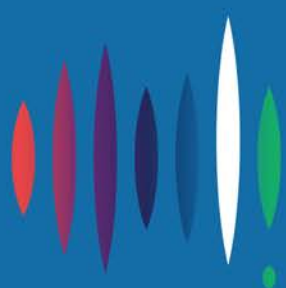


Business Plan

Promoting the long term interests of consumers
of energy

2017/2018



**ENERGY
CONSUMERS
AUSTRALIA**

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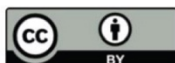
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Version history

VERSION	DATE	COMMENTS
1	23 March 2017	
2	26 June 2017	Formatted in new brand

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About ECA

Energy Consumers Australia (ECA) is an independent body established through an initiative of the Council of Australian Governments Energy Council (COAG Energy Council) to provide residential and small business consumers with a strong and influential voice in national energy matters. It is incorporated as a company limited by guarantee and funded by consumers from levies collected by the Australian Energy Market Operator (AEMO).

Our Role

ECA's Constitution¹, as agreed by the COAG Energy Council, sets out our Objective as well as the Activities to achieve it.

Objective

"To promote the *long term interests of Consumers of Energy* with respect to price, quality, safety, reliability and security of supply of Energy services by providing and enabling strong, coordinated, collegiate evidence based consumer advocacy on National Energy Market (NEM) matters of strategic importance or material consequence for Energy Consumers, in particular Residential Customers and Small Business Customers."

Activities

- Effectively and objectively participate in National Energy Market issues and influence regulatory activities and energy market reform to benefit consumers
- Engage and communicate with consumers and consumer advocates
- Build national and jurisdictional expertise and capacity through research, knowledge development and consultation
- Undertake robust research to build knowledge, engage and influence policy development and educate consumers in the energy markets
- Fund and manage grants to build knowledge and sectoral capacity supporting policy development and consumer education in the National Energy Market
- Create and maintain effective working relationships with key stakeholders
- Develop and apply an understanding of the distinct market differences between jurisdictions within the National Energy Market
- Frequently and collaboratively engage and communicate with representatives from the Energy Industry on issues in the interests of Consumers.

In performing these Activities, ECA must have regard to any relevant objectives² set out in the National Energy Laws.

¹ [ECA Constitution](#)

² National Electricity Objective (Section 7 of the National Electricity Law)

The objective of this Law is to promote efficient investment in, and efficient operation and use of, electricity services for the long term interests of consumers of electricity with respect to—
(a) price, quality, safety, reliability and security of supply of electricity; and
(b) the reliability, safety and security of the national electricity system.

National Gas Objective (Section 23 of the National Gas Law)



Each of the laws includes an objective to “promote efficient investment in, and operation and use of” services “for the long term interests of consumers.” This means that consumers should pay no more than is necessary for the energy services they need.

Strategic Priorities for Energy Markets

The ECA Board has used information from consultations, including with its Reference Committee and the first Foresighting Forum, to identify five Strategic Priorities for Energy Markets that will promote the long term interests of residential and small business consumers and support the move to a consumer driven National Energy Market. These priorities will be applied in the ECA Grants Program and the Board will use these priorities to guide ECA’s work in 2017/18 and monitor progress against associated activities in the work plan.

1. Consumer preferences and decisions drive electricity and gas networks decisions and electricity and gas markets outcomes.
2. Consumer choice is enabled through information and innovation from retail service providers offering affordable and quality energy services.
3. Competition is stronger as a vibrant market for new energy services and technologies develops over the next 5 years.
4. Consumers participate in energy markets with confidence. Where needed, contemporary harmonised safeguards such as income support, complaints handling and dispute resolution are in place to support consumers.
5. Consumer interests are supported through sector Governance arrangements which promote effective competition where viable and best practice regulation of monopoly services.

The objective of this Law is to promote efficient investment in, and efficient operation and use of, natural gas services for the long term interests of consumers of natural gas with respect to price, quality, safety, reliability and security of supply of natural gas
National Energy Retail Objective (Section 13 of the National Energy Retail Law)
The objective of this Law is to promote efficient investment in, and efficient operation and use of, energy services for the long term interests of consumers of energy with respect to price, quality, safety, reliability and security of supply of energy.



