: Warralong, Marta Marta, Punju Ngamal, and Jinparinya.

Our Works Delivery Manager and Electrical Inspector, along with the Pilbara Meta Maya service crew, the Electrical Technical Advisor from the Department of Communities, and DFES aviation, assessed building and electrical damages at Warralong to ensure safe conditions before returning evacuated community members. This joint response streamlined the initial repair process.

Seasonal weather contributed to several unplanned outages due to storms and lightning in Pilbara and Kimberley, and load imbalances due to fluctuating resident populations also impacted power reliability across some communities.

Community feedback during summer preparedness calls indicated awareness of necessary actions, leading to a review of the need for future calls and emails for next wet season. Overall, the Summer Readiness Plan was effective, with several improvements identified for future planning and crisis management.



Image: Road challenges during and after the wet season



Image: Balgo fuel tank. This was installed to ensure the Balgo community had enough fuel to get through summer.



Remote Renewable Projects

The Remote Renewable Projects team has spent the past two years seeking to understand the current asset condition and community needs to establish a blueprint for future energy solutions.

Critical insights have been gained and multiple workstreams created to address the immediate needs of community safety, fuel reliability and storage, outages and emergency repairs. This blueprint will be used to find suitable, fit for purpose solutions for these communities.

This team is helping support the WA Government’s goal of Closing the Gap by 2031 and being net zero by 2050, as well as its interim target of an 80% reduction in carbon emissions by 2030.



Image: Horizon Power, Ngaanyatjarra Essential Services (NGS) and Blackstone (Papulankutja) Traditional Owners inspect the new site for the upcoming power station

Renewable upgrades

Chile Creek

Chile Creek, approximately 198 kilometres from Broome on the Dampier Peninsula, was one of the first remote communities to be upgraded to renewable energy with a new standalone power system (SPS).

The site can now be monitored and controlled remotely, alerting us of any faults and alarms and improving responses to any issues or blackouts.

The site has been running on 47% renewable energy, with an average community load of 4.6kW. The system uses existing solar assets that were on site, development of scope to increase solar PV capacity is underway.

The SPS has significantly reduced diesel dependency and enabled remote monitoring and fault detection.

This renewable energy penetration is expected to increase substantially during the dry season when the load decreases.

In addition to this, we have worked on making the site compliant with Australian Standards and safer for the community.

Updated site labels have been added to clearly show the location of isolation points, and site drawings, manuals and information have been updated and are available on site to improve the safety of service personnel.

The inverter and generator enclosures have been locked and are unable to be accessed by residents, significantly reducing risk of electric shock.

Please refer to pages 38-39 of this brochure for our full Chile Creek Case Study.

Cockatoo Springs

In the East Kimberley at Cockatoo Springs, approximately 35 kilometres from Kununurra the team has recently completed Phase 2 works to upgrade the solar and battery system which was at the end of life.

The site has been running on 40% renewable energy. This site can also now be monitored and controlled remotely and the SPS has significantly reduced diesel dependency.

Safety at both Cockatoo Springs and Chile Creek has increased by removing the need for community members to refuel generators or access electrical switch rooms.

Upgrades at both sites are in the process of being handed over to the Remote Communities Asset team.



Image: Standalone Power System upgrade at Chile Creek – March 2025



The Blackstone (Papulankutja) hybrid energy solution

The diesel-fired power station in Blackstone burnt down in November 2021, with the community powered by high-cost temporary diesel generation since the event.

Horizon Power is installing an 80 per cent renewable energy power solution for the Blackstone community. This solution includes a 400kW diesel generator, 582kW of solar and 2MWh of battery storage as part of the power station rebuild. This pilot project will be used to test and inform Horizon Power approach to designing future scalable, modular energy solutions for other remote community locations.

The pilot, supported by a \$9.12 million commitment from the State Government, will benefit the Blackstone community in the Goldfields-Esperance region of WA by providing affordable, reliable and clean energy and foster community involvement for a sustainable and resilient future. Horizon Power has undertaken extensive

engagement for this project with the community and Ngaanyatjarra Council, who are the representative body for the Yarnangu Traditional Owner group and all community infrastructure and supporting services.

