

[REDACTED]

4 April 2024

Dear [REDACTED]

Re: Official Information Act Request: EECA proposed cost-cuts and cost-savings

Thank you for your email on Tuesday 5 March in which you requested information under the Official Information Act 1982 (the Act). You requested:

Information on proposed cost-cuts and cost-savings, flagged by the new Public Service Minister and government:

- 1. All communication with team leaders (eg managers) regarding said topic, and all official briefing documents on the matter?*
- 2. In addition, Please also provide the amount of FTEs and the proposed ideal amount of FTEs under the new Government's cost saving model in the public service. (eg. How many FTEs are in each role?)*
- 3. In addition, am I please able to get a copy of communication between the Ministry and the Minister, on the topic of cost savings, job cuts, and potential restructuring?*

EECA's response to your request includes information relating to:

- the reprioritisation of the Government Investment in Decarbonising Industry (GIDI) fund; and
- the ongoing internal reorganisation of EECA.

The GIDI fund was discontinued in December 2023, with all uncommitted funding being returned to the Government. Advice to Government on the reprioritisation of the GIDI fund was led by the Ministry of Business, Innovation and Employment as the lead policy agency for the energy system, rather than EECA as the delivery agency. For completeness, we have included excerpts from relevant briefings and reports that refer to the fact this advice was being considered by Ministers.

EECA is currently undergoing an internal reorganisation. Relevant internal communications outlining the proposed change process have been provided in response to your request. Full details of the reorganisation and its impact on staff remain under consideration and are therefore withheld under 9(2)(a) - *to protect the privacy of natural persons*.

In relation to the second part of your request, final decisions on staffing levels to achieve the cost savings required by Government are subject to Budget 24 being finalised and are therefore withheld under 9(2)(f)(iv) – *to maintain the current constitutional conventions protecting the confidentiality of advice tendered by Ministers and officials.*

Information within scope of your request is outlined in the table below.

Item #	Title	Decision	Comments
1	Excerpts	Release in part - Out of scope	
2	CE emails	Release in part - 9(2)(f)(iv)	Regular updates to EECA staff regarding budget constraints and the current internal reorganisation.
3	2024 Proposed Organisational Change	Release in part - 9(2)(g)(i) - 9(2)(f)(iv)	This is a PowerPoint presentation, which was presented by EECA's CE to the organisation regarding the reorganisation. Note, affected staff were notified at least the day prior, and were given the draft consultation document in advance of the wider organisation.
4	Proposal for Change	Release in part - 9(2)(a) - 9(2)(g)(i) - 9(2)(f)(iv)	Note, the following pages have been removed; 9-22, 24, 28-37. This information remains under consultation with affected staff and is therefore deemed to be sensitive.
5	Letter from the Minister for Energy	Release in full	

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that it is our policy to proactively release our responses to official information requests where possible. Our response to your request will be published shortly at <https://www.eeca.govt.nz/about/news-and-corporate/official-information/> with your personal information removed.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'MP' with a stylized flourish.

Dr Marcos Pelenur
EECA Chief Executive

Item One: Excerpts

TE TARI TIAKI PŪNGAO
ENERGY EFFICIENCY & CONSERVATION AUTHORITY



Contents:

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| 1. EECA's Fortnightly Report to the Minister for Energy: 13 December 2023 | 2 |
| 2. Briefing: Overview of EECA and MBIE's current work programmes and opportunities | 3 |

1. EECA's Fortnightly Report to the Minister for Energy: 13 December 2023

Section Title: Advice provided on Government Investment in Decarbonising Industry (GIDI) funding

Page: 3

Advice provided on Government Investment in Decarbonising Industry (GIDI) funding

EECA has supported MBIE to prepare advice on options to redirect unallocated GIDI funding, as part of the Government's wider reprioritisation process.

We would welcome a conversation with you on how to proceed with a small number of outstanding applications that were received prior to the General Election, but where assessment and contracting was paused over the caretaker period.

2. Briefing: Overview of EECA and MBIE's current work programmes and opportunities

Briefing Title: Overview of EECA and MBIE's current work programmes and opportunities

Briefing number: EECA 2023 BRF 022

Section Title: Recommended actions

Page: 3

2. Note MBIE provided you advice on reprioritising funding from GIDI and will provide further advice for options on industrial decarbonisation in January 2024.

Section Title: Funding programmes: business/industry

Page: 8-9

(Refer to the next page)

Government Investment in Decarbonising Industry (EECA)

19. The GIDI fund provides co-funding to for energy efficiency and fuel switching projects across the industrial and commercial sectors under five product offerings: Industrial, Partnerships, Clean Technology, Commercial Buildings, Supply Infrastructure.

	(\$ million)						
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Outyears? Y/N
Budget 2022 GIDI (CERF funded)	80.568	247.677	263.127	240.008	113.634	26.066	N

Next steps:

- MBIE has provided you with advice on reprioritising funding from GIDI and will provide further advice for options on industrial decarbonisation in January 2024.

Item One: Excerpts

Section Title: Appendix One: Energy portfolio co-funding programmes

Page: 11

Business	Government Investment in Decarbonising Industry (GIDI) <i>Administered by EECA</i>	Co-funding to for energy efficiency and fuel switching projects across the industrial and commercial sectors under five product offerings: Industrial, Partnerships, Clean Technology, Commercial Buildings, Supply Infrastructure.	2023/24: \$80.568m (CERF) Total B22: \$971.080m (CERF)	<ul style="list-style-type: none">MBIE has provided you with advice on reprioritising funding from GIDI and will provide further advice for options on industrial decarbonisation in January 2024.
	Out of Scope			

Olivia De Gregorio

From: Marcos Pelenur
Sent: Wednesday, 20 December 2023 2:29 pm
To: *EECA_All
Subject: Mini-budget update

Kia ora EECA,

Following the mini-budget announcement, I want to address its impact on us and the plan going forward.

