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Record note of the Review Meeting on the Performance of OPTCL for the period from April 2025 to March 2026 (FY 2025-26)

Date of Review : 20.05.2026 at 10:30 A.M.
Period of Review : FY 2025-26 (April 2025 to March 2026)
Representative of OPTCL Present : As per the list enclosed as Annexure-1.

The Performance of OPTCL for FY 2025-26 was reviewed by the Commission on 20.05.2026. The presentation was made by OPTCL on various performance parameters. During the review, the financial status, the status of completed/ongoing/upcoming projects, major O&M activities, the status of telecom projects and steps taken by the IT & HRD wing of OPTCL were discussed/deliberated in detail.

1. In compliance with the observations made by the Commission during the previous Annual Performance Review for FY 2024-25, OPTCL presented various Key Performance Indicators (KPIs), including Transmission Loss and Transmission System Availability. OPTCL has submitted that the transmission loss is consistently in declining trend since FY 2007-08 owing to continuous strengthening of the transmission network, adoption of modern technologies, augmentation of transformation capacity and replacement of ageing assets.
2. The Commission reviewed the status of transmission assets including Fibre Optic links available with OPTCL as on 31.03.2026 and observed that the transmission network has registered considerable growth during FY 2025-26. The details are as follows:

	Voltage Level	As on 31.03.2025	Addition during FY 2025-26	As on 31.03.2026
No. of Grid/ Sub-stations	132 kV	144	5	149
	220 kV	49	3	52
	400 kV	5	0	5
Total (Nos.)		198	8	206
EHT Line (CKT KM)	132 kV	8717.107	227.543	8,944.65
	220 kV	6835.483	236.531	7072.014
	400 kV	1196.872	10.674	1207.546
Total (CKT KM)		16749.462	474.748	17,224.21
Transformation Capacity (MVA)	132 kV	10828	655.50	11483.50
	220 kV	12692	640	13332
	400 kV	3835	500	4335
Total (MVA)		27355	1795.50	29150.50
Fibre optic links (kms)		6,072	189	6,261

3. OPTCL further submitted that eight transmission projects comprising six Grid Substations and two transmission line projects were completed by OPTCL during FY 2025-26 involving an investment of about Rs.421.60 crore. The Commission observed that these projects have contributed towards strengthening the transmission network and improving the power evacuation capability of the State transmission system. However, the Commission also noted that several completed projects have experienced substantial time overruns, ranging from about 16 months to 74 months. In particular, projects such as Dasapalla, Balianta, Satyanagar, Lamtaput and Tarbha witnessed significant delays mainly due to land acquisition and handover issues, Right of Way (RoW) constraints, forest clearances, route modifications and other statutory approvals.
4. The Commission observed that the Transmission System Availability has been maintained at 99.98% during FY 2025-26, which is comparable to the level achieved during the preceding years. OPTCL further submitted that, as compared to FY 2024-25, the transmission network expanded during FY 2025-26 with the addition of 474.748 ckt. km of EHT lines, 8 Grid Substations and 1,795.50 MVA of transformation capacity. Consequently, the total EHT line length increased from 16,749.462 ckt. km to 17,224.210 ckt. km, while the total transformation capacity increased from 27,355 MVA to 29,150.50 MVA as on 31.03.2026. The Fibre Optic communication link has increase from 6,072 km as on 31.03.2025 to 6,261 km as on 31.03.2026 and PLCC system is no more in operation.
5. The Commission also noted the long-term growth in the transmission system achieved by OPTCL. As submitted, since FY 2020-21, the transmission line length, grid substation capacity, transformation capacity and energy transmitted have registered cumulative growth of 2.56%, 3.77%, 4.57% and 5.39%, respectively. The Commission appreciated the efforts made by OPTCL in maintaining high transmission system availability and strengthening the State transmission network to meet the growing demand for electricity and facilitate integration of new loads and renewable energy resources.

OPTCL highlighted several technological initiatives undertaken during FY 2025-26 for enhancing transmission system reliability, availability, operational efficiency and real-time monitoring capabilities. These initiatives include AI-enabled drone-based transmission line inspection, GIS mapping of transmission assets, State Transmission Asset Management System (STAMS), Automated Fault Analysis and Remote Accessibility Systems (AFAS), hotline maintenance of transmission lines, remote operation and monitoring of substations, and deployment of advanced communication infrastructure. OPTCL also informed the Commission about the establishment of a Power System Simulation Laboratory at PTC, Chandaka for strengthening in-house system planning and analytical capabilities.