The project undertakes regular meetings with Traditional Owner and Community Representatives via bi-monthly reference group meetings, ensuring efficient and transparent communication pathways.

This has enabled Horizon Power to build a strong relationship with Ngaanyatjarra Council and community members, as evidenced at the recent community engagement event in February 2025, in which the community's expressed strong support for the project, as well as interest in both employment and artistic opportunities.

In addition to commissioning of artwork and providing employment opportunities, Horizon Power will establish a Blackstone community energy fund (CEF) to the value of \$200,000, to reinvest a percentage of the cost savings from the displaced diesel generation, into community elected energy related projects.

Examples include street lighting, airstrip lighting, or community recreation facilities, depending on the community's preferences.

The project team undertook a visit in May 2025 to introduce the successful EPC Contractor, GenOffGrid, to key community and Traditional Owner stakeholders, and undertake further cultural induction. Further community events are planned prior to mobilisation, including a groundbreaking ceremony and community BBQ.

The lease has been endorsed by the Aboriginal Lands Trust (ALT) and the Community Layout Amendment supported by Shire of Ngaanyatjarra and land approvals have been finalised, with construction kicking off in early September 2025 and project completion scheduled for the end of 2026.

Ngaanyatjarra Services, a subsidiary business of Ngaanyatjarra Council, has been engaged to undertake the network connection works, leading to further direct local benefit.

This Regional Service Provider (RSP) is currently maintaining the existing power station and will continue to do so once the solution is implemented. To support this, Horizon Power will invest in a reliability and training initiative which will upskill Ngaanyatjarra Essential Services in the maintenance of renewable assets.

While this will support ongoing maintenance of Horizon Power assets in all Ngaanyatjarra Lands communities, it will also provide additional capacity in Ngaanyatjarra Council skill base, opening additional engagement opportunities across their footprint.

The community and Ngaanyatjarra Council will continue to be consulted throughout delivery of the project and beyond with dedicated community engagement leads forming strong community relationships.

More broadly, once replicated across the Horizon Power footprint the initiative will empower remote Aboriginal communities with scalable, cost-effective, and reliable renewable energy.



Images: Community engagement in Blackstone – February 2025

The Blackstone (Papulankutja) project community benefits

The Blackstone project has many social, economic, cultural and environmental benefits for the Ngaanyatjarra people.



COMMUNITY ENERGY FUND

- Horizon Power will share the savings from the hybrid energy solution with the community through the set up of a Community Energy Fund.
- This fund can be used for energy related projects that benefit the whole community, as nominated by the community. E.g. street lighting, lighting of ovals or airstrip, or solar on community buildings.



RELIABILITY AND TRAINING INITIATIVE

- Horizon Power will develop community and program to upskill Ngaanyatjarra Services, business subsidiary of Ngaanyatjarra Council, to maintain and care for the new power station.
- This will also provide additional capacity in Ngaanyatjarra Essential Services skill base, opening additional engagement opportunities across their footprint.



NOISE REDUCTION AND ENVIRONMENTAL BENEFIT

- The new power station will deliver cleaner power, saving approximately 332 kilolitres of diesel per annum saving 902 tonnes of Co2 emissions each year.
- The power station location has been determined in collaboration with community and will be located ~700m from the existing station.
- This will have significant environmental noise benefits to community, as the current power station can be heard from some community housing.



EMPLOYMENT

- Employment opportunities will be available during delivery and through ongoing maintenance and operation of the system.



ARTISTIC INCLUSION

- Horizon Power is working with local artists to commission artwork for the new power station.

Image: Drone image of the future power station location in Blackstone
Credit: Jack Parsons

Renewable energy transition - 'What's ahead?'

As part of the broader transition of the 117 Remote Communities to Horizon Power, we have assumed responsibility for a significant portfolio of generation assets.

Many of these assets are approaching end-of-life and present increasing challenges to operational sustainability and service reliability.

Early operational insights have highlighted the need for a strategic uplift in asset condition and performance.

A number of communities are experiencing service disruptions due to ageing infrastructure, which in turn impacts essential services such as water supply and communications – posing risks to community wellbeing.