As stated in the press release, the remaining uncommitted GIDI funding (~\$650m) will go to Treasury. This means that EECA initiatives funded by this appropriation will wind down. Specific programmes impacted are GIDI Partnerships, Infrastructure, Commercial Building, Clean Tech and other GIDI funded initiatives such as the Biomass Supply RFP and GIDI marketing campaigns. The mini-budget is also re-prioritising about \$500m of uncommitted funding from the Climate Emergency Response Fund (CERF), but the details are not clear, and I have not had any direct feedback we are impacted from those changes. Some of our transport initiatives, such as the EV Charger Hubs or Clean Heavy Vehicle Grant, by CERF.

This cut to GIDI funding impacts the programmes we deliver, but at this time it is too soon to consider changes to teams. I have spoken to the staff immediately affected, and plans are in place for impacted people to support other parts of the business and work streams while we have discussions with the Minister about his priorities. The Minister leaves today for his summer break and will be coming back on 23 Jan. So, I intend to provide another update at the end of January.

Although signalled as part of the election, I know this news will still be disappointing to hear. Despite new GIDI projects coming to an end – we still have a responsibility to see through projects already contracted - we should all be proud of the massive impacts it has already on the decarbonisation of New Zealand's energy use. The lessons and insights learned will also be invaluable for future programme design.

Standing up and delivering a series of initiatives at this scale and speed required the whole organisation to come together. It is an awesome demonstration of all our key behaviours, and impressive to see what team EECA can accomplish together – mahi tahi!

Significant changes to programmes can be unsettling and I appreciate everyone acting with the professionalism and integrity that we carry in ourselves as public servants. To that end, please be sensitive to how others might be feeling, and mindful of conversations you have externally and on social media, as per our obligations of neutrality as public servants. The comms team have prepared key messages that you can use when communicating to stakeholders.

Looking forward, 9(2)(f)(iv) that were paused from the caretaker conventions in the early New Year. Now that we're through the mini-budget, my intention is for us to fire on all cylinders again. It is key that we continue to deliver impact across all our programmes and continue to support each other across teams.

Please come by my desk or send me a message if you have any questions.

Ngā mihi
Marcos


Marcos Pelenur
Tāhūhū Rangapū / Chief Executive

Level 8 • 44 The Terrace • Wellington 6011 • PO Box 388 • Wellington 6140
Phone +64 4 495 8257

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Olivia De Gregorio

From: Marcos Pelenur
Sent: Thursday, 8 February 2024 12:55 pm
To: *EECA_All
Subject: Update on strategy and proposed change process

Tēnā koutou EECA,

Following my email last week indicating the update to EECA's strategy, I wanted to share further details about next steps and proposed implications for the organisation.

My intention is to share the strategy for feedback on 14 February, and I will also be putting out a proposed organisational change document at the same time. This document will describe the proposed structural changes that are planned to:

- Meet the cost reductions and reduction in programme funding as required by the Government
- Align our organisational design to the refreshed strategy
- Enable groups and teams to be set up to deliver in the best way possible

I will be presenting the draft strategy and proposed organisational change document in more detail during a special EECA update Wednesday 14 Feb at 9am. After my update, the documents will get loaded on the intranet, and a consultation period will run for two weeks. I intend to make myself available to answer questions, and I will be hosting two Q&A sessions where I answer questions which have been submitted earlier or get asked in the meeting.

Prior to that, staff members who are proposed to be impacted, will be met with on an individual basis.

I appreciate a proposed change process will create uncertainty and stress, let's please be mindful of others while discussing the proposed impacts.

The work we do is incredibly important for New Zealand, and I am passionate about delivering on our mission to mobilise New Zealanders to be world leaders in clean and clever energy use. As well as responding to the current fiscal context, the aim of the draft strategy and proposed change process is to amplify our strengths, and set EECA up for success going forward. Your feedback during the consultation period is important, and will help ensure the refreshed strategy and proposed change process set EECA up to deliver the strongest possible outcomes for New Zealanders and our environment.

Ngā mihi
Marcos

Marcos Pelenur

Chief Executive / Tāhūhū Rangapū



Level 8 · 44 The Terrace · Wellington 6011 · PO Box 388 · Wellington 6140
Phone +64 4 495 8257

