FNF: evolution of the operating model
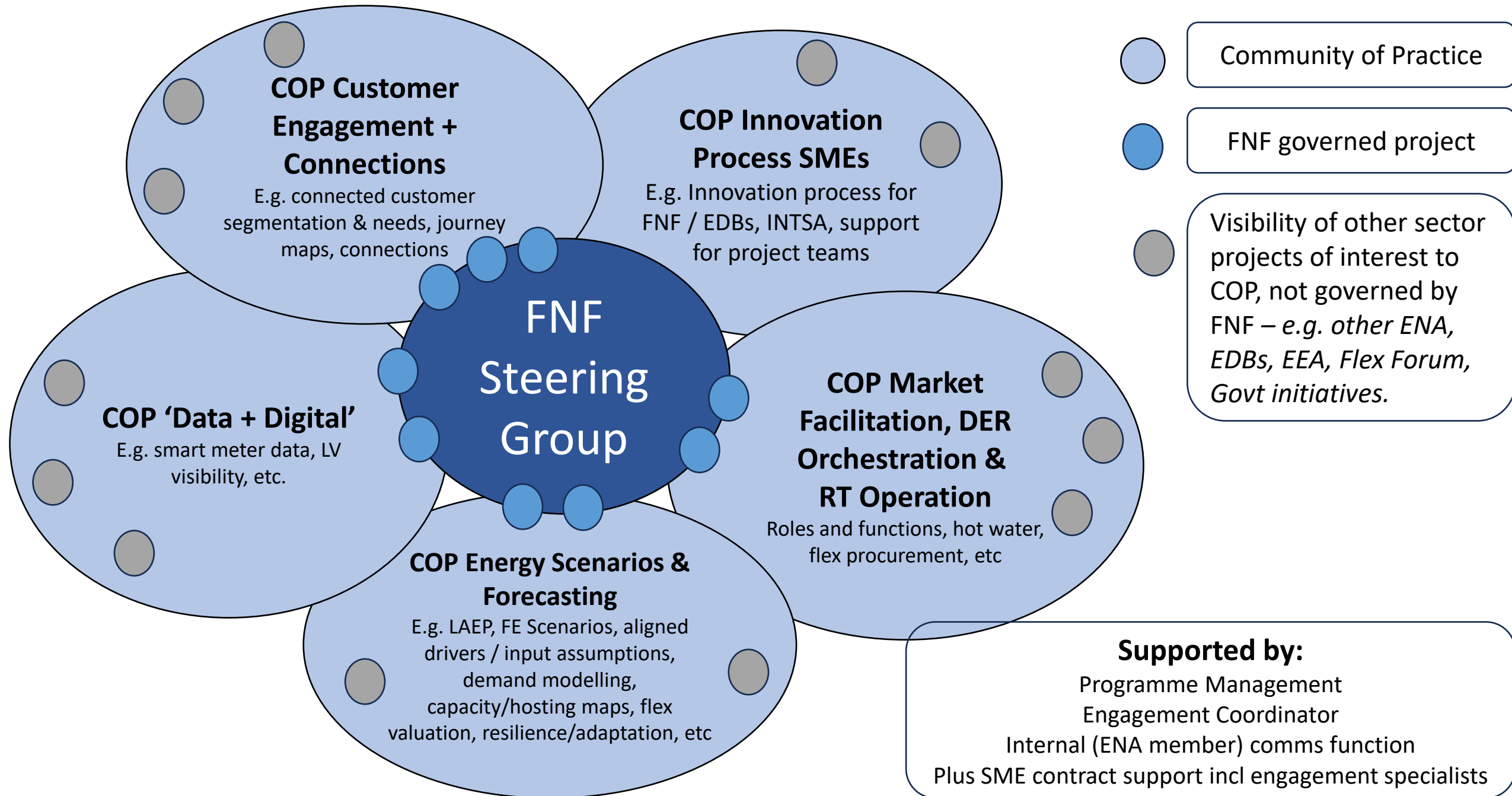
FNF Innovation Forum #4

2-3 July 2024

- Operating model review – process and changes

- Updated model

- Terms of reference

- Next steps

- Questions / discussion

1. Learnings to date workshopped with Steering Group, and straw-person model developed on 24 May

2. Learnings and straw-person tested and iterated with wider FNF membership on 29 May.

3. Changes resulting:
   - Disband workstreams
   - Projects interface directly with Steering Group for streamlined governance.
   - Establish communities of practice. These are: lightly facilitated, virtual, open spaces for sharing and 'collaboration on steroids' between EDBs. The themes are of particular relevance to FNF's purpose.