Our Vision and Values

Our Vision

Future focused consumer driven energy markets meeting residential and small business consumers' needs.

1. Energy markets that empower consumers through increasing competition, growing consumer choice, widespread innovation in product and service offerings, and widely available energy efficiency services.
2. Consistently available, contemporary consumer protection mechanisms including clear information, tools to manage usage and expenditure, and easy access to redress mechanisms, reflected in growing levels of customer satisfaction and trust.
3. Reduced regulatory burdens, combined with growing use of consumer/industry collaboration, to reduce associated costs for consumers.

Our Values

We value independence, integrity and impartiality. We are focused on being collegiate, evidence based, capable and influential to build strong national advocacy for residential and small business consumers.



Our Environment

ECA operates in a complex environment, working with a range of public and private sector interests on difficult, systemic issues on behalf of a diverse group of residential and small business consumers.

Our ability to deliver outcomes for consumers therefore hinges on our ability to listen, share research and experience, forge partnerships and collaborate to solve problems.

Our stakeholders

Our primary stakeholders are residential and small business energy consumers. Importantly, we set out to represent all households and small businesses, ranging from those that are disengaged, or struggle with the affordability of energy, through to consumers who are engaged and taking advantage of new technology and service offerings

We also see ourselves as part of a strong community of advocates and researchers contributing to a shared evidence base for policy making in the long term interests of energy consumers. For ECA to perform its role, we must have strong and sustainable working relationships with all stakeholders.

Government stakeholders and regulators are critical – particularly those connected to the COAG Energy Council – since it is these elected representatives and officials that hold the policy and regulatory levers in energy markets.



We are open to engaging with the increasingly diverse group of organisations with an interest in energy policy that currently sit outside the energy market’s regulatory framework.

To ensure the voice of consumers is heard, we engage with the media who help shape the national debates about energy policy and regulation.

Consumers	Residential and Small Business consumers Consumer and community organisations
Energy Industry	Energy Market Participants Professional and Industry Associations Next generation energy and related service providers
Energy Ombudsmen	Jurisdictional schemes Australia & New Zealand Energy and Water Ombudsman Network (ANZEWON)
Government and Market Bodies	COAG Energy Council Commonwealth policy agencies Jurisdictional Ministers, policy makers and regulators Australian Energy Market Commission (AEMC) Australian Energy Regulator (AER) Australian Energy Market Operator (AEMO)
Research Community	Academics Grant recipients Think tanks Other experts
Media	Energy industry media Mainstream media New media

ECA Context

Long term interests of Consumers

Fundamental to all our work is effectively representing the long term interests of residential and small business consumers, ensuring their voice is heard by industry, regulators and governments. The objective of promoting the long term interests of consumers of energy with respect to the price, quality, safety, reliability and security of supply of energy services is not unique to ECA. It is the overarching objective of the Australian Energy Market Agreement and the objective included in each of the three laws that give effect to that agreement. The objective in each of the three laws uses economic efficiency as the means to the end of promoting the long term interests of consumers.

This objective is met when prices are commensurate with the level of quality, reliability, safety and security of supply that consumers prefer and that consumers pay no more than is necessary for their energy services.

Consumer Context

Across Australia, residential and small business consumers rely on energy as an essential service. Almost all homes are connected to the networked electricity grid, while almost half also rely on the gas supply network to meet



their energy needs. In some jurisdictions, particularly Victoria, gas penetration rates amongst households are significantly higher. Small business consumers require reliable, quality energy services to meet the needs of their customers and operate their businesses successfully.

The core energy consumer experience for the majority of people has not changed markedly in the past ten years, as most people continue to purchase an energy-only product from a major retailer, differentiated only by pricing discounts and payment terms. However, the average energy bill has approximately doubled in the same period. And while some consumers now have digital meters, the benefits of this new technology for consumer convenience and control is not yet apparent.

This escalation in energy costs has caused consumers to question whether they are getting value for money from their energy services, and to invest in energy efficiency and on-site generation technologies to manage their consumption and gain control over their costs.

