



Electricity Networks Aotearoa

Strategic Plan

FY 2023/24 - FY 2025/26

āhuarangi.
kiritaki.
mahi ngātahi.

climate.
customers.
collaboration.

Foreword

This is the Electricity Networks Aotearoa (ENA) Strategic Plan for the next three years, starting FY 2023/24. It sets out our **key priorities** and **direction** to support the **electricity distribution sector** in the transition to a low-carbon, electrified economy for New Zealand.



Our electricity system is already around 85% renewable, and this is set to increase over the coming years. To support this, we need to ensure our networks remain safe, secure and affordable as demand grows, investment is undertaken, and we build the workforce needed to operate our networks.

This is not something we will do alone. We will be working closely with policy makers, regulators, generators, transmission, and consumers to help to electrify our economy.

Just as the world we are living in is constantly changing, the ENA will also be regularly reviewing our Strategic Plan to ensure that it is fit for purpose. So, we welcome feedback on the direction we are taking and we look forward to working with members, the energy sector and government to electrify our country.

Tracey Kai **ENA CHIEF EXECUTIVE**

The big picture



VISION

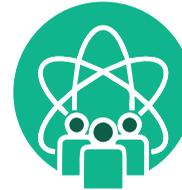
A low-carbon economy enabled by reliable, safe and affordable electricity networks.



PURPOSE

The ENA supports its members in leading the transition to a low-carbon, electrified economy for the wellbeing of our communities.

We are the voice of the distribution networks.



VALUES

Transparency; frank and open communication

Integrity; honesty and fairness

Commitment; to serve our members and stakeholders by operating to the highest level of professionalism

Change for good; together, we're doing the mahi to power our clean energy future

Our goals

āhuarangi.
kiritaki.
mahi ngātahi.

climate.
customers.
collaboration.



CLIMATE *Āhuarangi*

Network businesses are part of the solution to meet the challenge of a net carbon zero New Zealand by 2050.

KEY FOCUS AREA

Decarbonisation
(get the right settings)
and resilience

ENABLING ACTIVITIES

Be a good place to work:

- provide value and benefits to ENA members through evidence-based thought leadership and using 'soft power' to influence, build a resilient reputation, and relationships.
- provide ENA staff with a positive and inclusive working environment.
- ENA is managed in a fiscally responsible manner and meets audit standards.



CUSTOMERS *Kiritaki*

Networks are trusted, and we engage with customers, regulators and stakeholders to deliver reliable, affordable, low carbon electricity.

KEY FOCUS AREA

The energy wallet,
hardship and
affordability



COLLABORATION *Mahi ngātahi*

We take a 'whole of electricity sector' approach. We work with generation, transmission, and retailers, as well as regulators and government, to support the critical role of networks in decarbonisation for the long-term benefit of consumers.

KEY FOCUS AREA

Regulatory and policy
influence, and building the
capability of a diverse and
inclusive workforce

Climate Āhuarangi

How we plan to deliver this strategic goal...



KEY PRIORITIES

PERFORMANCE INDICATOR

MEASUREMENT

Build a resilient reputation for ENA

- Create and implement a strategic communications and engagement plan for ENA that aligns with our three strategic goals:
CLIMATE - decarbonisation narrative (*including resilience*)
CUSTOMER - energy wallet (*including energy poverty*)
COLLABORATION - workforce (*including diversity and inclusion*)

- Annual member and stakeholder survey (BASELINE FY 2023.24)
- Profile and promotion of the positive work that is happening across networks - leveraging our communications channels and also media - tell our story.

National Transformation Roadmap

- Monitor delivery of the Roadmap via the Future Networks Forum

- Develop and publish a scorecard or investment pipeline

Continue to support ENA members on issues of climate change & resilience

- Scenarios 2050 Report
- DPMC resilience work - provide submissions and stay connected to this work with Te Waihanga
- Network Resilience Working Group
- MBIE - tree regulations

- Annual member and stakeholder survey (BASELINE FY 2023.24)
- Delivery of Scenarios Report and value provided to members to use this baseline.

Customers Kiritaki

How we plan to deliver this strategic goal...



KEY PRIORITIES

Support customer focused pricing reform

Relationships with local & central government, other associations & advocacy groups

PERFORMANCE INDICATOR

- Develop and tell the 'energy wallet' narrative
- Work with ERANZ, Gentailers and MEUG to develop customer personas to inform decision making and innovation
- Address connection pricing
- Government support for a 'just transition' for disadvantaged groups
- Oversee the phase out of LFCs and the administration of the Power Credits scheme

- Provide co-ordination across members on regulatory and policy matters
- Grow connections with regulators and central government
- Trusted relationships with other associations and advocacy groups
- Membership to key sector groups

MEASUREMENT

- Track media sentiment and coverage on the 'energy wallet' and energy poverty/affordability
- Limited government intervention in distribution pricing; and support to alleviate inequities in the decarbonisation transition

- Annual member and stakeholder survey (BASELINE FY 2023.24)
- Trusted and sought after provider of expertise and advice for Network issues and opportunities
- We are around the table for 'critical conversations'
- Regular schedule of meetings with key stakeholders

Collaboration Mahi ngātahi

How we plan to deliver this strategic goal...



KEY PRIORITIES

PERFORMANCE INDICATOR

MEASUREMENT

Workforce

- Workforce Capacity and Capability Review - delivery of report and implementation of appropriate and feasible recommendations - working with EDB HR Managers group, Transpower and EEA
- Join Champions for Change - develop an energy coalition
- Member of Power Women: Mana Wāhine

- Diversity targets at a governance level
- Develop a succession plan for ENA staff
- Measure diversity and inclusion of networks annually

Energy Sector & Government Decarbonisation Framework

- Participation and member of the Framework

- ENA has a governance seat and is actively participating
- ENA contributes to the Framework scorecard and target measures of equity, security and sustainability

Powering Change

- Participation and member of the Framework

- ENA has a governance seat and is actively participating

cont...

How we plan to deliver this strategic goal...



KEY PRIORITIES

Engagement activities

PERFORMANCE INDICATOR

- Regulatory Working Group
- Future Networks Forum
- Evolve the Consumer Reference Working Group
- Establishing working groups and forums as required (*and ensuring they are disestablished when retired or appropriate*)

MEASUREMENT

- Annual member and stakeholder survey (BASELINE FY 2023.24)
- Minimum of 12 media releases per year - average of one per month

Grow our digital connection

- Refresh the ENA website and digital channels - our messages in our channels first
- The website is the 'front door' to ENA and a resource that people go to when they want information about networks and electricity decarbonisation

- LinkedIn followers increase from 1,900 (AUG 2023) to 2,500 (JUL 2024)
- Average website views per month 11,000 to 12,100 (10%)
- Unique users 2,750 to 3,025 (10%)



āhuarangi.
kiritaki.
mahi ngātahi.

climate.
customers.
collaboration.

Tracey Kai

CHIEF EXECUTIVE | TUMU WHAKARAE

M +64 21 499 681 • DDI +64 4 4711 335
PO Box 1017, Wellington 6140, New Zealand

www.ena.org.nz