6. The Commission further noted that OPTCL has commissioned a Digital Substation at Agalpur-Rampur, Bolangir, which has been claimed as the first Digital Substation

established by a State Transmission Utility in the country with process bus concept. The utility has also implemented SCADA and Substation Automation Systems (SAS) in various Grid Substations for remote control, monitoring and operation of the transmission network. Further, adoption of hotline maintenance techniques and specialized live-line maintenance equipment is expected to reduce outage requirements, improve maintenance efficiency and enhance system reliability. The Commission appreciated the efforts made by OPTCL towards modernization and digitalization of the transmission system and advised the utility to expedite completion of STAMS and SAS integration across all identified Grid Substations.

7. The Commission reviewed the status of the ongoing transmission projects and observed that, notwithstanding the completion of several projects during FY 2025-26, a number of strategically important transmission schemes are still under execution. The Commission noted that 31 projects, comprising 20 Grid Substation projects and 11 other transmission infrastructure projects, are presently under implementation at various stages of progress. The expenditure of about Rs.1532.91 crore has been incurred up to 31.03.2026 against the total project cost of about Rs.2964.46 crore.
8. The Commission further observed that the commissioning schedules of certain major projects have undergone revision compared to the timelines envisaged earlier. In particular, the 400/220/33 kV Grid Substations at Ersama (Paradeep) and Neulapoi, which are critical for strengthening the transmission backbone and meeting future load growth, are now targeted for commissioning by March, 2027, while the 400/220 kV Grid Substation at Gopalpur is expected to be commissioned by November, 2027. The Commission also noted that several ongoing 220 kV and 132 kV Grid Substation projects, along with associated transmission lines, are at advanced stages of execution and are expected to be completed during FY 2026-27 and FY 2027-28.
9. While acknowledging the difficulties arising from land acquisition, Right of Way (RoW) constraints, statutory clearances and other external factors, the Commission expressed concern over the continued slippage in project timelines. Delay in commissioning of transmission infrastructure not only postpones the intended system benefits but may also result in cost escalation and deferment of network strengthening measures required for reliable power supply and integration of upcoming generation resources. The Commission, therefore, directed OPTCL to strengthen project planning, monitoring and coordination with the concerned Government authorities and stakeholders so as to ensure timely completion of all ongoing projects. OPTCL shall accord priority to the critical 400 kV projects and other transmission schemes and submit periodic status reports to the Commission indicating project-wise physical progress, expenditure incurred, issues affecting execution and corrective measures undertaken for expeditious completion

10. The Commission reviewed the Operation and Maintenance (O&M) activities undertaken by OPTCL during FY 2025-26 and noted that the utility has carried out augmentation of transformation capacity at several existing Grid Substations to address increasing load demand, improve system reliability and mitigate overloading of transformers. OPTCL submitted that transformation capacity augmentation was undertaken in 22 Grid Substations across the State, resulting in an additional transformation capacity of 560.5 MVA during FY 2025-26.

The Commission observed that the augmentation of transformation capacity were carried out in the operating areas of TPWODL, TPNODL, TPSODL and TPCODL, with capacity additions of 200 MVA, 35 MVA, 55 MVA and 270.5 MVA, respectively. These augmentation measures are expected to improve transformer loading margins, enhance operational flexibility and ensure reliable power supply to consumers in the respective operating areas of the Discoms.

The Commission appreciated the efforts made by OPTCL in augmenting the transformation capacity of the existing transmission network based on emerging load requirements. However, OPTCL is advised to continue periodic assessment of transformer loading and substation capacity utilization so that augmentation works can be planned and executed proactively in anticipation of future load growth, thereby avoiding system constraints and ensuring reliable power supply across the State.