The opportunities for residential and small business consumers to use, manage, generate and store energy vary depending on where they are located, their property tenure and financial circumstances.

Vulnerable consumers or those in hardship frequently lack the financial resources to replace inefficient appliances, improve the insulation of their homes or invest in rooftop solar panels to manage increasing energy costs. Similarly, tenants usually are dependent on the landlord for opportunities to manage their consumption with energy efficient lighting or appliances, insulation or rooftop solar panels.

Meanwhile, highly engaged and comparatively wealthier residential and small business consumers are transforming how they live and work through the use of technology and digital connectivity. Many consumers are looking to engage with energy service providers through non-traditional digital channels including social media, mobile, the cloud and online peer-to-peer platforms. These residential and small business consumers are driving new opportunities for the development of the energy services market.

Consumer Advocacy Context

In this context, there is significant demand for consumer advocates to engage, and to bring their knowledge and experience to the resolution of energy market issues. It is widely acknowledged that policy and regulatory processes are lengthy and complex, in stark contrast with the speed of technological and market developments. More effective models of consumer engagement are emerging in response to the increasing amount and complexity of regulatory change.

Much of the advocacy effort to date has reflected the experience of people who are vulnerable at one end of the spectrum and highly engaged technology adopters at the other. There is an opportunity to build on this advocacy and to develop a national consumer voice for all residential and small business consumers across the spectrum.

There is also an opportunity to support the consumer advocacy community by enabling greater collaboration and sharing evidence-based knowledge



about energy market developments and their impact on the long term interests of consumers.

Electricity Market Context

The recent history of the electricity market has been dominated by a number of policy debates. These include the costs associated with investments in new network capacity and higher levels of reliability; the implications of the rapid take-up of rooftop solar panels by households; how to understand and respond to the unanticipated fall in average demand from the grid due to energy efficiency measures and the decline of manufacturing; and efforts, with mixed results, to move to a cleaner generation mix. At the same time, new entrants with experience in retailing in the telecommunications, grocery and financial services markets have started to enter the market with innovative new energy product and service offerings.

With Australia now having signed up to binding international emissions reduction commitments, and the prospect of a mass adoption of battery storage and electric vehicles looking more assured, the pace of change and pressure to respond to new circumstances is only set to increase.

This changing environment creates new risks and opportunities for residential and small business consumers.

The changing source of energy supply has implications for network security and reliability and may impact on energy prices. Given the emissions intensity of electricity generation, pursuing carbon reduction targets will put upward pressure on electricity prices. For this reason, it will be essential that residential and small businesses have greater opportunities to conveniently manage and control their electricity costs, through energy efficiency and demand management.

There are opportunities to better align of pricing and incentives for investment, to help consumers benefit from the transformation underway in energy markets. These changes could also support the development of a market for next generation energy services that combine distributed generation, storage and control services with network delivered services.

Through its National Energy Productivity Plan, the COAG Energy Council is working towards improving energy productivity by a targeted 40 per cent, through a range of initiatives. The benefits of improved energy productivity will be an increase in competitiveness of the Australian economy, including small business; consumers better able to manage their electricity costs; and a reduction in carbon emissions.

Gas Market Context

Changes underway in gas markets have altered the relative cost advantages of using gas compared with electricity. This has occurred as Australia has become one of the world's major exporters of gas, resulting in increases in retail gas prices for Australian residential and small business consumers, as a result of global demand.

The COAG Energy Council, drawing on reviews by the Australian Competition and Consumer Commission (ACCC), and the Australian Energy



Market Commission (AEMC), is now progressing a reform agenda under its Gas Market Reform Plan.

Policy and Regulatory Context

The COAG Energy Council has oversight of the sector and works in collaboration with the three market bodies established to govern the National Energy Market:

- Australian Energy Market Commission (AEMC) – the rule maker and market development adviser
- Australian Energy Market Operator (AEMO) – the system operator
- Australian Energy Regulator (AER) – the economic regulator and compliance/enforcement agency.