To address these challenges, we are currently in the planning and development phase of a long-term program aimed at improving safety, reliability, and sustainability of energy supply across 34 priority communities.

This includes exploring scalable renewable and hybrid energy solutions that are fit-for-purpose and cost-effective.

Our planning approach segments communities based on their energy needs and infrastructure readiness. This includes:

- Smaller communities suited to standalone power systems (SPS),
- Larger communities where hybrid systems may be deployed, *and*
- A pathway for communities seeking to self-fund renewable energy initiatives.

Initial funding has been secured to support feasibility assessments, land and heritage due diligence, and early-stage procurement planning. These activities will ensure that future delivery aligns with regulatory requirements and community expectations.

Prioritisation of communities for future investment will be informed by a range of factors including asset condition, land tenure, environmental and heritage considerations, and community engagement.

AMI metering – first five pilot communities

AMI meter installation is required as part of customer transfer (and customer data) to a regulated environment; existing meters (if present in community) do not support Horizon Power systems or processes that are required to meet our compliance obligations.

Meter installation including the exchange of existing meters, requires significant coordination and community engagement, technology development, behind the meter works, customer support, customer data collection and contractor management.

In this instance, education of customers in the transition of meters is key. The Community Engagement team work face-to-face with community members to explain the benefits of the meter exchange and what will be required on their behalf. The meters are installed at no cost to the community members.

The installation of the meters and establishment of the customers within the Horizon Power customer billing systems enables the community to have access to benefits and concessions that existing Horizon Power customers are entitled to.

The introduction of meters means that community members will also see a change to the way that they purchase power, enabling them to buy power in more ways – such as via phone, online and MyAccount app 24 hours a day, seven days a week – reducing the need to go to a shop for a power card, and making it more convenient.

The meters will also provide an additional level of safety monitoring that was previously not available. Remote management will enable us to alert the Regional Service Providers of issues before customers are even aware of it.

During April and May 2025, our community engagement efforts were strongly focused on Advanced Metering Infrastructure (AMI) installations.

The AMI meter program has already been successfully rolled out across five sites in the Kimberley by end of June 2025, in partnership with Kimberley Regional Service Provider (KRSP).



Image: AMI installation in Chile Creek



Community in focus: Chile Creek

Chile Creek is the first of the 117 remote communities to transition to Advanced Metering Infrastructure (or AMI) and the second community to upgrade to renewable energy with a new standalone power system (SPS).

An initial site inspection at the remote Kimberley community identified significant upgrades of meter boxes were needed for the safe installation of new meters, and an old battery/inverter shed and some burned-out batteries, had to be removed as they posed a major health hazard.

The Community Engagement team visited the remote community prior to the rollout to meet residents and kept the community engaged and well informed along every step of the journey. The team also collected customer details, which were passed on to Computershare to create customer accounts before the new meters were installed.

Six new AMI meters were installed over two days in late February 2025, and all customers were transitioned across to pre-paid arrangements. A moratorium was applied so our new customers would not be disconnected during the transition.

Our customers were provided education and training on buying power for the first time as they were previously a self-managed community and have never purchased power in this way before.

The community received tailored education materials, including “how to pay” guides and MyAccount app registration support to transition our new customers to pre-paid arrangements. The newly developed AMI marketing collateral helped support this training and education process.

Customers from Chile Creek are now topping-up their Prepaid Power account online and at home from their phones. This highlights one of the many benefits of AMI – customers not only have safer and more reliable power, but also more choice and ways to pay – a true digital transformation for members of this community.

Early usage data showed 33 recharge transactions across multiple payment channels, indicating strong uptake. To date there have been no reported disconnections in the community.

Transition to renewable energy

The Bushlight power system in Chile Creek was at end-of-life and had suffered a fire in its battery room, causing safety and reliability issues.

The pre-existing power system had a manual fill diesel generator, which posed a high risk of harm or injury to residents who were having to regularly fill it themselves with 20 litre fuel containers.

The damaged system was replaced with a new standalone power system (SPS) consisting of 16 kW of solar renewable assets seamlessly blended with a new inverter and 50 kWh battery energy storage system, a new 30 kW diesel and 6000L diesel storage tank, which has removed the need for a manual fuel fill process.