Updated operating model

COP Customer Engagement + Connections
E.g. connected customer segmentation & needs, journey maps, connections

COP Innovation Process SMEs
E.g. Innovation process for FNF / EDBs, INTSA, support for project teams

COP 'Data + Digital'
E.g. smart meter data, LV visibility, etc.

FNF Steering Group

COP Market Facilitation, DER Orchestration & RT Operation
Roles and functions, hot water, flex procurement, etc

COP Energy Scenarios & Forecasting
E.g. LAEP, FE Scenarios, aligned drivers / input assumptions, demand modelling, capacity/hosting maps, flex valuation, resilience/adaptation, etc

Community of Practice

FNF governed project

Visibility of other sector projects of interest to COP, not governed by FNF – *e.g. other ENA, EDBs, EEA, Flex Forum, Govt initiatives.*

Supported by:
Programme Management
Engagement Coordinator
Internal (ENA member) comms function
Plus SME contract support incl engagement specialists

Role: Accountable to the ENA Board and CEO for realising the FNF purpose, outcomes and priorities within agreed budget and resources.

Appointment: Appointed by the ENA Board.

Time commitment: ~8h / week

Reporting: Monthly updates for ENA CEO; 6-monthly updates / engagement with ENA Board; Annual update to ENA CE & Chairs Forum.

Standing meetings: Weekly Co-Chairs meetings; Monthly meetings with Steering Group; Monthly meetings with ENA CEO. Regular meetings with key stakeholders.

Decision Making: Decisions made by consensus between the Co-Chairs, generally in consultation with FNF Steering Group. Escalations to the ENA CEO.

Purpose:

- **Drive coordinated progress** towards FNF purpose, outcomes and objectives, and **monitor progress against agreed KPIs.**
- **Provide diverse representation**, perspectives, expertise and thought-leadership to FNF decision-making.
- **Establish and govern FNF initiatives**.
- **Establish communities of practice** as needed and **facilitate connection and alignment** between these COPs, FNF initiatives and other FNF and sector activities.
- **Monitor and evolve the NTR.**

Membership:

- Chairs: FNF Co-Chairs
- ENA rep: Policy & Innovation Manager
- EDB reps: 5 - 6 senior leaders from EDBs
- Support: ENA Policy & Innovation Advisor

Appointment:

- **Members appointed by Co-Chairs** in consultation with ENA, following call for EOI from the @FNF distribution list.
- **Primary criteria for selection: demonstrated strategic / sector leadership; demonstrated collaborative approach, broad EDB representation (geography, size, reg/unreg); diverse expertise and perspectives.**
- **Term: nominally 2-year commitment**

Time Commitment: ~2h / wk (average)

Standing Meetings: Monthly (2h) and as needed – typically notified at least 1 week prior.

Decision Making: Quorum: one co-chair and 4 EDB reps. Decision making by consensus. Escalations to the Co-Chairs.

Interests: Members with actual or potential / perceived conflicts of interest (e.g. role in unregulated businesses) must declare these when submitting an EOI and as and when matters arise in the course of FNF activities.

Richard Le Gros,
ENA Policy &
Innovation Mngr

Sophie Tulley,
ENA Policy &
Innovation Advisor
(FNF Support)

Sam Elder,
Orion

Craig Conlan,
Network
Waitaki

**Rachel
Wansbone,**
Northpower
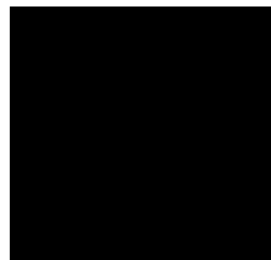
TBA

James Tipping,
Vector

Jason Larkin,
Unison

Lingsong Zheng,
WEL

TBA

TOR – FNF Communities of Practice

Purpose: Facilitated virtual spaces to enable EDB 'collaboration on steroids' on themes of particular relevance to the FNF's mandate.