ECA has been established to promote residential and small business consumer interests and works closely with the COAG Energy Council, the AEMC, AEMO and the AER on energy matters of national significance for consumers. All four institutions share ECA's objective of the 'long term interests of consumers' and ECA is actively engaged with the market bodies to progress this objective.

The members of the COAG Energy Council are committed to the policy intent and objective of the Australian Energy Market Agreement, reaffirmed in the Council's response to the 2015 Review of Governance Arrangements for Australian Energy Markets³ (Governance Review).

The Governance Review Panel observed that:

- the pace of change in the energy sector is arguably unprecedented
- a 'strategic policy deficit' exists which has led to diminished clarity and focus in roles, fragmentation and a diminished sense of common purpose.

The Governance Review Panel concluded that over time the perceived value of further reform has fallen and with it the strategic focus. The accelerating pace of change means that clear, shared priorities are now more important than at any time in the creation of the National Energy Market. However, in a number of energy policy areas, significant variation between jurisdictions remains.

Following Australia's participation in the United Nations Climate Change Conference in 2015, emissions targets have been set at 26 to 28 per cent below 2005 levels by 2030. Electricity generation contributes around one third of Australia's total emissions, so has a critical role in meeting emissions reductions targets.

At a national level Commonwealth, State and Territory Ministers have agreed to develop an integrated approach to carbon and energy policy, so that Australia's emissions reductions goals can be achieved at least cost to the community, benefits to consumers are to be maximised and any unintended effects for electricity prices and the energy market avoided.

³ <https://scer.govspace.gov.au/workstreams/energy-market-reform/review-of-governance-arrangements>



In addition to the gas market work referred to in the previous section, the COAG Energy Council is also currently considering the effectiveness of the Limited Merits Review (LMR) appeals regime for network revenue determinations, and a range of important regulatory and consumer protection matters.

Work Program 2017/18 To Support Strategic Priorities

Research Engage Influence

ECA's work plan is aligned with the Board's Strategic Energy Market Priorities and Vision and builds on the foundational work undertaken in 2016/17. The work plan is designed to support ECA's capacity to promote the long term interests of consumers and to provide and support strong, coordinated, collegiate evidence based consumer advocacy on matters affecting residential and small business consumers in the National Energy Market.

ECA's work program is organised around discrete but complementary functions: Research, Stakeholder Engagement, Advocacy and Communications, Governance and Operations. In addition, a number of development projects are undertaken in the CEO's office.

Research Directorate

Building the evidence base

The Research Directorate is focused on building national jurisdictional expertise and capacity, building knowledge to influence policy development and educate consumers, and funding and managing grants to build knowledge and sectoral capacity. It initiates, commissions and publishes research on energy consumer issues, supporting the advocacy of ECA and other consumer organisations.

In 2017/18, in addition to the strategic initiatives outlined below, the Research Directorate will build on the findings of research projects undertaken in the previous financial year, including working with stakeholders to respond to the implications of the review of National Energy Market capacity-building mechanisms, to identify where there are gaps or underperformance. ECA's research on retail market innovation and incentives will continue to inform ECA advocacy and stakeholder engagement. The Research Directorate will also maintain the tools developed in 2016/17 to build sectoral capacity, including the Consumer Advocates' Calendar and the panel of consultants, as well as building an energy market research community.

Strategic Initiatives

Research

ECA will develop a robust, relevant and comprehensive evidence base to inform policy and regulatory decisions. Building on the strong foundation laid in the previous year, ECA intends to publish the following in 2017/18:



- **Energy Consumer Sentiment Index** to provide an ongoing barometer of the health of the energy services market from the perspective of consumers. As in 2016/17, the index will incorporate consumers' levels of satisfaction, engagement and their confidence to manage energy use costs. The survey will be undertaken twice each year across a broad sample of residential and small business energy consumers. The results will be published widely.
- **SME tariff tracker** - reflecting its constitutional focus on small business, ECA will update its database of small business tariffs. The SME tariff tracker is the only national database on small business prices, and ECA is confident it will be a source of valuable information for decision-makers and advocates.
- **Low Income Energy Efficiency Program (LIEEP) research findings** – in 2016/17 ECA received a \$2m grant from the Commonwealth Government over three years, to review the findings and data of the 20 pilots undertaken through LIEEP, to improve our evidence-based understanding of what really works in supporting vulnerable consumers to manage their bills, related consumer behaviour and market-led solutions. In 2017/18, ECA will continue to communicate its findings to stakeholders, to build consensus around a best practice voluntary guideline on information and related toolkits for energy service providers working with vulnerable consumers.
- **Progress agreed items from COAG EC National Energy Productivity Plan 2015-2030 (NEPP)** to make choice easier and support best practice services for vulnerable consumers (items 3 and 4 of the NEPP respectively), using the evidence base built through LIEEP and other relevant research.
- **Consumer perspectives on demand management approaches** – emerging technologies provide consumers with the capacity to produce and trade energy, as well as tools to better manage their energy use. Faced with likely upward price pressures arising from the integration of energy and carbon policies and the distributional impacts of time-varying pricing this research will focus on identifying the consumer's perspective on those tools and technologies, to review policy and regulatory incentives.

ECA Grants Program

ECA grants will build consumer knowledge, as well as the capacity of organisations to advocate on behalf of residential and small business consumers at national and jurisdictional levels. ECA funds projects that are high quality, collaborative, innovative and deliver an evidence base to support tangible benefits for residential and small business consumers.

In 2017/18, the Research Directorate will monitor the impact of its grant program initiatives undertaken the previous year, including moving the grant application and assessment process online, and using ECA's digital channels to promote and support the reports, submissions and other outputs funded through ECA's grants program.

- Fully **implement the evaluation framework** developed over 2016/17 to provide information about the impact and effectiveness of the work funded through ECA grants. The framework will identify areas for



improvement and collaboration. The framework aligns with ECA's constitutional mandate to build sectoral capacity.

STRATEGIC INITIATIVE	PERFORMANCE MEASURE	DUE	SP
RESEARCH			
Energy Consumer Sentiment Index	<ul style="list-style-type: none"> Publish the Energy Consumer Index survey Engage energy industry on the results and strategies to improve outcomes Communicate findings to governments and market bodies 	July/Dec 2017	4
SME tariff tracker	<ul style="list-style-type: none"> Develop a SME tariff tracker Promote the tracker with small business, industry and regulators 	Sept 2017 Feb 2018	4
LIEEP	<ul style="list-style-type: none"> Meet grant milestones 	Jun 2018	2
COAG National Energy Productivity Plan 2015-2030 items 3 and 4	<ul style="list-style-type: none"> Work with Commonwealth government to achieve the work plan for the two COAG NEPP priorities 	Jun 2018	2
Consumer perspectives on demand management approaches	<ul style="list-style-type: none"> Engage industry and government on research findings Inform ECA advocacy on demand management policies and regulation 	Mar 2018	2
Implement an evaluation framework	<ul style="list-style-type: none"> Undertake sectoral capacity building based on the results of the evaluation of grants 	Jun 2018	4, 5

Stakeholder Engagement Directorate

Collegiate

The Stakeholder Engagement Directorate focus is to develop and maintain effective working relationships with ECA's key stakeholders, strengthening ECA's understanding of our stakeholders' perspectives and how these may differ between jurisdictions.

ECA's stakeholders include residential and small business consumers, consumer advocates, governments, jurisdictional and national regulators, the energy industry and energy ombudsmen.

Strategic Initiatives

- Conduct a review of ECA's Stakeholder Map and Stakeholder Engagement Strategy to ensure they continue to be aligned with ECA's strategic priorities, including enhancing sectoral capacity.



- Conduct an annual Foresighting Forum that brings together energy stakeholders and builds on the learnings from the February 2016 and 2017 forums to:
 - share perspectives on emerging issues and upcoming processes that will engage consumers over the next 12-24 months
 - understand the proposed work plan and priorities of the participants at the forum at jurisdictional and national levels
 - identify areas of common ground and possible solutions including opportunities for collaborative work programs and research.
- **Conduct ongoing Regional Consultations in all NEM jurisdictions** to better understand the views and issues of residential and small business consumers. These will build on regional consultations undertaken in 2016 and the first half of 2017 to provide an overview of regional issues and seek feedback on priorities and opportunities for regional consumers. ECA will collaborate with other stakeholders, to ensure effective consultations that provide constructive insights that can be widely shared.
- **Develop and implement a program of activities to deepen shared understanding and more effective collaboration across the energy sector** including specifically with the small business sector, with a view to enabling streamlined approaches and expedited outcomes, that better meet the long term interests of consumers.
- **Develop an approach to assess and encourage consumer engagement practice and progress by the energy sector** to increase focus on consumers’ expressed preferences and concerns that costs are no more than is necessary to meet those preferences.