The design of the new system includes the ability to expand the battery size to suit growing community needs.

New infrastructure was constructed on the same site as the old system utilising existing solar assets, resulting in no

environmental impact, and the upgraded assets were installed and commissioned by 50% Aboriginal-owned business Kimberley Regional Service Providers (KRSP).

Since the installation of the new system, the community has been running on approximately 47% renewable energy, with an average load of 4.6 kW. This renewable energy penetration is expected to increase substantially during the dry season when the load decreases.

The upgrades have led to a large reduction in diesel dependency, with fuel consumption reduced by an estimated 4600 litres annually. Greenhouse gas emissions are also expected to reduce by more than 12 tonnes.

The use of solar and a battery energy storage system has enhanced the reliability of power supply, while promoting sustainable energy practices, reducing customer bills, and enabling remote monitoring and fault detection.

Safety spotlight

In addition to this, we have worked on making the site compliant with Australian standards and safer for the community.

Updated site labels have been added to clearly show the location of isolation points, and site drawings, manuals and information have been updated and are available on site to improve the safety of service personnel.

The inverter and generator enclosure have been locked and are unable to be accessed by residents, significantly reducing risk of electric shock.

The renewable upgrade and AMI installation at Chilli Creek have delivered a cleaner, safer, more reliable power solution, as well as providing a contemporary bill payment system to help customers manage their energy bills and unlock access to regional concessions and benefits.

Cockatoo Springs

We successfully installed AMI metering for Cockatoo Springs in the East Kimberley, approximately 30 km from Kununurra in April 2025.

AMI meter installation and commissioning of the Starlink-in-a-Box solution completed May 2025. A persistent communications issue was resolved by Itron on 5 May.

Cockatoo Springs required underground cabling upgrades. Lessons learned are being documented to mitigate reactive responses in future deployments.

Customers transitioned to pre-paid arrangements for the first time, moving away from self-supply diesel 7 May 2025.

A significant amount of time was dedicated to educating and training community members, facilitating their transition away from self-supplied diesel to pre-paid arrangements.

As part of our education efforts, we provided energy efficiency tips, specifically focusing on air conditioning use and the importance of keeping doors and windows shut while the air conditioning is on.



Image: AMI Program Manager Jess Wells and Community Engagement Officer Ian Gentle with the new advanced meters in Cockatoo Springs in April this year.



Image: New Horizon Power customer in Doon Doon community
Credit: Ben Broady



Doon Doon

The team has also made significant progress engaging with and training Doon Doon community members to transition them from power cards to new recharge methods as Horizon Power customers.

All AMI meter exchanges and remediation activities have been successfully completed across the community, with the sole exception of the Roadhouse, which remains pending.

A key milestone was achieved with the successful exchange of the first CT meter at the Woolah Remote Community School, marking an important step in the project's technical rollout. During our time in community, we participated in a Smoking Ceremony conducted by community leader Aunty Lou, who welcomed us and ensured our safety while working.

With these developments, the project team lifted the moratorium on Doon Doon at the end of May, following final checks and confirmation.

Kimberley AMI pilot complete

The last of our AMI installs for our first stage of Kimberley rollout were completed at Embalgun and La Djardarr Bay in June 2025.

There has been \$4.1 million committed to the AMI meter program in the 2024-25 and 2025-26 financial years.

The rollout will continue across our footprint over the next 12 months, with AMI meters set to be installed in 13 remote communities by the end of the 2025-26 financial year.



Image: Drone image showing the Doon Doon community
Credit: Ben Broady

Community campaigns

We have developed campaign material specially designed for Aboriginal customers in remote communities.

The new AMI and safety campaigns were created to support community engagement by delivering clear and simple messaging with culturally appropriate images.

The move away from wordy documents to bespoke easy-to-understand illustrations is already paying off. In our five pilot AMI communities, customers are now using the app and their phones to purchase power which is a significant change to how they previously paid for power.