11. The Commission noted that OPTCL has undertaken several transmission network strengthening works under its O&M programme. These include conversion of the 132 kV Khariar–Kantabanji and Khariar–Nuapada lines from Single Circuit to Double Circuit configuration at an estimated cost of Rs.26.56 crore. OPTCL is also carrying out the conversion of four existing 132 kV two-phase transmission lines to three-phase configuration at an estimated cost of Rs.11.17 crore.

The Commission further noted that OPTCL has taken up upgradation of conductors to HTLS conductors in four 132 kV transmission corridors covering about 161.08 km at an estimated cost of Rs.110.20 crore. In addition, renovation and reconductoring works of ageing EHT lines have been undertaken at four locations at an estimated cost of Rs.11.64 crore. The Commission observed that these works are expected to enhance power transfer capability, improve reliability and optimize utilization of the existing transmission network.

12. The Commission reviewed the status of implementation of the State Transmission Asset Management System (STAMS) and Substation Automation System (SAS). OPTCL has submitted that, out of 70 identified Grid Substations under Phase-I of STAMS, 59 Grid Substations have been integrated and integration of the remaining 11 Grid Substations is under progress. Further, 69 out of 70 Grid Substations have been provided with Video

Management Systems (VMS), of which integration has been completed in 40 Grid Substations. OPTCL also submitted that 40 Grid Substations are reporting to the Remote Accessibility System (RAS) and modelling of 10 Grid Substations in the Automated Fault Analysis System (AFAS) has been completed.

OPTCL has further submitted that commissioning work relating to gateway upgradation in 43 Grid Substations and SAS upgradation in 27 Grid Substations has been completed, while the processes of testing, acceptance and handover are under progress. The Commission also noted that the Backup Control Centre at Lapanga has been established and is operational, whereas the Main Control Centre building and associated facilities at Chandaka are under various stages of completion and commissioning.

13. The Commission reviewed the status of telecom infrastructure and communication projects being implemented by OPTCL. OPTCL has submitted that the total Optical Ground Wire (OPGW) network has increased from 6,072 km as on 31.03.2025 to 6,261 km as on 31.03.2026, with an addition of 189 km during FY 2025-26. OPTCL has further submitted that several telecom projects are under implementation, including the establishment of data and voice communication facilities for IOCL (Paradeep), JSPL, (Angul) and JSPL (Barbil), retrofitting of RTUs for dual reporting, procurement of Video Projection System (VPS) and precision air-conditioning systems for the new SLDC building. OPTCL also informed that it has earned revenue of about Rs.22.50 crore during FY 2025-26 through leasing of dark fibre on its OPGW network to various entities. The Commission noted the progress made in strengthening the communication backbone of the transmission system and the ongoing efforts towards enhancing communication and data management infrastructure.
14. Under IT activities, OPTCL submitted that SAP S/4 HANA has been implemented for OPTCL and SLDC in a phased manner during FY 2025-26 covering Human Capital Management (HCM), Executive Appraisal, Procure-to-Pay (P2P), Material Management (MM), Quality Management (QM), Financial Accounting and Controlling (FICO), Project System (PS), Plant Maintenance (PM) and Sales & Distribution (SD) modules.
15. OPTCL has further submitted that a Geographical Information System (GIS) has been developed for digital mapping and monitoring of transmission assets. As on 31.03.2026, GIS mapping of 33,046 transmission towers covering about 9,290 Route Kilometres has been completed. OPTCL also informed that the third phase of GIS mapping covering 6,408 towers and 2,041 Route Kilometres has been awarded and is under progress. Further, the Interactive OPTCL Transmission Network (IOTN), a mobile-based extension of the GIS platform integrated with O-LAMP, OGrI and SAP ERP, has been developed and a pilot Android application has been released.
16. OPTCL has submitted that implementation of the Information Security Management System (ISMS) in accordance with ISO 27001:2022 for OPTCL, SLDC and GRIDCO has

been completed and ISO 27001:2022 certification has been obtained with validity up to 24.09.2028. OPTCL further informed that the MS Project platform has been implemented for monitoring of ongoing and upcoming projects and that project schedules have been configured in the system for real-time monitoring and review.

