

Renewable Energy Team

Strategy Finance and Policy

Change Decision Document

17 July 2024

This document is embargoed and confidential to affected staff only, until 4pm, 17 July 2024

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Introduction and Background

- 1 Established in July 2020, the Renewable Energy Team forms part of the Sustainability directorate within the Strategy Finance and Policy Group, with a remit to install renewable energy systems on Kāinga Ora homes to provide more affordable electricity for our customers.
 - The funding for the team has been provided by the Māori and Public Housing Renewable Energy fund, which ceased on 30 June 2024.
 - Whilst the funding ceased on 30 June 2024, there is still a requirement for temporary resourcing to ensure final projects are commissioned and effective, to transition to a business as usual approach, and to manage the Multiple Trading trial.
 - There is funding that can be accessed through the Renewable Energy Grant Fund and the Homes and Community Appropriation to support limited, transitional resourcing beyond 30 June 2024.
- 2 On 24 June 2024 a change proposal was presented to propose how the Renewable Energy programme could be continued to transition to business as usual and enable the Multiple Trading trial to be appropriately resourced and supported.
- 3 Feedback on the initial change proposal was significant enough to commence a re-consultation process with an updated change proposal, which commenced on 5 July 2024.

This decision document sets out the decisions I have made on the proposed change, following careful consideration of the feedback received during the consultation period.

I would like to take this opportunity to thank everyone who made a submission on the proposed change. Your insights have been valuable in helping us to make robust decisions on the proposal. Thank you also for your professionalism during what many people will find to be a challenging period. I continue to encourage you to access the support available to you as we move through the implementation of the decision set out in this document.

Change proposal

- 4 To reflect the cessation of funding and ensure that the Renewal Energy programme is finalised and transitioned to a business as usual approach, and to enable the Multiple Trading trial to be appropriately supported, it was initially proposed that:
 - The permanent position of Renewal Energy Implementation Manager would be **disestablished**, with a proposed deferred end date of 30 September 2024. The rationale for this was to provide resourcing and expertise to finalise the programme and support the transition to business as usual.

- The permanent position of Renewal Energy Lead would be **disestablished** effective 31 July 2024.
- However, whilst the permanent, full-time position of Renewal Energy Lead was proposed to be disestablished, it was proposed to **establish** a fixed term, part-time 0.4 FTE position of Special Energy Project Lead to manage the Multiple Trading trial and other key transitional activities from 1 August 2024 until 30 June 2025.
- To support the successful continuity of this trial, it was further proposed that the current incumbent of the Renewable Energy Lead be offered redeployment, as a secondment, to the above proposed part-time position to undertake these duties. The rationale for this was that the responsibilities of the proposed Special Energy Project Lead position closely align to the current position of Renewal Energy Lead, particularly in relation to leading out the Multiple Trade Trial.

Consultation feedback and response

During the consultation period I received two written submissions from individuals affected or impacted by the change.

The following key themes emerged from the feedback:

- The proposal to establish a fixed term, part-time 0.4 FTE position of Special Energy Project Lead to manage the Multiple Trading trial and other key transitional activities from 1 August 2024 until 30 June 2025 was not supported.
- The proposal to disestablish the position of Renewal Energy Implementation Manager with an end date of 30 September 2024 was queried. Feedback was provided that other organisation change processes will likely affect the handover of BAU Renewable Energy tasks to the Maintenance Team. A suggestion was made to extend the end date for this position until later in the year to ensure an effective handover is achievable.

Impact of feedback/submissions on the change proposal

5 The feedback on the initial change proposal was significant enough to re-consult on an updated change proposal, with feedback sought from 5 July 2024, in which it was proposed that:

- The permanent position of Renewal Energy Lead is **disestablished** effective 30 August 2024 instead of 31 July 2024. The proposed change of effective date is to ensure that impacted team member has adequate time to provide feedback on this proposal, and for this to be fully considered prior to decisions being made and implemented, in view of the decision to engage in further consultation/re-consult.

- The initial proposal to establish a fixed term, part-time 0.4 FTE position of Special Energy Project Lead will not progress.
 - The permanent position of Renewal Energy Implementation Manager is **disestablished**, with a proposed deferred end date of 20 December 2024, rather than the initially proposed date of 30 September 2024. The rationale for this extension is to oversee the completion of the Multiple Trading trial and other key transitional activities, provide resourcing and expertise to finalise the programme and support the transition to business as usual. i.e. that this position undertakes the work originally proposed to sit within the proposed fixed term, part time Special Energy Project Lead position, as well as the work originally proposed to be undertaken within this Manager position prior to its date of disestablishment.
- 6 Feedback on the updated change proposal was favourable with some minor suggestions, which were taken onboard and incorporated into this decision document, including:
- Extending the deferred end date of disestablishment of the permanent position of Renewal Energy Implementation Manager from 20 December 2024 to an end date of **31 January 2025** to ensure that the completion of the Victoria and Seddon Solar Project can be fully concluded.
 - Reporting line of the Renewal Energy Implementation Manager effective 2 September 2024 to be confirmed.
 - Minor changes to the transitional duties of the Renewal Energy Implementation Manager

Change decision

- 7 The final decisions, incorporating feedback, are:
- The permanent position of Renewable Energy Lead is **disestablished** effective 30 August 2024.
 - The permanent position of Renewable Energy Implementation Manager is **disestablished**, with a deferred end date of 31 January 2025. The rationale for this extension is to oversee the completion of the Multiple Trading trial and other key transitional activities, provide resourcing and expertise to finalise the programme and support the transition to business as usual.
 - Reporting line of the Renewable Energy Implementation Manager will change to report directly to Manager - Sustainability and Climate Strategy as at 2 September 2024.
 - Minor changes to the transitional duties of Renewable Energy Implementation Manager. Refer to **Appendix 1 – Confirmed Transitional Tasks and Duties**.

