



An Coimisiún  
um Rialáil Fóntais  
**Commission for  
Regulation of Utilities**

# 2019 WORKPLAN

# Foreword by the Commissioners

**To: Mr. Richard Bruton TD, Minister for Communications, Climate Action and Environment; Mr. Eoghan Murphy, TD, Minister for Housing, Planning and Local Government.**

The Commission for Regulation of Utilities (CRU) is Ireland's independent energy and water regulator; protecting the public interest in water, energy and energy safety. The CRU is committed, on an annual basis, to delivering on the strategic objectives we have set ourselves. The CRU's previous Strategic Plan covered the period 2014-18. In 2018, we undertook a new strategic planning process to set new strategic priorities and objectives. These will help us to deliver our public service obligations and to ensure that we continue to deliver the best possible service in constantly evolving sectors. The focus of the new CRU Strategic Plan 2019-2021 reflects the critical nature of the energy and water sectors to the people in Ireland and how these will contribute to Ireland's transition to a sustainable, low carbon future.

The CRU's vision remains dedicated to ensuring that energy is supplied safely, customers are empowered and protected and that it provides a sustainable and efficient future for energy and water. The new Strategic Plan focuses on co-operation, communication, compliance and culture. The CRU aims to deliver on our mission and vision through our values that reflect integrity, professionalism, accountability and openness.

**The new Strategic Plan 2019 – 2021 has four strategic priorities, which are:**

- ▶ Deliver sustainable, low-carbon solutions with well-regulated markets and networks.
- ▶ Ensure compliance and accountability through best regulatory practice.
- ▶ Foster and maintain a high-performance culture and organisation to achieve our vision.
- ▶ Develop effective communications to support customers and the regulatory process.

The purpose of this detailed Work Programme is to deliver on these strategic priorities, and our core functions. It sets out our specific activities for 2019, reflecting the challenging environment for the delivery of safe, secure, sustainable and competitive outcomes for citizens and consumers.



# 2019 Key Priorities

To support the new Strategic Plan, the CRU has identified the following high-level priorities in 2019 to deliver on the CRU's mission to 'Protect the public interest in Water, Energy and Energy Safety'.

## ENERGY NETWORKS

1. Advance review of applications on Celtic and Greenlink interconnectors.
2. Delivery of decision on enduring connection policy for electricity (ECP2).
3. Implementation of Security of Supply Directives for gas and electricity.
4. Delivery of decision on new entry connections for other sources of gas, including Liquefied Natural Gas (LNG)
5. Development of standards of performance for Gas Networks Ireland (GNI).

## WATER

1. Implementation of Irish Water's five-year revenue control (IRC3).
2. Delivery and implementation of a Harmonised Connection Policy for Irish Water customers.
3. Delivery of national Non – Domestic Customer Charges policy.
4. Delivery of decision on Excessive Usage Charging Policy.
5. Carry out Performance Monitoring of Irish Water including Capex monitoring.
6. Carry out a review of the Water Supply Project.

## ENERGY MARKETS

1. Progress in implementation of smart metering in the context of the low carbon transition, in particular: the consumer engagement, market assurance and supplier handbook workstreams.
2. Progress the electricity price review PR5 in the context of the low carbon transition and, in particular, have advisers selected and company submissions received.
3. Progress Dublin security of supply matters, in particular: financial reporting, connections and locational system services.
4. Progress monitoring, compliance and enforcement process, in particular in regard to REMIT monitoring and enforcement.
5. Ensure wholesale market arrangements are fit for purpose in the post 30 March 2019 (Brexit) context.

## ENERGY SAFETY, LICENSING AND CUSTOMER CARE

1. Process all safety case submissions from natural gas, LPG and petroleum owners and operators within the agreed timeframes.
2. Complete the annual audit and inspection programmes under of the Petroleum Safety Framework (PSF), Gas Safety Framework (GSF) and Safety Supervisory Schemes (SSS) and monitor findings to successful close out.
3. Process all applications for Authorisations to Construct and Generation Licences.
4. Continue to deliver an information and complaint resolution service for energy and water customers.
5. Lead the implementation of the new strategy to promote awareness of gas safety.
6. Introduce enhancements to the system for regulation of electrical contractors and gas installers to improve safety.
7. Update the Gas Safety Framework to accommodate new fuels and technologies.