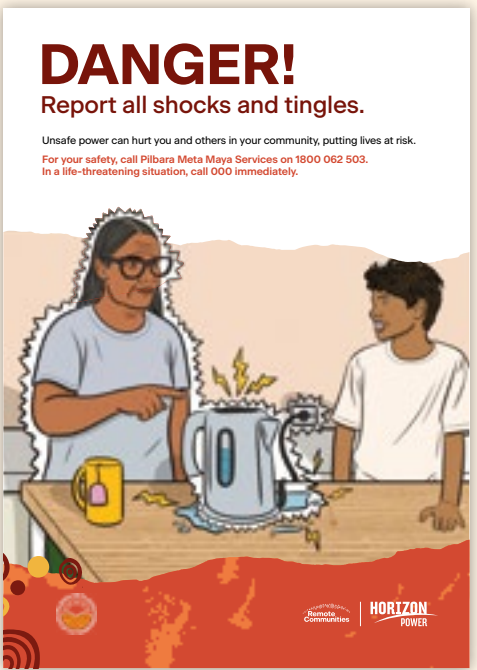
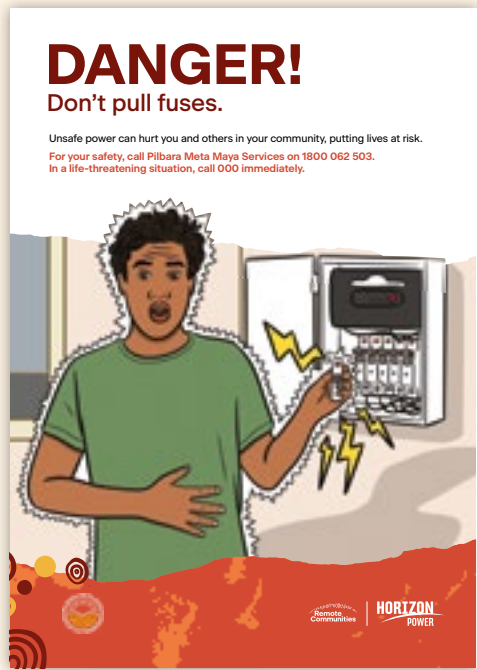
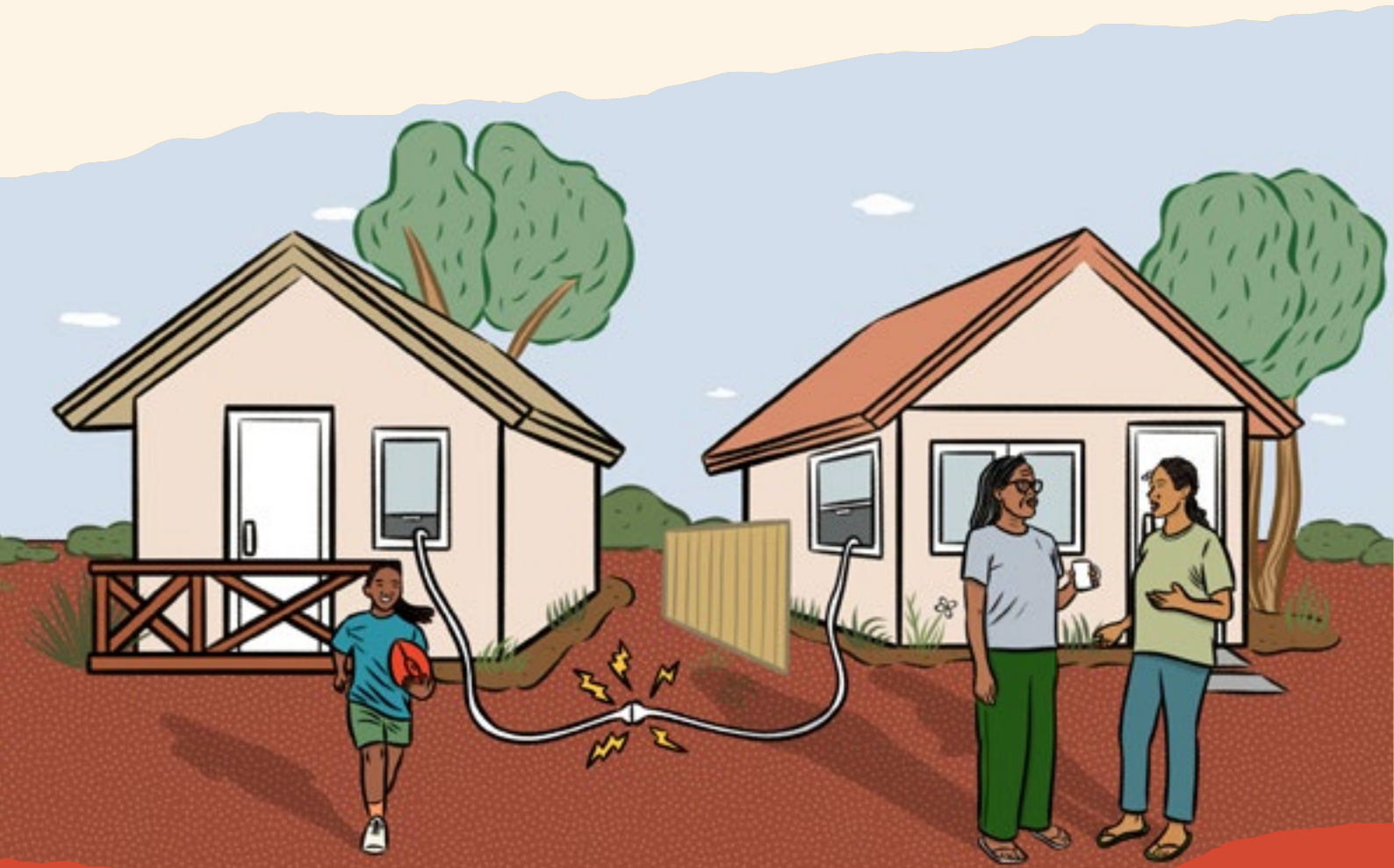
The campaign material takes customers through their current and future energy transition. It also helps people understand how to save energy and stay safe around power.