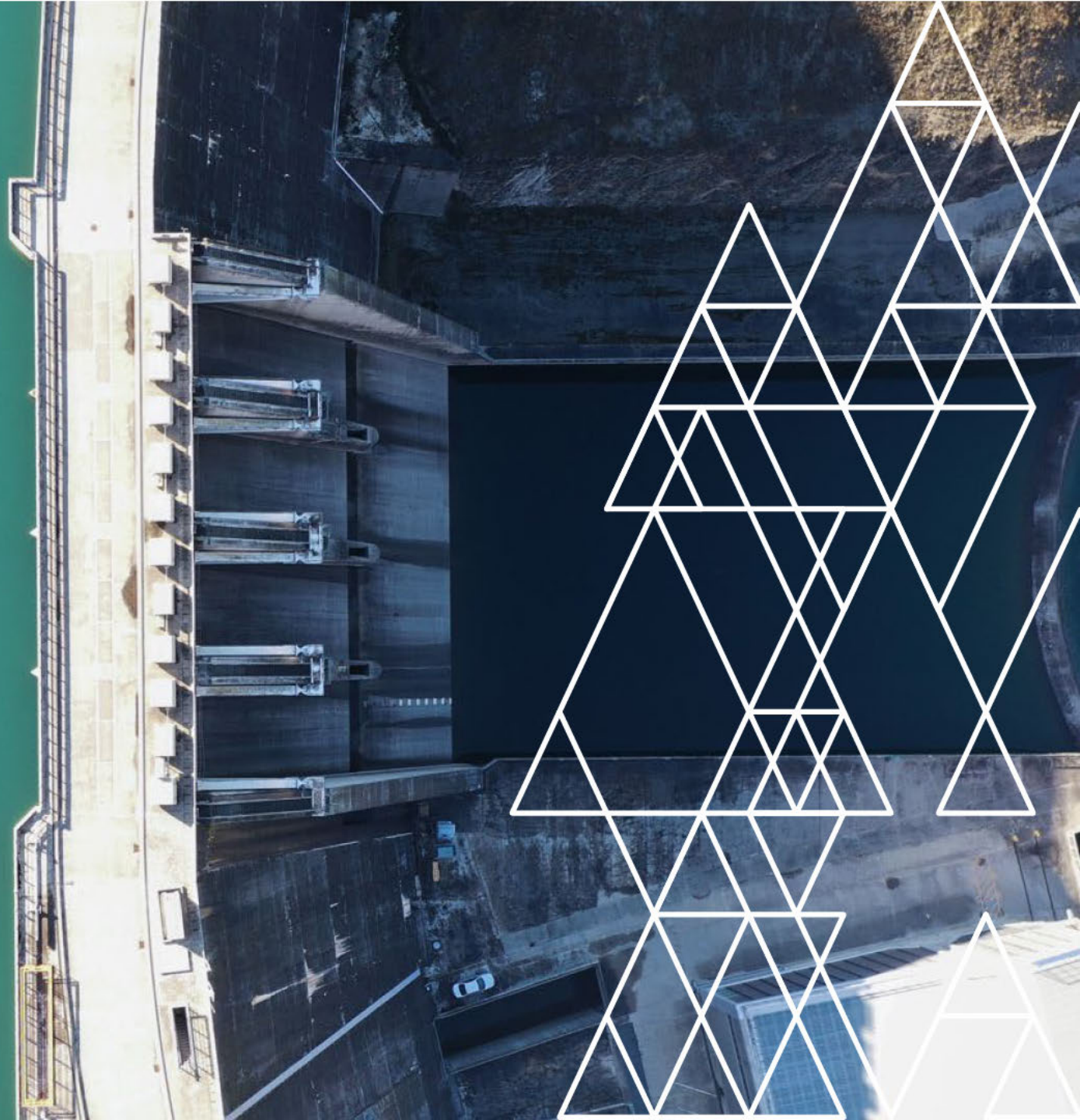
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Draft strategy and proposal for organisation change

February 2024

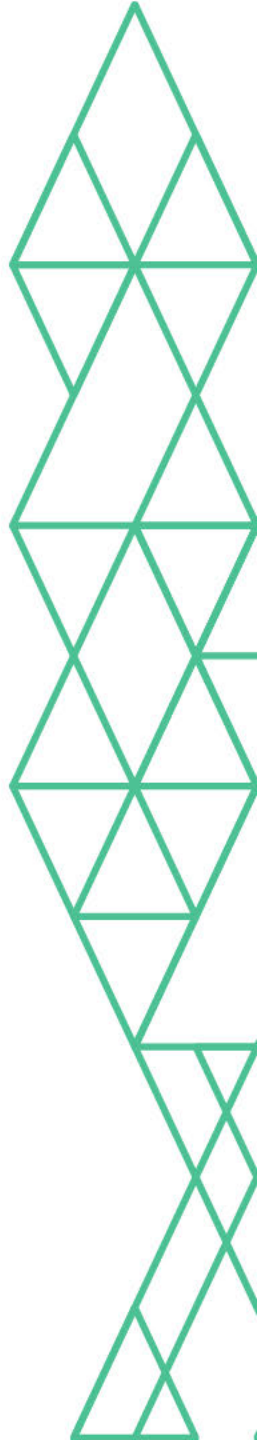


Strategy refresh

Why are we proposing a change?

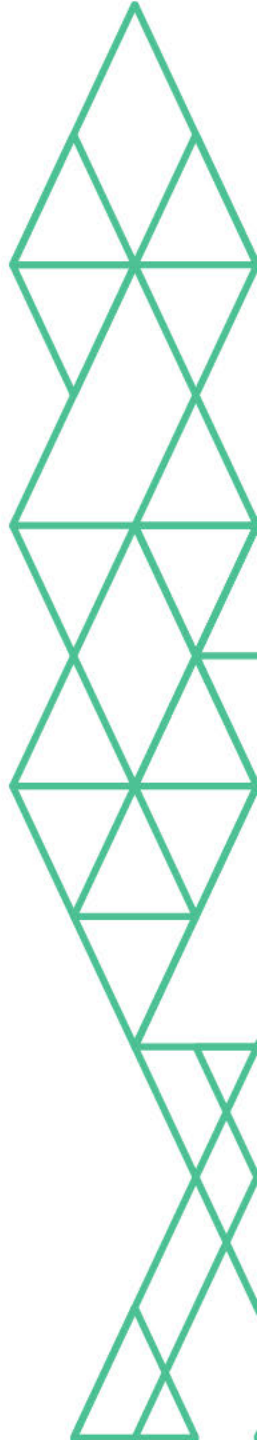
And what's involved?