## CORPORATE SERVICES

1. Development of a new communications strategy and associated activities to cover period 2019-2021.
2. Conduct a review of the current ICT Strategy to ensure that it is aligned with the new CRU Corporate Strategy 2019-2021.
3. Drive a 'value for money' ethos in CRU through effective annual planning and reporting. Implement a procurement sourcing plan that supports achievement of the strategic objective to reduce expenditure on external consultancy expertise.
4. Continue to deliver on the HR Strategy implementation plan (2017-2019), with a particular focus on carrying out workforce planning and related activities.

**Each of these high-level priorities translate into detailed key performance indicators, work outputs and annual timelines which are set out in the following 2019 work plan across the corresponding areas of Energy Networks, Water Regulation, Energy Markets, Energy Safety and Operations.**

# 2019 WORKPLAN

The following tables provide details of the key work priorities, key performance indicators and the actions the CRU will undertake to deliver in each area of responsibility during 2019.



# WORKPLAN 2019: ENERGY NETWORKS

## KEY PRIORITIES FOR 2019

1. Advance review of applications on Celtic and Green link interconnectors.
2. Delivery of decision of enduring connection policy for electricity (ECP2).
3. Implementation of Security of Supply Directives for gas and electricity.
4. Delivery of decision on new entry connections for other sources of gas, including Liquefied Natural Gas (LNG)
5. Development of standards of performance for Gas Networks Ireland (GNI).

## KEY PERFORMANCE INDICATORS

1. Delivery of decision on interconnectors applications (throughout the Year)
2. Publish Decision Paper on Gas Tariff Network Code in line with EU requirements.
3. Progression of enduring connection policy (ECP2) that aligns with government policy including offshore grid and community energy projects (throughout the year).
4. Progression of 2017/1938 Security of supply regulations.
5. Issue annual Transmission and Distribution gas tariffs. 6. Resolve Section 4 disputes (throughout the year).

## WORKPLAN FOR 2019: ENERGY NETWORKS

### Deliver a Sustainable, Low-Carbon Solutions with Well-Regulated Market and Networks

#### Service Activity / Key Objective

2.1 Ensure Utility Networks policies and infrastructure development deliver low carbon future whilst supporting competitiveness and security of supply

#### Outputs

- Continue operation of the System Services Regulated Arrangements.
- Continue monitoring TSO progress on the wider DS3 Programme.
- Publish Distribution Tariffs 2018/19.
- Publish Transmission Tariffs 2018/19.
- Publish Single Electricity Market (SEM) Tariffs 2018/19.
- Monitor progress of on-going R&D projects and review results for opportunities for wider implementation which will deliver consumer benefits.
- Commence Price Review 5 (PR5).
- Undertake monitoring of regulated entities performance in relation to incentives & Reporting.
- System Services Auction Design.
- Dublin Security of Supply follow on work streams.
- Issue S48/49 Consents as required.
- Approve Grid Distribution Code modifications as appropriate.
- Siteworks review, consultation and decision. Development of a reporting mechanism against which GNI can update on progress of capital works.
- Review and report on applications for infill and new towns by GN to ensure they are efficient and meet the required economic test.
- Reporting mechanisms to be put in place to ensure correct targets for GNI are set re incentives. Monitoring of Innovation projects by GNI and outcomes for gas customers by reviewing regular reports from GNI.
- Delivery of Decision on new entry connections for other sources of gas (e.g. LNG).
- IC & SNP Issues including Brexit issues. PCI support work.
- Progress Grid Access Transitional Policy (ECP-2).
- Review RESS/Offshore/Communities Schemes.
- Management and decision of grid access disputes.
- Management of ECP-1 issues.
- Assessment of Greenlink and Celtic Interconnector projects.

## WORKPLAN FOR 2019: ENERGY NETWORKS

### **Service Activity / Key Objective**

2.3 Deliver market policies that support a low carbon future whilst supporting competitiveness and security of supply

### **Outputs**

- Delivery of consultation and decision on European Union Tariffs for New Connections and follow through on implementation.

## Effective Communications to Support the Customer and the Regulatory Practice

### **Service Activity / Key Objective**

3.3 Deepen Engagement with other regulators, Government departments and agencies as well as industry to increase the understanding of CRU's role and functions, build synergies and enhance the overall quality of CRU outcomes.

### **Outputs**

- Code Modification Forums and Code of Operation changes including BAL NC Implementation. ACER/CEER/GWG/WS/TF Meetings, reports + IRB TSO Benchmarking.