The campaign material was produced by Wildlings Creative Agency.

wildlingscreative.com.au

Illustrations by Janelle Burger. Janelle is an illustrator of Noongar and Sicilian descent. Her work reflects her diverse interests and recently she contributed to Apple and Apple Music's 2024 NAIDOC Week campaign.

janelleburger.net



Images: New collateral developed for remote communities



Strategic partnerships

Forming strategic partnerships with Traditional Owners and Aboriginal organisations is a foundational practice for building trust, reciprocity, and long-term success as we strive for energy equity across the 117 communities in the Horizon Power footprint.

These strategic partnerships are essential to realising our shared goals and ensuring that indigenous voices are central to the future of energy in Western Australia.

Meeting with Elders, Community leaders and Prescribed Body Corporate (PBCs) Boards on Country is an important gesture of respect. These face-to-face engagements acknowledge the cultural authority of Traditional Owners and affirm their right to participate in decisions that affect their communities and Country.

Earlier this year, the Horizon Power Board travelled to Port Hedland in the Pilbara to attend a board meeting at Pilbara Meta Maya Regional Aboriginal Corporation. Our CEO, and EGM Remote Communities, also travelled to Fitzroy Crossing in February to attend the Marra Worra Worra board meeting in the Kimberley.

These visits only further strengthened our relationships with Traditional Owners in these regions. By walking alongside Aboriginal leaders on Country, Horizon Power demonstrates a commitment to culturally appropriate, community-led collaboration.

This approach fosters inclusive energy solutions that reflect local priorities, strengthens social licence, and supports the delivery of safe, reliable power in some of the most remote parts of the state.

Regional Service Providers

The Remote Communities team at Horizon Power is working in partnership with our Regional Service Providers (RSPs) and valued partners at Kimberley Regional Service Providers (KRSP), Pilbara Meta Maya Services (PMM), and Ngaanyatjarra Essential Services (NgS).

Each RSP organisation is instrumental to our success in delivering on the ground operations and maintenance of the generation and distribution portfolio.

They are the first point of call for customers and communities during power outages. Each service crew can travel thousands of kilometres across sections of the State during their swing, sometimes in hazardous conditions, to maintain assets and be our first responders to power outages and reports of electric shocks or fires.