STRATEGIC INITIATIVE	PERFORMANCE MEASURE	DUE	SP
STAKEHOLDER ENGAGEMENT			
Review the Stakeholder Map and Engagement Strategy	<ul style="list-style-type: none"> • Map reviewed, including feedback on map from stakeholders • Recommended changes implemented • Strategy reviewed • Recommended changes implemented • Stakeholder Strategy metrics met 	Dec 2017	1
Conduct and develop annual Foresighting Forum	<ul style="list-style-type: none"> • Participant satisfaction with 2018 Foresighting Forum • Progress made against outcomes of the 2016 and 2017 Foresighting Forum 	Mar 2018	2, 3, 4
Conduct a round of Regional Consultations	<ul style="list-style-type: none"> • Complete regional consultations • Complete analysis of the findings of the consultations including any regional differences 	Jun 2018	1
Develop and implement a	<ul style="list-style-type: none"> • Minimum three events organised • Attendance at events 	Jun 2018	1



STRATEGIC INITIATIVE	PERFORMANCE MEASURE	DUE	SP
program of activities to promote share understanding and collaboration across the energy sector, including specifically with the small business sector	<ul style="list-style-type: none"> Feedback from events Build a small business stakeholder group 		
Develop an approach to assess and encourage consumer engagement practice and progress by sector	<ul style="list-style-type: none"> Research report on contemporary practice Recommendations for Australian context 	Mar 2018 June 2018	1

Advocacy & Communications Directorate

Influential

The Advocacy and Communications Directorate uses evidence to influence policy, regulation and business practice to improve outcomes for energy consumers. The Directorate works in an open and collaborative way with individuals and organisations across the national energy market to identify issues, develop solutions and empower consumers.

ECA'S advocacy in 2017/18 will rest on two core propositions: that consumers pay no more than is necessary for their energy services as we transition to a cleaner economy and that no one is left without the energy services they need to be part of the mainstream economy and society in 21st Century Australia.

The Directorate manages the way ECA communicates with external audiences in a clear and balanced way to further its advocacy agenda and build the collective capability and influence of the energy consumer advocacy community.

Strategic Initiatives

- **Develop and communicate an overall assessment of the state of the retail markets for electricity and gas** drawing on the results of the Energy Consumer Sentiment Survey, research on retail market innovation and incentives, insights from the Regional Listening Tour and other evidence about the lived experience of energy consumers.
- Work with consumer advocates, network businesses, market bodies and governments to ensure **network revenue determinations deliver**



efficient outcomes based on a sound understanding of consumer preferences and needs.

- Lend ECA’s weight to a **new national agenda for an integrated energy and climate policy** that is consistent with the long term interests of energy consumers and the need to maintain affordability through the transition to a cleaner economy.
- Work with policy makers and regulators to ensure the preconditions exist for the development of a **vibrant market in energy services**.
- **Empower energy consumer advocacy** through using ECA’s communications and digital capability to support collaboration and build capacity across the consumer advocacy sector.