## Compliance and Accountability Through Best Regulatory Practice

### **Service Activity / Key Objective**

4.1 Strengthen the CRU's compliance and enforcement framework across safety, water and energy to ensure best regulatory practice in all areas of the organisations remit

### **Outputs**

- GNI Licences - Tx and Dx consolidation. Development of Standards of Performance (SOP) for GNI within licences. Follow on compliance monitoring.

## WORKPLAN FOR 2019: ENERGY NETWORKS

<b>Service Activity / Key Objective</b> 4.3 Build Resilience in relation to our processes and priorities to account for changes in the external environment	<b>Outputs</b> <ul style="list-style-type: none"><li>• Section 39A consents, upgrade consent process.</li></ul>
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### A High Performance Culture and Organisation to Achieve Our Vision

<b>Service Activity / Key Objective</b> 5.1 Deploy organisational development to deliver a high performance culture and organisation	<b>Outputs</b> <ul style="list-style-type: none"><li>• Ongoing development of Gas Team operations, internal/external meetings and training.</li></ul>
<b>Service Activity / Key Objective</b> 5.3 Implement best practice structures and process to support the work of the CRU organisations and team.	<b>Outputs</b> <ul style="list-style-type: none"><li>• Manage miscellaneous electricity network stakeholder issues as they arise.</li></ul>

A background image showing a water tap pouring water into a glass, with a teal overlay. The text is white and bold.

# WORKPLAN 2019: WATER REGULATION

## KEY PRIORITIES FOR 2019

1. Implementation of Irish Waters five-year revenue control (IRC3).
2. Delivery and implementation of a Harmonised Connection Policy for IW customers.
3. Delivery of national Non – Domestic Customer Charges policy.
4. Delivery of decision on Excessive Usage Charging Policy.
5. Carry out Performance Monitoring of Irish Water including Capex monitoring.
6. Carry out a review Water Supply Project Review.

## KEY PERFORMANCE INDICATORS

1. Decision on Irish Water Revenue Control (IRC3) to be completed by Q3.
2. Review of Water Supply Project to be completed by October.
3. Consultation and Decision to be completed by Q2.
4. Final Decision of on national harmonised connection policy for IW customers by Q2.
5. Proposed Decision on Non – Domestic Customer Charges policy by Q2.
6. Decision on excessive usage policy by Q2.

## WORKPLAN FOR 2019: WATER REGULATION

### Deliver a Sustainable, Low-Carbon Solutions with Well-Regulated Market and Networks

#### Service Activity / Key Objective

2.2 Provide effective regulation of Irish Water to deliver secure, efficient and sustainable outcomes in the public interest

#### Outputs

- Delivery of decision on Excessive Usage Charging Policy - development of consultation and decision paper, including engaging with and submission from Irish Water.
- Delivery of decision on Excessive Usage Charging Policy - ongoing monitoring of Irish Water metering consumption data.
- Decision and Implementation of Irish Waters 5 year revenue control (RC3) - Review of historic operating and capital costs (ongoing into 2019).
- Decision and Implementation of Irish Waters 5 year revenue control (RC3) - Review of future operating and capital costs (ongoing into 2019).
- Decision and Implementation of Irish Waters 5 year revenue control (RC3) - Develop financial model.
- Decision and Implementation of Irish Waters 5 year revenue control (RC3): Review of aspects of revenue control including depreciation lives, rate-of-return, link to financial statements, etc.
- Water Connection Charging Policy Implementation Phase : CRU oversight and review of Irish Water's quotation and connection times, guides to connection/customer comms, suite of quotable charges; CRU dispute resolution service (including RFT for advice on same).
- Water Crises Management: Review/advise SMT on crises reports, work with Irish Water on preparedness statements.
- Information Reporting: CRU review & feedback on Irish Water submissions on handbook, first fix, SDZ/TIC/NE & other projects/areas as arising.
- Capex Monitoring & Reporting: Review Irish Water's Submission re 2017 and publish a report, issue 2018 request and advise SMT of issues arising.
- Performance Assessment Framework: Review Irish Water's submissions under the PAF and publish update reports.
- Review Irish Water's proposed approach to Water Supply Project as per Minister's request.
- Establish CRU Reporting Requirements for resilience and security of support.
- Review and recommend CRU decisions regarding applications for Water Services Innovation Fund and publish annual report.
- Irish Water's Non-domestic Framework - Publish proposed decision on Tariff Framework and Rates.
- Irish Water's Non-domestic Tariff Framework - Publish Tariff Application Rules.
- Review Non-domestic Customer Handbook Requirements - Publish review of Non-domestic Handbook.
- Resolve non-domestic minor tariff/policy issues.
- Engage with stakeholders as required, including WAREG, on water policy.
- Irish Water's Enduring Trade Effluent Policy - Preparation for Consultation (2020).