17. The status of major transmission projects, augmentation works, O&M activities and telecom projects as submitted by OPTCL during the review is summarized below:

Sl. No.	Items	Details of Projects	Cost
			(Rs. in Cr.)
1	Projects completed	Sub-station - 06 Nos.	398.31
		Lines - 02 Nos.	23.29
		Total	421.60
2	Ongoing Projects	400 kV S/s – 03 No	2964.45
		220 kV S/s – 11 Nos.	
		132 kV S/s - 06 Nos.	
		Lines - 11 Nos.	
		Total	2964.45
3	Augmentation of S/s capacity (22 Nos. of S/ s with 560.50 MVA capacity addition)	04 Nos. S/S in TPSODL's area of operation – 55 MVA	
		06 Nos. S/S in TPWODL's area of operation – 200 MVA	
		03 Nos. S/S in TPNODL's area of operation – 35 MVA	
		09 Nos. S/S in TPCODL's area of operation – 270.5 MVA	
4	Major Technical Works under O&M Wing	Conversion of S/C to D/C line	26.56
		Conversion of transmission line from 2-phase to 3-phase	11.17
		Upgradation of conductor to HTLS	110.20
		Renovation of EHT lines with new conductor	11.64
		Total	159.57
5	Telecom Projects	Data & Voice Communication Projects	5.03
		Retrofitting of RTUs for Dual Reporting	1.29
		Procurement of VPS System for New SLDC Building	4.99
		Procurement of Precision AC for New SLDC Building	2.68
		Total	13.99

18. The Commission reviewed the Human Resource Development (HRD) activities undertaken by OPTCL during FY 2025-26. OPTCL has submitted that the Man-in-Position (MIP) as on 31.03.2026 stood at 2,726 against the sanctioned strength of 5,902 posts. During FY 2025-26, OPTCL recruited 150 personnel, comprising 74 Junior Management

Trainees (Electrical), 74 Junior Maintenance & Operator Trainees, one Director (Project) and one Director (Finance). OPTCL further submitted that recruitment for 50 additional posts, including Management Trainees (Civil and Law), Junior Management Trainees (Civil) and Office Assistant Grade-III Trainees, is under process.

OPTCL has further submitted that 159 employees were separated from service during FY 2025-26 due to superannuation, resignation, voluntary retirement and other reasons, of which 40 employees resigned from service. OPTCL also highlighted the manpower constraints being faced by the utility and informed that it is undertaking an exercise to redesign and optimize manpower deployment for better utilization of available human resources. As part of its capacity-building initiatives, OPTCL conducted 136 training programmes during FY 2025-26, covering 4,421 participants and generating 27,125 training man-days. OPTCL also informed that permission for higher studies was granted to 91 employees during the year.

19. Under CSR activities, OPTCL has submitted that an amount of Rs.58.06 lakh was incurred towards various CSR initiatives, including contributions to Nava Prabhat Public Charitable Trust and apprenticeship-related activities. The Commission noted the initiatives undertaken by OPTCL towards human resource development, capacity building and corporate social responsibility.
20. OPTCL has submitted that an amount of Rs.904.51 crore was infused as equity during FY 2025-26. With this infusion, the total equity of the Corporation stood at Rs.3,799.90 crore as on 31.03.2026. OPTCL further submitted that the outstanding loan as on 31.03.2026 was Rs.1,774.66 crore. During FY 2025-26, the utility incurred a capital expenditure of Rs.1,272.42 crore towards transmission system expansion, augmentation and strengthening of the State transmission network.
21. The Commission reviewed the financial performance of OPTCL for FY 2025-26. OPTCL has submitted that against the approved energy transaction of 47,601.44 MU and approved revenue of Rs.1,332.26 crore, the actual energy transaction was 47,372.36 MU and the total revenue realized was Rs.1,376.78 crore, including miscellaneous receipts. OPTCL has reported a revenue gap of Rs.21.28 crore for FY 2025-26 against the total expenditure of Rs.1,398.06 crore. The Commission noted the financial position of OPTCL as submitted during the review. The comparative position of approved and actual revenue and expenditure, as submitted by OPTCL, is summarized below:

Approved vis-à-vis Actual for FY 2025-26

Particulars	Approved (Rs. Cr.)	Actual /Provisional (Rs. Cr.)
Revenue from Operations	1,221.98	1,216.16
Miscellaneous Receipts	110.28	160.62