In the two years we have been working alongside each RSP, they have demonstrated great capacity to prepare and respond to incidents and natural events like cyclones, flooding and fires with consideration and care for each community's wellbeing.

Each RSP offers its own Aboriginal training and employment opportunities across various roles including trades, administration and Aboriginal Essential Service Officers (AESO) based in the community.

A good example of this is the Blackstone project, which has seen Horizon Power invest in a reliability and training initiative which will upskill Ngaanyatjarra Essential Services in the maintenance of renewable assets.

While this will support ongoing maintenance of Horizon Power assets in all Ngaanyatjarra Lands communities, it will also provide additional capacity in Ngaanyatjarra Essential Services skill base, opening additional engagement opportunities in the region.



Image: Andy from Pilbara Meta Maya Services (PMM) together on a charter flight visit with Horizon Power staff in Jigalong – September 2024.



Image: L-R Jade Morrison - Chairperson Blackstone, Mark Vorkoeper - Municipal Services Officer, Ngaanyatjarra Services, Shahyan Mehervanjee - Articled Surveyor MNG (on behalf of Gen Off Grid) and Winston Mitchell - Senior Traditional Owner



Image: Mitch Hart (KRSP) and Terry Shadforth (Horizon Power) with the new meters in Chile Creek – March 2025

Case study: Kimberley
Regional Service
Providers (KRSP)

Kimberley Regional Service Providers (KRSP) was formed in 1998 and has been operating in the Kimberley for more than 27 years.

It now provides capital works, essential services and municipal services to well over 100 communities throughout the region. KRSP employs more than 140 people, with a 46% Indigenous workforce.

Working for KRSP gives community members the ability to have sustainable, long-term employment on Country. Currently, their longest serving staff member has been in the job for more than 20 years.

Peter McCale (Yiyili Community)

"I've been working for KRSP for say 20-22 years and it's good you know. It's good for me to work as a KRSP worker out in a community, like I'm here at all the time. I've been trained up for that cos you got old people, you got younger people or young kids, they need the power and water all the time they can't go without it."

The faces behind KRSP

At the heart of our RSP's are some truly amazing people like Peter McCale from Yiyili community. He's been working for KRSP for more than two decades because it provides him the opportunity to work on Country and make a real difference in his community.

Sanchaz from Kalumburu has been seeing KRSP working for her community since she was a little girl. As a generational worker, the employment opportunities it has provided her family means a lot

Andrew has become a real role model for his community at Woolah Community. He loves coming to work every day and building pride in his community.



Sanchaz Charles
(Kalumburu Community)

"I've pretty much seen KRSP here in Kalumburu from when I was a little girl you know and seen other family members working with KRSP. So I was pretty excited when I joined the crew. Since then, working with KRSP they've given me opportunities to work more on the graders, loaders and some other machinery once I got my HR Learners."



Andrew McGuinty
(Woolah Community)

"With KRSP, I feel like with they give us something to be a role model for our community and to maintain our community and to show that we can do ourselves without relying on anyone else. Yes, I'm very proud of my community and my job."





Case Study: Collaboration with Wirrimanu Aboriginal Corporation in Balgo

A recent collaboration on a fencing project with Wirrimanu Aboriginal Corporation in Balgo has also delivered outstanding results and has evolved into a powerful example of local capability and partnership.

The jointly funded project by Horizon Power and Water Corporation has not only addressed safety concerns by replacing insecure fencing but it has also created employment opportunities for four local community members who worked alongside contractors from Alice Springs.

The success of this collaboration sparked further works at the Airport and MUNS yard, and more importantly, inspired a group of young Wirrimanu men to take ownership of the next phase.

After gaining hands-on experience, they confidently volunteered to complete the MUNS shed fencing. Their initiative and professionalism have been widely praised, underscoring the value of investing in local training.

This ripple effect of empowerment and trust is a testament to the strength of our partnerships and the long-term benefits of working hand-in-hand with Aboriginal communities.