## WORKPLAN FOR 2019: WATER REGULATION

### Deliver a Sustainable, Low-Carbon Solutions with Well-Regulated Market and Networks

**Service Activity / Key Objective**

3.1 Proactively and transparently place the public interest at the centre of CRU's policy development and decision making. Ensure that the customer's voice is heard and reflected in CRU decisions.

**Outputs**

- Hold 'Non-Domestic Water User Group' quarterly meetings

**Service Activity / Key Objective**

3.3 Deepen Engagement with other regulators, Government departments and agencies as well as industry to increase the understanding of CRU's role and functions, build synergies and enhance the overall quality of CRU outcomes.

**Outputs**

- Ongoing Stakeholder Engagement at both national and EU levels re policy development (incl WAREG, Oireachtas queries, WMDAG).

### Compliance Accountability Through Best Regulatory Practice

**Service Activity / Key Objective**

4.1 Strengthen the CRU's compliance and enforcement framework across safety, water and energy to ensure best regulatory practice in all areas of the organisations remit

**Outputs**

- Monitor compliance and implementation of Non-domestic Customer Handbook.

## A High Performance Culture and Organisation to Achieve Our Vision

### **Service Activity / Key Objective**

5.1 Deploy organisational development to deliver a high performance culture and organisation

### **Outputs**

- Undertake professional and personal development of team to expand expertise.

# WORKPLAN 2019: ENERGY MARKETS

## KEY PRIORITIES FOR 2019

1. Progress in implementation of smart metering in the context of the low carbon transition, in particular: the consumer engagement, market assurance and supplier handbook workstreams.
2. Progress the electricity price review PR5 in the context of the low carbon transition and, in particular, have advisers selected and company submissions received.
3. Progress Dublin security of supply matters, in particular: financial reporting, connections and locational system services.
4. Progress monitoring, compliance and enforcement process, in particular in regard to REMIT monitoring and enforcement.
5. Ensure wholesale market arrangements are fit for purpose in the post 30 March 2019 (Brexit) context.

## KEY PERFORMANCE INDICATORS

1. Delivery of T-4 auction for SEM.
2. Decision on new KPIs for SEMO for the new SEM arrangements.
3. Publish Generator Financial Profitability Report 2018.
4. Publish Decision Paper on Arrangements for Calculation of the PSO Levy in the light of new SEM arrangements.
5. Publish PSO levy decision.
6. Complete a review and testing of an end to end Supplier of Last Resort (SoLR) solution across both electricity and retail markets.
7. Implementation of the Smart Metering Consumer Engagement Strategy to provide key information to Customers, Government, Media and other key stakeholders.
8. Complete Retail Market Compliance Monitoring; Annual Audits and Ad Hoc checks.
9. Decision on Locational Signals for local security of supply.
10. Publication of Annual Transmission and Distribution tariffs.
11. Delivery of CRU responsibilities in regard to RESS in 2019

# WORKPLAN FOR 2019: ENERGY MARKETS

## Protect the Public Interest in Water, Energy and Energy Safety

### Service Activity / Key Objective

1.0 Protecting the public interest in Water, Energy and Energy Safety

### Outputs

- SEM - Publish strategy on NEMO redesignation.
- SEM - Publish SEMO and SEMOpX Tariffs.
- SEM - Publish SEMOpX Revenue decision.
- SEM - Oversee administration of Trading and Settlement Code and SEMOpX Rules and Procedures.
- Managing the industry governance groups (IGG, ReMCoWG, ReMCoSG & GMARG)
- Review and process all license applications for electricity and gas markets in a timely manner.
- Initiate market assurance processes related to Smart Metering. Includes the procurement of consultancy support and program management. Project to run until early 2021.
- CEER Work - Attending CRMWG & CS WS meetings and completion of questionnaires, etc.
- Consultation and Decision on regulatory treatment of electricity Storage.
- Ongoing Brexit contingency planning.