Total Revenue	1,332.26	1,376.78
Total Expenditure	1,331.02	1,398.06
Gap / (Surplus)	1.24	-21.28

Additional views/ suggestions/ direction of the Commission:

22. The Commission observed that although OPTCL has maintained transmission losses at a relatively low level over the years, further reduction in loss can be achieved through optimal network planning, timely completion of transmission projects matching with completion time frame of upstream and downstream network, augmentation of overloaded corridors, adoption of advanced technologies and efficient system operation etc. OPTCL is, therefore, directed to undertake a detailed analysis of transmission losses at various voltage levels and submit a comprehensive action plan with target to achieve the transmission loss level of 2.5%, with clearly defined measures and timelines.
23. The Commission expressed serious concern regarding failure of Inter-Connecting Transformers (ICTs) at 400kV level. Considering the critical role of ICTs in ensuring reliability & availability of power supply and cost implication on utility as well as ultimate consumers of the state, OPTCL is directed to undertake a detailed analysis of the causes of such failures and remedial measures required to be taken to avoid repetition of such incidences/failures in future. OPTCL shall also ensure adequate training and sensitisation of its operation and maintenance personnel on asset health monitoring, condition-based maintenance practices, awareness on early warning through operation of various protective devices and to follow the best practices so as to minimize recurrence of such failures and improve system reliability. The Commission further observed that failures of transformer bushings continue to be one of the major causes of failure of transformers and reactors in transmission systems. Considering the superior operational performance/reliability and lower maintenance requirements of Resin Impregnated Paper (RIP) / Resin Impregnated Synthetic (RIS) bushings, OPTCL shall examine the feasibility of progressively replacing conventional Oil-Impregnated Paper (OIP) bushings of ICTs with RIP / RIS bushings in a phased manner at 132kV and above voltage level, particularly in critical transformers in various Grid Substations and invariably bushings of new ICTs of 400kV & 220kV class should be planned for RIP / RIS bushings.
24. The Commission observed that several completed transmission projects have experienced substantial time overruns, ranging from about 16 months to 74 months, primarily due to delays in land acquisition & handover, statutory & forest clearances, administrative bottlenecks and Right of Way (RoW) constraints. The Commission emphasized the need for strengthening pre-project activities, including advance planning, stakeholder consultation, route finalization, land acquisition and timely statutory clearances. OPTCL shall adopt a structured project preparedness framework and ensure that land acquisition

& development of land is complete before award of Contract in case of GSS(s). Similarly, in case of transmission lines, the route alignment and preferably resolution of most of the RoW issues, statutory & forest clearances are complete before award of Contract to avoid unnecessary delay in execution of transmission projects. OPTCL shall also closely coordinate with the Government of Odisha and other concerned authorities for expeditious resolution of land, RoW and clearance-related issues.

25. The Commission desires that all investment proposals shall be backed/supported by proper transmission system study including load flow & short circuit analysis, geographical considerations and long-term system requirements considering the operational feedback from SLDC, reactive power requirement, expected power flow in transmission line & expected load growth on existing /planned GSS on long-term horizon of at least 10 years. Further, important 132 kV and 220 kV Grid Substations shall be planned with adequate provision for future upgradation to the next higher voltage level, keeping in view long-term load growth. Accordingly, adequate space provision for future expansion should be kept in GSS and the line may be constructed for higher voltage (say 220kV) level and charged at lower voltage (say 132kV) to reserve the corridor for the future, as the ROW is likely to be the challenge for the future.
26. The Commission observed that excessive dependence on a single agency for various technical studies, consultancy assignments and planning support activities is a matter of concern. Such dependence may limit competition and reduce diversity of technical perspectives. OPTCL is therefore advised to adopt a multi-agency approach, wherever feasible, for undertaking major studies & consultancy assignments and at the same time emphasis shall be on development of in-house capability for such studies instead of exclusively depending on external agencies.
27. The Commission noted that OPTCL has taken up HTLS conductor upgradation in four 132 kV transmission corridors covering about 161.08 km at an estimated cost of Rs.110.20 crore and more such proposals are in pipeline. Because of the designed sag limitation or maintaining the safety clearance requirement of existing lines, and increase in loss in some cases, the maximum benefit of HTLS conductor cannot be availed. Hence, the Commission directs OPTCL to ensure that adoption of HTLS conductors is based on detailed techno-economic analysis, evaluation of transmission losses, and capital cost so as to achieve optimum benefits for the transmission system and consumers.
28. The Commission observed that capital expenditure and equity infusion have increased substantially during FY 2025-26. However, the corresponding growth in revenue has not been commensurate with the level of investment. As such, investments ultimately have an impact on consumers; OPTCL shall ensure prudent capital expenditure, optimum utilization of assets and efficient investment planning to maximise consumer benefit.