STRATEGIC INITIATIVE	PERFORMANCE MEASURE	DUE	SP
ADVOCACY & COMMUNICATIONS			
Develop and communicate an overall assessment of the retail markets for electricity and gas	<ul style="list-style-type: none"> • Distil key findings from ECSS, RLT and other work and identify implications for decision-makers • Champion innovation and best practice in energy and other markets 	Dec 2017 June 2018	2, 3
Network revenue determinations deliver efficient outcomes based on consumers’ preferences and needs	<ul style="list-style-type: none"> • Engage with networks on best practice consumer engagement process as members of individual businesses’ consultative committees • Evaluate core elements of network revenue proposals and feed back to networks and AER • Inject consumer perspective into reviews of the regulatory framework; particularly in relation to appeals regime 	Jun 2018 June 2018 June 2018	1, 5, 4
A new national agenda for integrated energy and climate policy	<ul style="list-style-type: none"> • Draw on LIEEP insights to develop an engage the COAG Energy Council and other stakeholders on a practical set of measures to mitigate price impacts and empower consumers through the transition 	Aug 2017	4, 3
A vibrant new market in energy services	<ul style="list-style-type: none"> • Contribute to policy and rule change processes related to separation of natural monopoly and competitive parts of the energy market • Propose and advocate for legislative and rule changes to 	Jun 2018 Dec 2017	1, 2, 3



STRATEGIC INITIATIVE	PERFORMANCE MEASURE	DUE	SP
	ensure the consumer protection keeps pace with market developments		
Empowered energy consumer advocacy	<ul style="list-style-type: none"> Support and extend the <i>Making choice easier</i> collaboration. Use digital capability (e.g. video and audio production) to promote insights from ECA grant funded projects Make the ECA Wiki a major tool for knowledge sharing and collaboration for consumer advocates Provide information that helps energy consumers navigate the energy market 	Jun 2018	1, 2,3, 4, 5
Build ECA's external profile and online community	<ul style="list-style-type: none"> Execute communications and digital strategies 	Jun 2018	1, 5

Development Projects (CEO Office)

Influential

Development Projects within the CEO Office are focussed on engaging with, responding to and initiating work to promote the long term interests of energy consumers.

Strategic Initiatives

- **Maintain a Long Term Interests of Consumers' framework** to assess activities, policies and outcomes to determine whether they promote the long term interests of consumers, in collaboration with Stakeholder Engagement's work on the consumer focus framework.
- **Develop a competitive markets evaluation framework** to provide an assessment of the capability of the design of the retail and wholesale markets to promote the long term interests of consumers with respect to price, quality, reliability, safety and security.
- **Develop principles of best practice regulation and supporting economic analysis** to ensure that network regulation promotes the long term interests of consumers with respect to price, quality, reliability, safety and security.
- **Create an international energy consumer advocacy network** to enable all groups to benefit from each other's efforts and to provide a level of global regulatory knowledge to facilitate interaction with regulators and industry.
- Following on from the review of disconnections, **implement collaborative strategies to reduce disconnections** of residential and



small business consumers from their electricity or gas supply and the associated costs to industry.

STRATEGIC INITIATIVE	PERFORMANCE MEASURE	DUE	SP
DEVELOPMENT PROJECTS			
Develop a Long Term Interests of Consumer’s framework	<ul style="list-style-type: none"> Update a LTIC framework Consult with stakeholders Republish framework 	Jul 2017 Dec 2017 Jun 2018	1
Develop competitive markets evaluation and supporting economic analysis	<ul style="list-style-type: none"> Produce framework discussion paper Consult with Stakeholders Publish framework 	Jul 2017 Dec 2017 Jun 2018	1, 5
Develop principles of best practice regulation and supporting economic analysis	<ul style="list-style-type: none"> Produce framework discussion paper Consult with Stakeholders Publish framework 	Jul 2017 Dec 2017 Jun 2018	1, 5
Create an international energy consumer advocacy network	<ul style="list-style-type: none"> Five active groups (including ECA) participating 	Dec 2017	1
Implement collaborative strategies to reduce disconnections	<ul style="list-style-type: none"> Promote coordinated strategy encompassing action on concessions schemes; income shortfalls; industry best practices; enhanced intermediary support; streamlined hardship assessment; improved public housing; enhanced communications with consumers faced with disconnections and community support agencies. Workshops with industry to explore best practice processes and costs Workshops with advocates and retailers to develop support mechanisms 	Jul 2017 Jul 2017 Aug 2017	4