## Compliance Accountability Through Best Regulatory Practice

### Service Activity / Key Objective

2.1 Ensure Utility Networks policies and infrastructure development deliver low carbon future whilst supporting competitiveness and security of supply

### Outputs

- SEM – Oversee CRM T-4 Auction for Capacity Year 2022-23.
- SEM – Oversee CRM T-1 Auction for Capacity Year 2020-21.

### Service Activity / Key Objective

2.3 Deliver market policies that support a low carbon future whilst supporting competitiveness and security of supply

### Outputs

- Delivery of CRU responsibilities in regard to RESS in 2019.
- Consultation Paper and Decision Paper on Arrangements for Calculation of the Public Service Obligation (PSO) Levy.
- Consultation Paper and Decision Paper on the 2019/20 PSO Levy.
- Carry out PSO CfD Modelling (2019 Product).
- Review of Regulated Authorities (RA's) Directed Contracts Models.
- Carry out Directed Contracts Modelling (round 5-8).

# WORKPLAN FOR 2019: ENERGY MARKETS

	<p><b>Outputs contd.</b></p> <ul style="list-style-type: none"> <li>• Publish SEM PLEXOS Model Validation 2020-24.</li> <li>• Planning for Directed Contracts Forwards &amp; Liquidity Review.</li> <li>• Review of Scheduling &amp; Dispatch (Consultation &amp; Decision).</li> <li>• Retail market monitoring monthly, quarterly &amp; annual reports including consultation and decision paper on data. required from participants, general queries and questionnaires.</li> <li>• Fuel Mix Disclosure &amp; Green Source Product Verification 2018.</li> <li>• Generator Financial Profitability Report 2018.</li> <li>• Wholesale Gas Market - REMIT reporting/compliance.</li> <li>• Wholesale Gas Market - Preliminary Assessments re general inside information/market abuse compliance.</li> <li>• SEM - REMIT reporting/compliance.</li> <li>• SEM - general market monitoring.</li> <li>• SEM - general market abuse/inside information compliance, preparation of Preliminary Assessments.</li> </ul>
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## Effective Communications to Support the Customer and the Regulatory Process

<p><b>Service Activity / Key Objective</b> 3.1 Proactively and transparently place the public interest at the centre of CRU’s policy development and decision making. Ensure that the customer’s voice is heard and reflected in CRU decisions.</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Engagement in oversight of Smart Metering Project. Participation at Steering Group, Regulatory Forum, Consumer Engagement and ILG meetings. Issue necessary policy documents.</li> <li>• Review of the Supplier Handbook to include public consultation and decision by end of year.</li> </ul>
<p><b>Service Activity / Key Objective</b> 3.2 Improve awareness among energy and water customers of their rights, the CRU’s role and the services we offer</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Cross Divisional Compliance - Annual Compliance Report (2018).</li> </ul>

## WORKPLAN FOR 2019: ENERGY MARKETS

<p><b>Service Activity / Key Objective</b> 3.3 Deepen Engagement with other regulators, Government departments and agencies as well as industry to increase the understanding of CRU's role and functions, build synergies and enhance the overall quality of CRU outcomes.</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• EU Network Codes - Understand, influence, implement System Codes.</li> <li>• EU Network Codes - Understand, influence, implement Market Codes.</li> <li>• EU Network Codes - Understand, influence, implement Connection Codes</li> <li>• Represent CRU at European electricity working groups</li> <li>• European REMIT meetings - prep, attendance, input into documents, open letters, etc.</li> <li>• General REMIT obligations - CEREMP, ACER correspondence etc.</li> </ul>
<p><b>Compliance and Accountability Through Best Regulatory Practice</b></p>	
<p><b>Service Activity / Key Objective</b> 4.1 Strengthen the CRU's compliance and enforcement framework across safety, water and energy to ensure best regulatory practice in all areas of the organisations remit</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Retail Market Compliance Investigations (as required).</li> <li>• Retail Market Compliance Monitoring I - Annual Audit.</li> <li>• Retail Market Compliance Monitoring II - Adhoc Spot Checks.</li> <li>• Consultation on CRU Standards of Performance for Retail Licensees.</li> <li>• Consultation on Licence Changes to Support CRU Standards of Performance for Retail Licensees.</li> <li>• Cross Divisional Compliance e.g. Monitoring Log, other.</li> </ul>
<p><b>Service Activity / Key Objective</b> 4.3 Build Resilience in relation to our processes and priorities to account for changes in the external environment</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Cross Divisional Compliance - Consultation on CRU Compliance &amp; Enforcement Guidelines.</li> <li>• Cross Divisional Compliance - Development of CRU Internal Compliance &amp; Enforcement Procedures Manual.</li> <li>• Completion and implementation of End to End process for SoLR in gas and electricity. Oversee market testing and engage on any licence changes required.</li> </ul>
<p><b>Service Activity / Key Objective</b> 4.4 Strengthen reporting of the SEM Committee on its activities and outputs in regulating the All Island Market</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• SEM - Consult on and publish decision on SEMO and SEMOpX KPIs.</li> <li>• Wholesale Market Compliance Investigations REMIT (as required).</li> <li>• Wholesale Market Compliance - SEM Market Audit.</li> <li>• Wholesale Market Compliance - ISEM Market Audit (development &amp; fieldwork).</li> </ul>