- The EECA strategy is due for review as it has been some time since the last strategy was developed and our operating environment has changed.
- It gives us an opportunity to simplify strategic objectives and ensure they are more integrated, less siloed, and aligned to the EEC Act.
- Supporting objectives with outcomes will enable us to prioritise effort and resource.
- The Board is comfortable with the proposed direction and want to ensure that the strategy update ties closely back to our statutory functions and purpose in the EEC Act.
- As a reminder, our Act's purpose is to promote energy efficiency, energy conservation, and the use of renewable sources of energy.
- Our mission of mobilising New Zealanders to be world leaders in clean and clever energy use is aligned with this purpose, and is still highly relevant.
- Our three levers of regulation, targeted investment, and education and information are also still highly relevant.
- The four core EECA behaviours are a critical part of EECA's mana and cultural values and will continue unchanged.



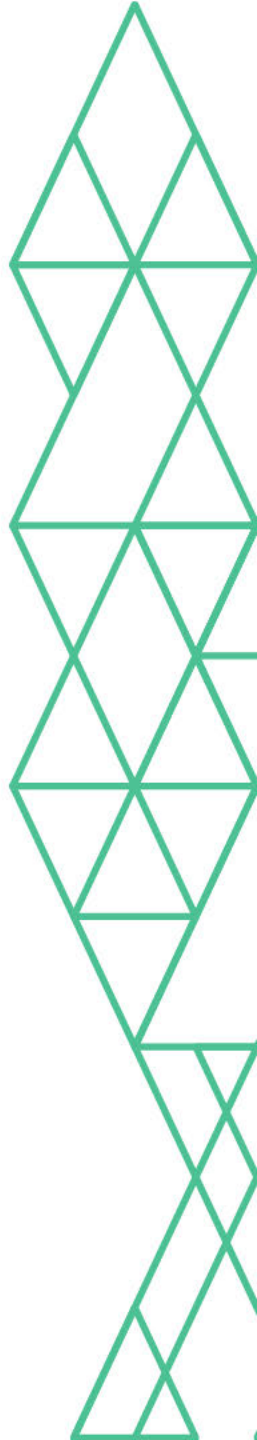
EECA's
strategy
summary

9(2)(g)(i)



EECA's
strategy
summary

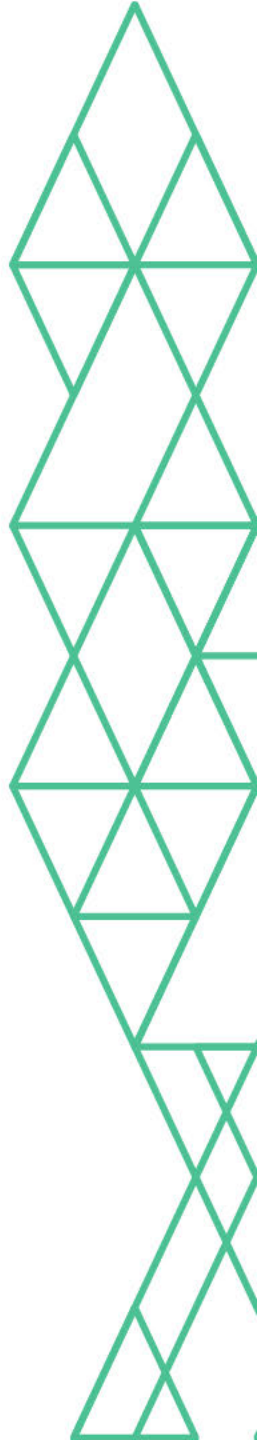
9(2)(g)(i)



What happens next?

Next steps

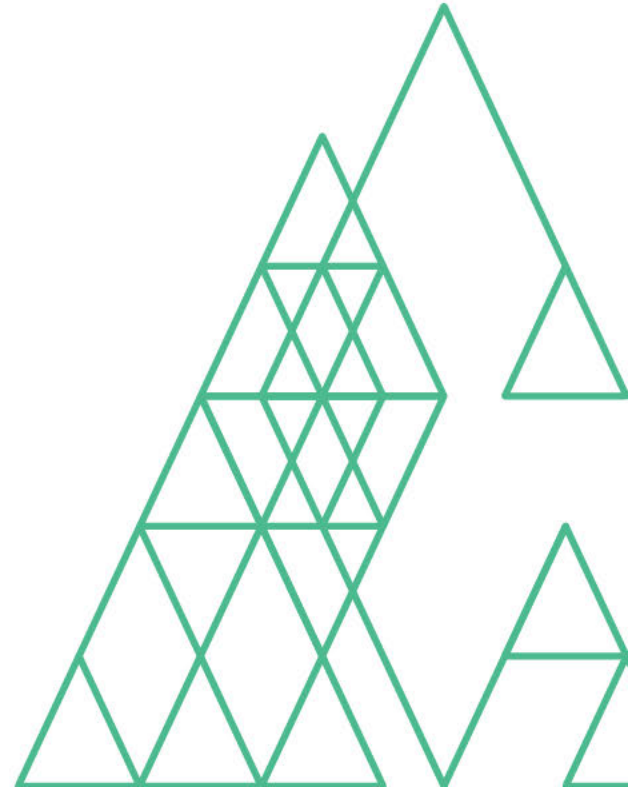
1. You are invited to review the high-level draft strategy and new objectives and to provide us with feedback
 - + Identify any gaps and rationale for suggested changes
 - + We will provide thought starter questions throughout this strategy document to tease out feedback
 - + Consider the enablers – are they still fit for purpose, or is an update required?
2. Discuss within your teams and collate feedback as a team (not as individuals)
3. All feedback will be consolidated to provide a final 'strategy on a page' for EECA, from which we can start to plan.
4. GM's will be managing more detailed workplan reviews, pivots and design once the Strategy is finalised and budget process is underway.