Governance and Operations Directorate

Capable

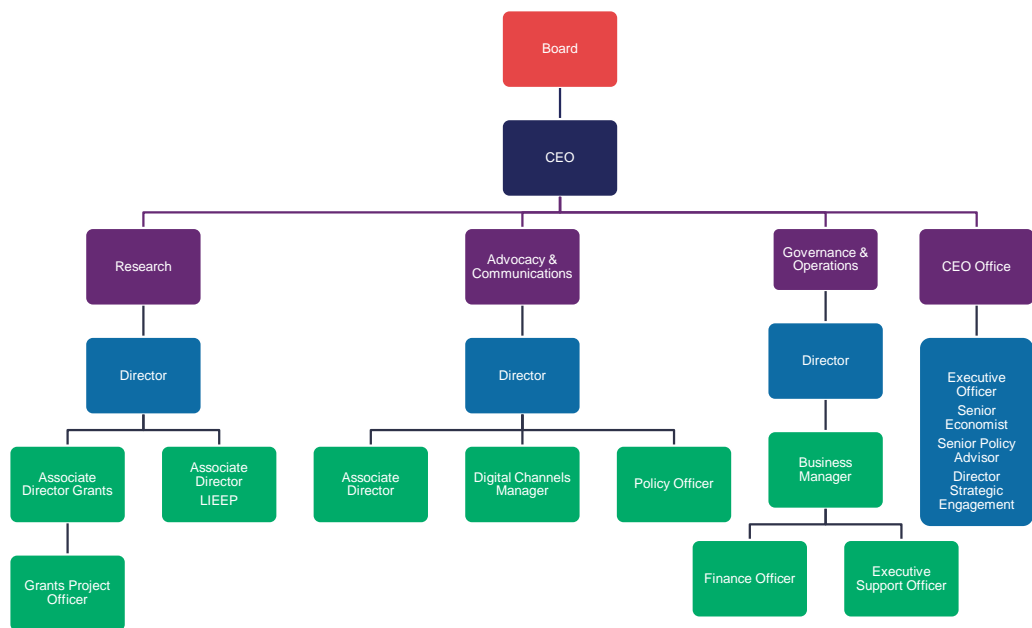
Governance and Operations is focused on building the capacity and effectiveness of ECA.

Strategic Initiatives

- **Develop effective governance and operations of ECA** through ensuring a strong governance framework supported by operational policies and processes.
- **Develop ECA's systems and technical resources** to support staff to carry out the work of the organisation.
- **Develop and prudently manage ECA's resources, budgets and people** to build a sustainable and capable organisation.

STRATEGIC INITIATIVE	PERFORMANCE MEASURE	DUE	SP
GOVERNANCE & OPERATIONS			
Develop effective governance and operations	<ul style="list-style-type: none"> • Business Plan and three-year rolling Budget • Establish arrangements for NEM expansion to WA • Board effectiveness evaluation • Adhere to the timetable for reporting, risk management and policy review. 	Aug 2017 Aug 2017 Mar 2018 Jun 2018	
Develop ECA's systems and technical resources	<ul style="list-style-type: none"> • Implement an HR system (including leave approval, performance appraisal/development) integrated with Payroll/Finance/WHS/ • Enhance ECA's internal and Grants Record Management • Enhance Stakeholder Engagement mapping capability 	Dec 2017 Mar 2017 Dec 2017	
Develop and prudently manage ECA's resources, budget and people	<ul style="list-style-type: none"> • Annual expenditure within +/- 5% of budget • Bench mark Staff satisfaction • Professional Development Program in place 	Jun 2018 Apr 2018 Jun 2018	

ECA Organisational Chart



A Suite 2, Level 14, 1 Castlereagh Street, Sydney NSW 2000
T 02 9220 5500
W energyconsumersaustralia.com.au

t @energyvoiceau
in /energyconsumersaustralia
f /energyconsumersaustralia

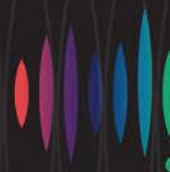
ABN 96 603 931 326



A Suite 2, Level 14, 1 Castlereagh Street, Sydney NSW 2000
T 02 9220 5500
W energyconsumersaustralia.com.au

t @energyvoiceau
in /energyconsumersaustralia
f /energyconsumersaustralia

ABN 96 603 931 326



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