# WORKPLAN FOR 2019: ENERGY MARKETS

## A High Performance Culture and Organisation to Achieve Our Vision

### **Service Activity / Key Objective**

5.3 Implement best practice structures and process to support the work of the CRU organisations and team.

### **Outputs**

- Deliver Public Service Obligation (PSO) Process Improvements (e.g. Development of Internal PSO Database & Enhancements to PSO Certification Process).

# WORKPLAN 2019: ENERGY SAFETY

## KEY PRIORITIES FOR 2019

1. Process all safety case submissions from natural gas, LPG and petroleum owners and operators within the agreed timeframes.
2. Complete the annual audit and inspection programmes under of the Petroleum Safety Framework (PSF), Gas Safety Framework (GSF) and Safety Supervisory Schemes (SSS) and monitor findings to successful close out.
3. Process all applications for Authorisations to Construct and Generation Licences.
4. Continue to deliver an information and complaint resolution service for energy and water customers.
5. Lead the implementation of the new strategy to promote awareness of gas safety.
6. Introduce enhancements to the system for regulation of electrical contractors and gas installers to improve safety.
7. Update the Gas Safety Framework to accommodate new fuels and technologies.

## KEY PERFORMANCE INDICATORS

1. Annual Safety Report to Minister analysing key trends in the safety regulation of natural gas and LPG undertakings, gas installers, electrical contractors and petroleum undertakings, owners and operators.
2. Completion of planned programmes of audit and inspections of undertakings/owners/operators/gas installers and electrical contractors and close of non-conformances within agreed timelines.
3. Taking of enforcement action as necessary to improve public safety.
4. Positive trends in the protective actions taken by the public in response to key gas and electrical safety messages.
5. Report of illegal gas and electrical works investigated on a risk-assessed basis, and prosecutions brought, where warranted.
6. Resolution of all complex customer complaints within 90 days or less.

# WORKPLAN FOR 2019: ENERGY SAFETY

## Protecting the Public Interest in Water, Energy and Energy Safety

### Service Activity / Key Objective

1.0 Protecting the Public Interest in Water, Energy and Energy Safety

### Outputs

- Assess petroleum safety cases, safety permit and safety licence applications. Accept safety cases and issue safety permits in respect of petroleum production, decommissioning and exploration activities. Expected safety cases as of Nov 2018 are: close out of Nexen well work safety case; close out of Ice Max non-production safety case; Providence well work safety case; Providence rig non-production safety case; possible Kinsale Energy Limited material change
- Assess new and revised natural gas safety cases. CNG: 4-5 stations associated with GNI material change expected, an additional 15 CNG stations (BL Energy) also possible, Biomethane: complete Cush injection point, Portlaw injection point may also be submitted, approx. 6 shipper/supplier
- Chair/attend regular meetings of groups relevant to the Gas Safety Framework and Petroleum Safety Framework
- Re-tender for Gas Safety Framework consultancy support, end date is June 2019.
- Issue new tender for CRU wide environmental support
- Re-establish Energy Safety Division Quality Management System
- Chair/attend regular meetings of groups relevant to the Electrical Contractor & Gas Installer safety schemes
- Align and consult on Gas and Electrical Criteria Documents by end Q1 2019. Finalise amendments to reflect Non-Domestic Gas Q1 2019, Electronic Certification, clarity on registration/complaint/disciplinary procedures.
- Assessment of applications for Authorisations and Licences. Issuance of Authorisations and Licences.
- Provide environmental support to the wider CRU organisation.