Proposed organisational change

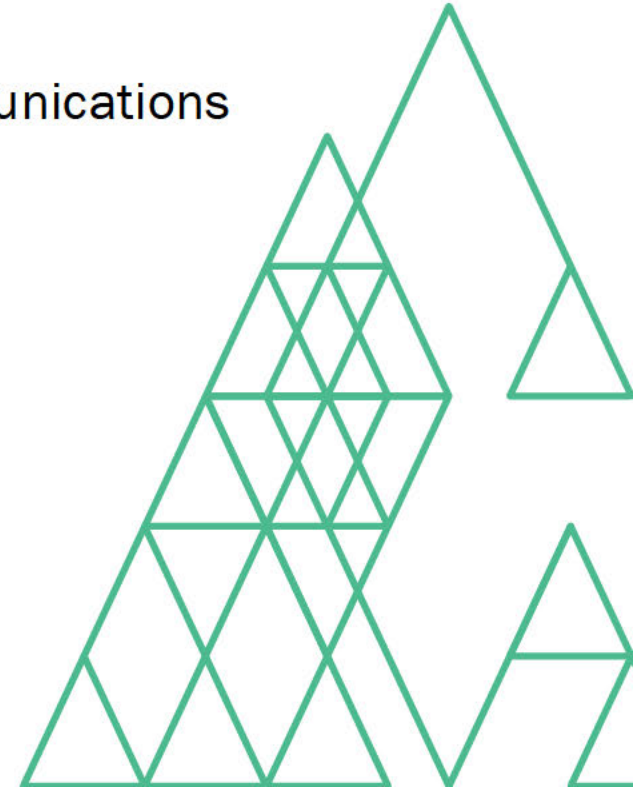
Current drivers for the proposed changes

1. Reductions in programme funding (including GIDI)
2. The requirement to reduce EECA's operating costs by 7.5% (in addition to the reduced programme funding)
3. Alignment to the proposed refreshed strategy



Objectives of the proposed changes

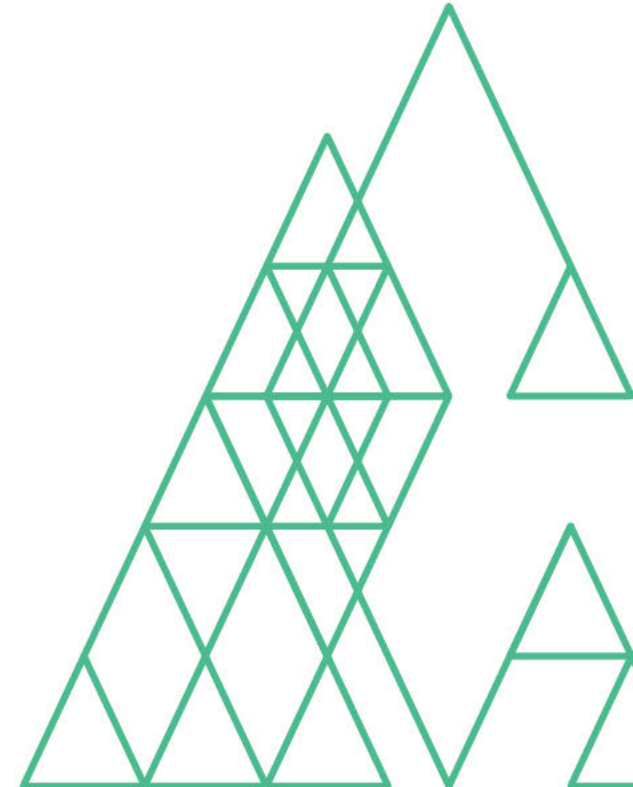
- Government fiscal restraint requirements
- Rationalisation and amalgamation of some functions
- Elevation of Data and Insights, and its connection with Marketing and Communications
- Consolidation of programme delivery focus into one group
- Strengthening the Standards and Regulations function
- Capacity building in enterprise planning and monitoring



Potential impacts

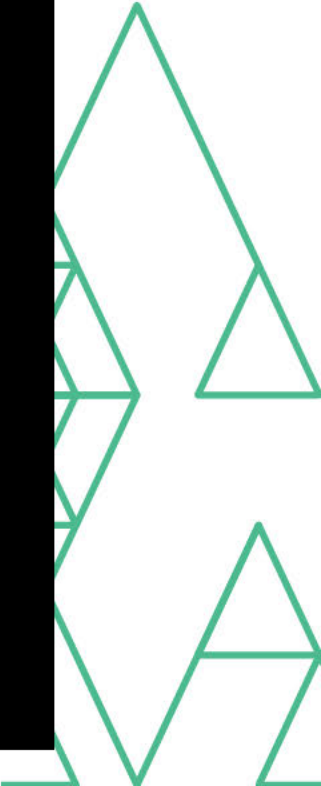
The proposal has significant potential impacts across EECA:

- ^{9(2)(f)(iv)} roles are proposed to be impacted
- ^{9(2)(f)(iv)} potential contestable roles
- Looking to be prepared for the 2024-2025 budget of circa ^{9(2)(f)(iv)} FTEs



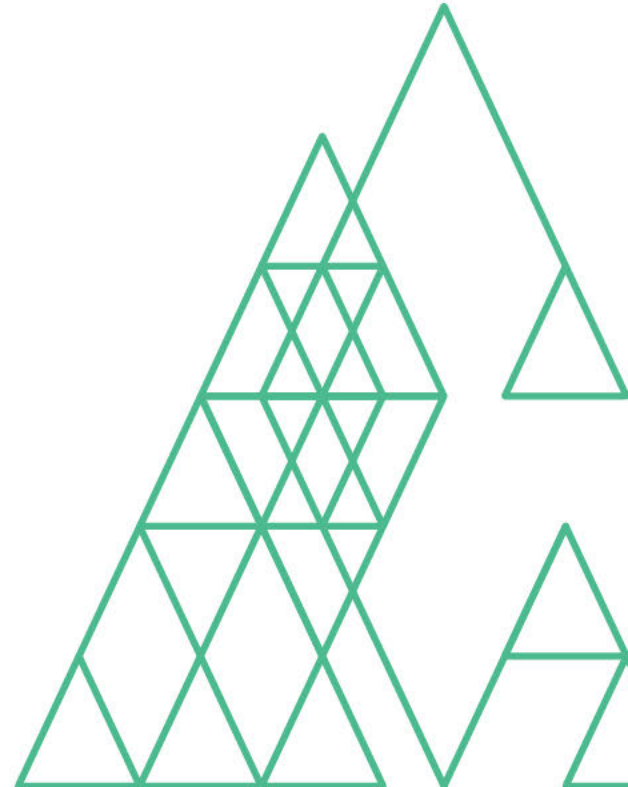
Proposed high level organisation structure

9(2)(f)(iv)



Process and timing

- Take time to read the document
- Ask questions if required
- Your feedback is an important part of the process
- FAQ sessions with me on 21 February and 23 February
- Feedback required by COB 28 February to myfeedback@eeca.govt.nz
- Final decisions communicated 21-22 March
- Recruitment processes commence 25 March



Support for staff

Change creates uncertainty and stress, particularly for those people whose roles are potentially impacted.

Reach out for any support you might require:

- Your Group Manager
- Your Manager
- PSA reps
- EAP www.eapservices.co.nz
- People and Capability
- Staff Reference Group
- Each other





Dr Marcos Pelenur

Energy Efficiency and Conservation Authority

Chief Executive



Embargoed until Midday 14 February 2024

Proposal for Change

February 2024

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FOREWORD FROM THE CHIEF EXECUTIVE

Our mission, to mobilise New Zealanders to be world leaders in clean and clever energy use, is fundamental to help lift the prosperity and well-being of New Zealanders and protect our environment for current and future generations. To help set EECA up for continued success, I am considering how we best respond to the changes in our programme funding and operational costs, and in the context of a refreshed strategy. To that end, I am proposing an organisational change process that will help EECA deliver on its new strategic objectives, while also ensuring that we meet the Government's fiscal restraint requirements.

This Proposal for Change document describes the proposed structural impacts which in summary are planned to:

- i) Provide the cost reduction as required by the Government
- ii) Align our organisational design to the refreshed strategy
- iii) Enable groups and teams to be set up to deliver in the best way possible

In addition, this document outlines the likely level of resourcing associated with this proposed change.

The proposed changes to the organisational structure are significant and potentially have an impact on approximately [REDACTED] individual roles with a proposed reduction in [REDACTED] FTEs from our 2023-2024 budget. We envisage completing these changes in time to meet the budget requirements for 2024-2025.

After your feedback is considered, I intend to make timely final decisions and to implement the necessary actions as soon as practical, while managing a deliberate transition process.

Change of this nature and scale creates uncertainty and stress, especially for individuals affected. Please reach out for any support you may require either through your manager, People and Capability, the PSA or our external support provider of our Employee Assistance Programme – EAP Services.

I look forward to receiving the responses on the proposals contained in this organisational change document. Your feedback is valued and assists with delivering a final process that is timely and provides clarity and certainty while being respectful and sensitive to individuals.



Dr Marcos Pelenur – 12 February 2024

EECA Strategy: 2019 to 2023

Our purpose

Mobilise New Zealanders to be world leaders in clean and clever energy use.

Our strategic principles

				
Focus on impact	Understand the customer	Define the problem	Join the dots	Display leadership
Pursue high-impact change with agility and at pace.	Focus on those it is important to influence and influence them based on what they care about.	Identify what's blocking progress and tackle it head on.	Work with and connect people and organisations who can be part of achieving our purpose.	Be proactive, have a fact-based point of view, own it.