- **Share** insights, learnings, challenges and opportunities
- **Explore** together, challenge and debate, build alignment
- **Build** capability
- **Ideate** opportunities for FNF initiatives and refer these to the FNF Steering Group
- **Co-create** and test solutions
- **Act as the primary Reference Group for FNF initiatives** related to the COP theme

Principles:

- **Inclusive** – any EDB or ENA staff member may join a COP and participate in activities
- **Transparent & open source**– all COP activities will be made transparent to members, and open-sourced unless otherwise stated
- **Member-drive**n – going with the energy in the 'community'
- **Light-touch, value-accretive** – 'bureaucracy-free'

- **Membership:**
  - **Co-facilitators:** Appointed by FNF Steering Group following call for EOI to the @FNF distribution list. Term: nominally 2-year commitment
  - **FNF SG Sponsor:** Responsible for maintaining visibility and connection between the COP and the Steering Group, and for timely escalation of any matters arising requiring Steering Group attention.
  - Inclusive: any EDB or ENA staff member may join a COP.

- **Reporting:** The Co-facilitators will provide quarterly (likely reducing to 6-monthly) updates to the FNF Steering Group.

- **Channels, meetings & document management**
  - **The FNF Slack environment will be the primary 'open space' for information sharing, discussion and collaboration.**
  - COP meetings to be notified to members via Slack – typically at least 1 week prior.
  - Co-facilitators to work with ENA Policy & Innovation Advisor to ensure that all documents are stored on the ENA Sharepoint site.

- **Engagement:** Stakeholder engagement plans to be shared with Sponsor and Steering Group in advance to enable coordination and alignment.

- **Interests:** Members with actual or potential / perceived conflicts of interest (e.g. role in unregulated businesses) must declare these on joining the COP and as and when matters arise in the course of FNF activities.

Purpose: Develop and successfully deliver a project on behalf of the FNF, within agreed mandate and budget and to meet defined success criteria / measures.

Membership:

- Project Lead(s) - projects may be led by an individual, or co-leads.
- Project team members – typically 3-5 members from different EDBs
- Project Support: ENA Policy & Innovation Advisor

Appointment:

- **Leads and team members appointed by FNF Steering Group**, following call for EOI from the relevant COP, or @FNF distribution list (as appropriate).
- **Primary criteria for selection: demonstrated project leadership capability (project lead); demonstrated collaborative approach, broad EDB representation; necessary range of expertise and perspectives for project success**
- Term: commitment typically sought for duration of project, or defined phases.

Governance & reporting:

- **Concept document (plan on a page) approved by FNF Steering Group, with input from COP / Reference Group.**
- **Project Initiation Document developed by Project Team, approved by the Steering Group**
- **Monthly project reporting by Project Lead(s) to FNF Steering Group**

Decision making: Quorum: one project lead and 2/3 of team members. Decision making by consensus. Escalations to the Steering Group.

Time commitment: ~2-4h / wk (average)

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1. Add names to butchers paper **<u>today</u>** to signal interest in joining a COP. Spread the word to colleagues, who can request to be added by email to FNF@electricity.org.nz.

2. If you're interested in filling one of the two vacant Steering Group spots, please email either Sam and/or James by **<u>by COB tomorrow </u>**(Thurs 4th July). **Appts this week.**

3. If you're interested in being a COP facilitator, please email FNF@electricity.org.nz **<u>by end of next week (Friday 12th)</u>**

4. Steering Group meeting on 17 July:

    *   Transition to project leads reporting to S/G

    *   COP facilitators appointed

    *   Steering Group agrees project & COP 'sponsors'

    *   Agree COP value measures (member engagement, feedback, impacts)

    *   Agree priorities and budgets for Q1 FY25 (1 Aug – 31 Oct)

5. Slack environment in set up now – instructions to come…

6. New model in place by 1 August.

Quick demo...

Questions and discussion

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