Impact of the changes

The following impacts to positions will occur as a result of these decisions.

Existing positions confirmed to be disestablished

Position Name	Number of people affected	Impact/s
Renewable Energy Lead	One	This position will be disestablished effective 30 August 2024.
Renewable Energy Implementation Manager	One	This position be disestablished effective 31 January 2025.

Redeployment for those in disestablished positions ('affected people')

Redeployment is when someone who is affected by a change, is placed into a suitable alternative position which allows their employment to continue, therefore avoiding a redundancy situation. An alternative position is 'suitable' if:

- the person is capable of undertaking its duties and responsibilities, following some reasonable training if required, and
- the position is offered on the same or similar terms and conditions of employment to the person's current position, or
- the person agrees to accept the position as an alternative to redundancy, when it is offered to them by Kāinga Ora.

Suitable Alternative Positions

- Team members have 'affected' status during the period from when they were notified of a final decision until the effective date of the disestablishment of their permanent position.
- During this period, they will be provided the opportunity to search for suitable alternative employment by applying for vacant, advertised positions across Kāinga Ora. Refer to the Change Management Procedures for further information about applying for suitable alternative positions with 'affected' status.

It is Kāinga Ora's intention to redeploy as many people as possible following the implementation of this change. The above approach is intended to give effect to this intention. However, if suitable alternative employment cannot be found for an affected person following reasonable efforts to do so, they may be made redundant from their employment at Kāinga Ora. In this event they will be entitled to receive the redundancy support and compensation set out in their employment agreement and the Change Management Procedure.

Implementation and Next Steps

As outlined in the Re-consultation document, we are aiming to commence the new structure from 2 September 2024.

Between now and 2 September 2024, we will commence more detailed planning for the transitioning of work and changes to our ways of working, and we will be working with our people affected by this decision to explore redeployment opportunities across the broader organisation.

Implementation timeline

Event	Date
Final Decision made and communicated	18 July 2024
Further redeployment opportunities to be explored across Kāinga Ora	18 July – 31 August 2024 / 31 January 2025 respectively.
Notice of redundancy given for anyone not redeployed	31 July 2024
Effective start date for new structure	2 September 2024

Kāinga Ora Policy

Change management processes are governed by the Change Management Policy and the Change Management Procedures. Refer to these documents for further information about these policies and procedures that apply to this change proposal and process.

People Support

Change can be unsettling and team members are encouraged to seek support. Support can come from your whanau, colleagues, People Leader, union representative or a professional advocate or legal representative.

Please remember that our Employee Assistance Programme is also available to you throughout this period of change. If you wish to access the programme, you can contact EAP directly by phoning 0800 327 669.

There will be support on offer for affected people, to assist with the Expression of Interest process including assistance and support with CV and interviewing, through FuturePath. More information on this will be provided to affected individuals.

Appendix 1 – Confirmed Transitional Tasks and Duties

Renewal Energy Implementation Manager

The key tasks to be covered by the Renewable Energy Implementation Manager to 31 January 2025 would include:

Transition to Business as Usual:

- Continue to manage the delivery of the remaining Solar Projects
- Ensure all requirements are met and full scope is delivered by contractors, including installation of import export meter at each home (this can take more than eight weeks after installation).
- Troubleshooting system set up errors or omissions with contractors and product supplier.
- Ensure full completion documentation received and correct for each solar PV system.
- Ensuring asset attributes are updated in EAM and notes are added to Kotahi property files, and ensure full installation completion documentation is saved in each Objective property folder.
- Engaging with regional Housing Support Teams to ensure customers are given information on their solar panels and appendix to tenancy agreement is signed and on file.
- Track and report on spend against budget.
- Contribute to the lessons learnt report and dissemination lessons learnt to key stakeholders.
- Complete and publish handover documentation, including business processes (handover to maintenance) and instructions.
- Updating Atamai, the public website, CSC information.
- Arranging for a mail drop of information sheets to all home that have solar installed.
- Undertake ongoing monitoring of solar systems and troubleshooting any emerging issues until a coordinator is appointed to undertake this task. Ideally, the Renewable Energy Implementation Manager will train the coordinator to ensure they can undertake the task effectively.
- Assist with information provision to Allen + Clarke, the MBIE appointed evaluators for the Māori and Public Housing Renewable Energy fund projects

Completion of Multiple Trading Trial:

As the Multiple Trading Trial will extend beyond the time the implementation role will be disestablished it makes sense for these duties to be primarily taken up by another position. We expect the Renewable Energy Implementation Manager will support the following tasks:

- Stakeholder management with external stakeholders – including Ara Ake, the Electricity Authority, Intellihub, Bluecurrent, Wellington Electricity, participating customer retailers and the electricity sector generally.
- Contract management of the Kāinga Ora contractor for the trial – Pua to the People
- Manage and control information with external parties participating in the implementation, reporting on trial results to internal and external stakeholders.
- monthly consolidated reporting to the Electricity Authority (a requirement of the trial exemptions).
- Monitoring earnings from trial ICPs and troubleshooting if required.
- Planning and oversight of use of funds raised through the trial.

- Advocating and planning for permanent changes to the code and possible extension of the trial to the rest of the Kāinga Ora solar PV systems.
- Manage expansions of the trial to business as usual with the Electricity Authority.

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