Our strategic focus areas

				
Productive and low-emissions business	Efficient and low-emissions transport	Energy efficient homes	Government leadership	Engage hearts and minds
Motivate decision makers to accelerate the transition to a low-emissions economy.	Switch to efficient low-emissions technologies and fuels to move people and goods.	Optimise New Zealand's use of renewable energy at home.	Lead the transition to a low-emissions economy.	Create an enabling environment for systemic change, where clean and clever energy is expected and demanded.

Our desired outcome

A sustainable energy system that supports the prosperity and wellbeing of current and future generations.

New Draft Strategy 2024

9(2)(g)(i)

INTRODUCTION AND CONTEXT

Fiscal context: reduction in programme funding and cost reduction

Along with most other public sector agencies, EECA has been instructed by the government to reduce expenditure by 7.5%. This is in addition to the removal of uncommitted GIDI funding.

The 7.5% reduction is to be achieved as part of the Budget 2024 process, and we have been working with MBIE to provide recommendations on the programmes we think can be scaled back.

There is also additional re-prioritisation under consideration for the remaining uncommitted funding from the Climate Emergency Response Fund (CERF), and other programmes EECA administers. This would be in addition to the 7.5% required savings.

Alignment to the refreshed strategy

9(2)(g)(i)

[Redacted content]

EECA's Enablers

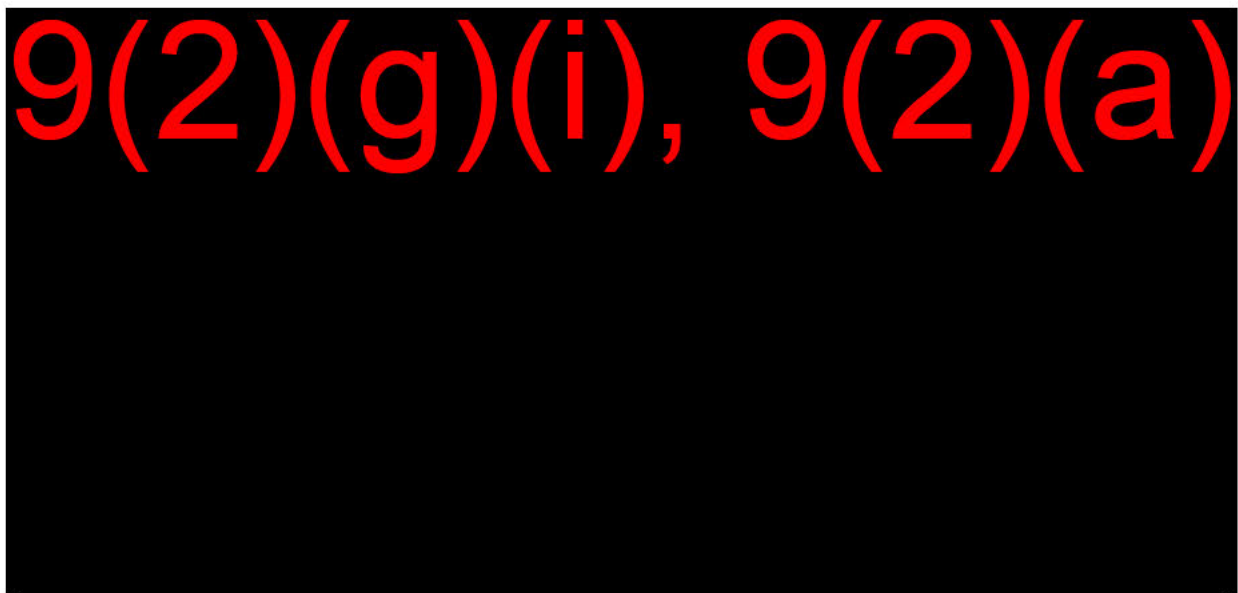
9(2)(g)(i)

PURPOSE OF THIS DOCUMENT

This document provides the information you will need to:

- Understand the proposed changes to the areas outlined
- Understand any proposed changes to specific roles
- Be involved in the consultation process
- Provide any feedback you may have on the proposed changes.

PROPOSED ORGANISATIONAL STRUCTURE



Note:

A number of transitional roles may exist as we manage delivery expectations while transitioning to a final organisational structure.

Staff on fixed term agreements that expire before or by 30 June 2024 will remain in place.

The titles of teams and roles have been defined or changed to reflect proposed changes in function or capability. The objective is to succinctly describe the purpose and function of the role or team. Please take the opportunity to give feedback about both the team and job titles themselves, as I would like your feedback about the names we might use in future.

The proposed structure of Groups and teams is outlined over the next pages.

For a summary of proposed position impacts, please refer to pages 21.

PROPOSED CHANGES

Further details on the impact of the proposed changes on current roles can be found in the Summary of Proposed Position Impacts section on page 21.

9(2)(a), 9(2)(g)(i)

KEY:

Reassignment: Roles and responsibilities of this position are not materially different, but:

- May be moved into a different team
- May have a new reporting line
- Have a change to some accountabilities in the role
- Given a different name.

Redeployment: Although the roles and responsibilities may be materially different, the individual is identified as having the capability to perform them.

Disestablishment of position: This position(s) will no longer exist within the organisation because there are materially different changes to the roles and responsibilities of the position; or there is a reduction in the number of positions.

Contestable process: Staff will go through an application and assessment process to determine the best candidate; due to:

- Changes in the nature of the work done by the position; and / or
- Reduction in number of the roles; and / or
- The nature of the existing employment agreement.

Risk management: Transitioning EECA

The changes that are being proposed will require careful planning and transition so that we balance our responsibilities to deliver our current programmes and initiatives while re-organising ourselves into the final structure and teams as per the final decision document.