Community Partnerships Program

The Community Partnerships Program (CPP) is focused on supporting organisations that have a strong community impact, ensuring that funds contribute to the overall wellbeing and vibrancy of communities across the Horizon Power footprint.

To date, the Community Partnerships Program has delivered \$5 million in funding to support more than 560 community

initiatives across all of Horizon Power's service delivery regions.

Horizon Power is now extending the Community Partnerships Program to remote communities and looks forward to making a real difference, delivering positive outcomes and empowering communities across WA.

Case Study: Irrunytju Community Incorporated (Wingellina)

Following the transfer of the 117 remote Aboriginal communities to Horizon Power, Irrunytju Community Incorporated (Wingellina) was the first Community Partnership with one of our new remote communities in the Goldfields-Esperance region.

Irrunytju Community Inc were initially funded \$6000 to organise and conduct a youth camp in Esperance for twelve at-risk young men, aged 18-25.

The camp aimed to foster positive relationships among peers, youth workers, and Elders. The program was transformative, with many of the participants visiting the beach for the first time, experiencing a new environment.

It also enabled cultural exchange with Esperance-based Aboriginal organisations and people. Participants also toured Horizon Powers' Esperance Depot and were able to learn from staff about their roles in the energy industry.

In the latest round of the CPP grants, Irrunytju Community Inc were also awarded a \$8000 for a Fire Pit Frenzy and furniture project, which will see a central meeting area constructed for community interactions, meetings, 'Sorry time' for mourning, cooking, and storytelling.

The project aims to achieve greater social interaction, increased community pride, a more skilled workforce, and a place to enjoy bush tucker and roo tails.



Image: Irrunytju Community Incorporated, Youth Diversion Camp, Esperance Horizon Power Depot



Image: Cycling Development Foundation. Laverton Cycling Project, Mulga Queen

Case Study: Laverton Cycling Project expansion to Mulga Queen and Cosmo Newberry remote communities

The Cycling Development Foundation provides ongoing support in Laverton through its cycling project, which uses cycling to promote fitness among at-risk youth and adults and increase school attendance.

Supported by the Shire of Laverton, the three-year partnership has recently expanded into the nearby remote Aboriginal communities of Mulga Queen and Cosmo Newberry.

On average 15 youth regularly engaged with the program, increasing to 30 youth during NAIDOC Week events.

It has helped youth engage in school, learn road safety, keep them active and provide them a safe environment with peers and encouraged good behaviour.

The program has also contributed to increased school attendance while helping participants create a positive pathway for personal growth.

Image: Dingoes - spotted by staff
when travelling to remote communities
Credit: Brian Clark



Next year and beyond: strategic goals and ambitions for FY25/26

To realise the full benefits of our Remote Communities program, we must continue to scale our delivery, deepen engagement, and embed long-term capability across the regions we serve.



Energy transition and innovation

- Progress the delivery of renewable energy solutions, including hybrid systems and standalone power systems, as part of our broader decarbonisation pathway.
- Advance planning for future energy systems and a decarbonisation strategy tailored to the needs of remote communities.
- Ensure benefit realisation frameworks are in place to track outcomes and inform future investment.



Community engagement and partnerships

- Strengthen engagement with Traditional Owners, Prescribed Body Corporates, Indigenous Corporations and community leaders to co-design energy solutions that reflect local priorities.
- Support the transition to improved energy services and equity across all remote Aboriginal communities under our remit.
- Foster enduring relationships that enable shared decision-making and long-term trust.



Metering, asset management and operational readiness

- Progress the rollout of advanced metering infrastructure in priority communities to support data-driven operations and customer empowerment.
- Scale up delivery of priority asset programs to maintain safe, reliable and resilient networks.
- Manage maintenance programs in partnership with Remote Service Providers (RSPs), ensuring responsiveness and alignment with community needs.
- Continue to build Aboriginal employment and training pathways through our delivery programs.



Regulatory and compliance maturity

- Implement a structured compliance uplift program to strengthen alignment with licence obligations and regulatory expectations.
- Embed compliance planning into business-as-usual operations to support sustainable service delivery.



"Together, we are building something that matters"

Krystal Skinner, Horizon Power Acting CEO





This document is available in alternate formats on request

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