29. The Commission emphasized that all ongoing transmission projects undertaken by OPTCL should be completed within the stipulated timelines. The Commission observed that delay in execution of transmission projects has resulted in cost escalation on account of price variation, Interest During Construction (IDC) and other associated expenses, ultimately impacting the tariff of the consumers. OPTCL is, therefore, directed to furnish project-wise details of cost overruns in respect of all delayed projects, indicating the originally approved cost, revised cost, reasons for delay and additional expenditure incurred, for review by the Commission.
30. The Commission observed that the presentation on performance review primarily covers status of project execution, financial status and various initiatives in the pipeline and the adoption of technology. The performance review in future shall also focus on (a) system operational performance (b) financial performance. The operational performance shall include the utilization level of transmission assets (loading of transformers and transmission lines at different voltage levels), failure of major equipment, failure of towers at different voltage levels, conductor snapping, insulator failures & failure of hardware fittings and associated cause of failure and improvement of such incidents over past years and the remedial measures taken to avoid repetition of such failure in future. The financial performance should also include the outcome of capex investment, burden on consumers due to such investment, time overrun leading to cost overrun and measures being taken to avoid such scenario in future. The investment under Capex should be linked to outcome in terms of benefit to the system as well as consumers like loss reduction, addressing overvoltage problem at transmission system level and low voltage issue at distribution as well as transmission system level, providing fire protection system for transformers, creation of ring network at different voltage levels (132kV, 220kV and 400kV level) etc.
31. OPTCL is directed to submit list of failure of major equipment (ICT, CB, CT, PT/CVT, Isolator, SA) and no. of towers at different voltage levels(400kV, 220kV & 132kV) during the last five years, indicating the name of GSS and name of transmission line along with location(s) of failures, brief cause of failure and corrective measures undertaken to prevent recurrence of such failures in future.
32. The Commission also directs OPTCL to integrate GIS mapping of transmission assets with Gross Fixed Assets Register through SAP. The benefit of asset mapping should be utilized for monitoring the health of transmission line assets being done through drone-based patrolling.
33. The Commission directs OPTCL to integrate the GIS mapping of transmission assets with the Gross Fixed Asset (GFA) Register through SAP to ensure accurate asset tracking and management. OPTCL shall further utilize GIS mapping and drone-based patrolling data for asset health monitoring, condition-based maintenance and timely identification of

vulnerable transmission assets, thereby improving system reliability and asset management practices.

34. The Commission directs OPTCL to take necessary action for strict compliance with the directions and observations issued by the Commission in the Transmission Tariff Order for FY 2026-27 as well as the Orders relating to approval of investment proposals for strengthening and augmentation of the State transmission network. OPTCL shall ensure timely implementation of the said directions and submit compliance status, wherever required, before the Commission.
35. The Chairperson, OERC, in his concluding remarks, while appreciating the good work done by OPTCL, stressed the compliance of the observations of the Commission in a timely manner.

Annexure-1
Representatives of OPTCL

1. Shri Bhaskar Jyoti Sharma (IAS), CMD, OPTCL
2. Shri P. K Pattnaik, Director (Operation)
3. Shri B.B. Mehta, Director (SLDC)
4. Shri S. K Sahoo, Director (Finance)
5. Shri P. K Dash, Director (Project)
6. Smt. Anita Mohapatra, CGM (HRD)
7. Shri S. R. Samanta, Sr. GM (Finance)
8. Shri M. Behera, GM(IT)
9. Shri M. R Das, DGM (Fin.)
10. Shri Binaya Mallick, DGM (Tel)
11. Smt. Banishree Pradhan, DGM (Ele.)
12. Mrs. Subhashree Das, AGM (Ele.)