STAFF CONSULTATION

EECA has clear and established policies and procedures for managing a proposal for change, and these will be followed over the next few months.

Guiding Principles

- We have a focus to retain valuable skills and experience wherever possible, while meeting the objective of the proposal for change ¹;
- Transparency and openness: Listen to staff concerns, share ideas early, seek and share feedback regularly and openly;
- Staff will be supported and respected through the process;
- Staff feedback will also be considered as an important part of the final proposal decision;
- The proposed new structure must set teams up for success and contribute to a positive working environment;
- That all teams continue to be able to focus on the delivery of existing programmes for EECA, consistent with EECA's strategy;
- Impacted teams or individuals are able to transition their work in a structured, well-organised and considered manner.

EECA Policy / Organisational Change²

In the situation of change, EECA will endeavour to retain valuable skills and experience wherever possible, while meeting the objectives of any review. When EECA has initiated a review that is likely to result in organisational change it will notify staff and the PSA as soon as possible.

Organisational change occurs when EECA makes a decision that requires:

- A reduction in the number of employees, and/or reductions to employees' current job size/salary, or
- Significant changes to work structures, or
- Significant changes to employees' current positions and/or the nature of their work³.

Unless otherwise agreed, severance is available only as a last resort.

¹ Section 6 'Management of Change', Page 24, EECA and PSA Collective Agreement 2023- 2025.

² HR017 Management of Organisational Change Policy - May 2013. [HR017 Management of Organisational Change_2023-03-22T00_54_44.3770708Z.doc \(sharepoint.com\)](#)

³ Section 6 'Management of Change', Page 24, EECA and PSA Collective Agreement 2023– 2025.

Consultation Process

Consultation is an essential part of the change process. Staff in the respective teams and groups and the PSA will have the opportunity to be involved and consulted and their views taken into consideration by EECA before decisions are finalised in any change situation⁴.

The consultation document will be released to EECA staff by midday Wednesday 14 February 2024, with affected staff and the team having been advised prior to this and continue for a 14-day period. During this time feedback can be submitted about this proposal for change in three ways:

- Via email to myfeedback@eeca.govt.nz
- Via the PSA
- Verbally with Manager People and Capability, or the Chief Executive Dr Marcos Pelenur.

Your feedback will be held in the strictest of confidence and be considered by the Manager, People and Capability, and the Chief Executive as part of the final decision. A summary of feedback received will be incorporated into the final decision document.

Support

Support services will be made available to staff through EAP Services, which are third party and confidential. These services include counselling, career planning advice, financial planning advice and job search assistance where required. In addition, they can provide support with career transition.

You are able to contact EAP directly and state that you are from EECA. You can access EAP via:

- Their website: www.eapservices.co.nz/request-an-appointment/
- Phone: **0800 327 669**

Alternatively, you can contact the People and Capability Team to discuss your thoughts, any ideas or concerns.

You are also able to contact your PSA representatives to discuss the proposal:

9(2)(a)

⁴ HR017 Management of Organisational Change Policy - May 2013 [HR017 Management of Organisational Change 2023-03-22T00:54:44.3770708Z.doc \(sharepoint.com\)](#)

PROPOSED SCHEDULE

This table shows the proposed timeline for the consultation process:

Activity	Date
PSA briefing with embargoed document	Monday 12 February 2024
Present proposal for change to affected staff and teams	12-13 February 2024
Consultation document posted to all staff via intranet.	Wednesday 14 February 2024
Consultation period ends	Wednesday 28 February 2024
Review of feedback complete	Tuesday 12 March 2024
Present final decision and embargoed document to PSA	Thursday 21 March 2024
Present final decision to affected staff and teams	21-22 March 2024
Present final decision to all of EECA via Intranet	Friday 22 March 2024
Proposed timeframe announced for commencement of any contestable roles (dependent on the final decision)	Monday 25 March 2024

Hon Simeon Brown

MP for Pakuranga

Minister for Energy
Minister of Local Government
Minister of Transport

Minister for Auckland
Deputy Leader of the House



20 December 2023

Marcos Pelenur
Chief Executive
Energy Efficiency and Conservation Authority

Dear Marcos

I am writing to formally advise you that Cabinet has agreed to return to the centre the remaining \$646.7 million of funding from the appropriations that fund the Government Investment in Decarbonising Industry (GIDI).

I confirm that the Cabinet decision is to return the full amount of unallocated funding. Therefore, funding is not available for applications where EECA has not yet entered into contracts. Any underspends remaining in the 2023/24 financial year will be returned to the centre after the confirmation of the final 2023/24 audited results. Any GIDI funding that is not claimed under funding agreements or is clawed back in the future should also be returned to the centre in the future.

To avoid doubt, the Government does not intend to cancel GIDI contracts already entered into under the previous government. These are commitments that have already been made and will be upheld.

Businesses that are looking to move to low emissions alternatives need certainty that they will have access to a secure and affordable supply of renewable energy. This Government is focused on removing barriers with consenting so that industry can accelerate development of renewable energy supply. This will ensure renewable energy is more affordable for everyone and provide greater supply for businesses to make the switch.

If you have any questions about this decision, please contact Justine Cannon at the Ministry of Business, Innovation and Employment in the first instance.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Simeon Brown'.

Hon Simeon Brown
Minister for Energy

cc Justine Cannon, General Manager, Energy & Resource Markets, MBIE