### Service Activity / Key Objective

2.1 Ensure Utility Networks policies and infrastructure development deliver low carbon future whilst supporting competitiveness and security of supply

### Outputs

- New Alternative Fuel Infrastructure role with respect to CNG in particular - prepare a plan, develop procedures, work with Customer Care on complaint procedure, conduct investigations as appropriate.
- New technology reviews; Legislation review 'fit for purpose?'; Industry engagement via industry rep bodies e.g. IWEA; participation in wider statutory authority working groups on Licensing e.g. DCCAE/SEAI initiative on Offshore Roadmap Development and National Adaptation Plan for Electricity and Gas Networks.
- Update the Gas Safety Framework to incorporate new fuels and technologies, analyse amendments required for example hydrogen blending, remove LNG as appropriate.

## WORKPLAN FOR 2019: ENERGY SAFETY

### Effective Communications to Support the Customer and the Regulatory Practice

#### Service Activity / Key Objective

3.1 Proactively and transparently place the public interest at the centre of CRU's policy development and decision making. Ensure that the customer's voice is heard and reflected in CRU decisions.

#### Outputs

- Establish and run a quarterly cross-divisional customer workgroup to discuss and disseminate feedback from the Consumer Stakeholder Group, the Customer Care Team reports, Consumer Surveys and behavioural insights. This group will ensure that the customer's voice informs all areas of our work and that this is reflected in CRU decisions.
- Consumer Survey - ensure completion of 2019 consumer survey report and publication of results.
- Manage and run Consumer Stakeholder Group Meetings.
- Co-Chair NSAI working group to develop standard on the application of a Universal Design approach in the provision of utility services.
- Develop and deliver training strategy for outsourced call centre to ensure level of service provided to customers contacting CRU is consistently high.
- Continue to engage with Industry on the issues brought to the CCT's attention, improving communication (flow/quality of info provided during complaint investigations) with the overall aim to improve complaint resolution timelines and the volume of unresolved complaints referred to the CRU.
- Improve system processes by implementing a new Customer Relationship Management system and building a CRU internal knowledge base to ensure that knowledge gained (in the course of complaint investigations or otherwise) stays within the team and is easily accessible.
- Engage Stakeholders on matters relating to the registration schemes for Electrical Contractors and Gas Installers

#### Service Activity / Key Objective

3.2 Improve awareness among energy and water customers of their rights, the CRU and the services we offer

#### Outputs

- Deliver complaint resolution function. All energy and water related complex complaints to be investigated and a decision issued by the CRU.
- Delivery of an information service for energy and water customers - including changing 1890 to 1900 phone number, managing info & customer care mailboxes, and updating customer section of CRU website.
- Deliver timely and relevant reporting on CCT activities (weekly, monthly, quarterly and annual report).
- Develop and deliver awareness/training sessions to key CCT stakeholders to increase awareness of CCT services and provide advice on energy customer rights.
- Promotion and public awareness of electrical contractor scheme: Develop annual promotional campaign Q2 2019, Oversee maintenance of Safe Electric website, Contractor log in payment system to be considered Q1 2019.
- Promotion and public awareness of registered gas installer scheme: Deliver the Gas Safety Promotion and Public Awareness Strategy via the Industry PAPA group
- Develop Communication Strategy for Enforcement Actions taken for illegal gas and electrical works (improved publicity around prosecutions, follow up with local media, conduct local radio interviews).

## WORKPLAN FOR 2019: ENERGY SAFETY

### **Service Activity / Key Objective**

3.3 Deepen Engagement with other regulators, Government departments and agencies as well as industry to increase the understanding of CRU's role and functions, build synergies and enhance the overall quality of CRU outcomes.

### **Outputs**

- Maintain good communication with relevant Statutory Authorities through regular interactions. Particular emphasis on DCCAE, DTTAS, HSA, IRCG and EPA.
- Continue active and contributory participation in European and International Fora on petroleum safety including NSOAF, EUOAG and IRF.
- Petroleum Safety Framework Continuous Improvement: Update of internal and external documentation to improve efficiencies, effectiveness and alignment with best practice. Regular contact with industry via the Irish Offshore Operators Association (IOOA) and worker representatives via tripartite meetings.
- Continue and expand the Gas Safety Committee, as appropriate. Action learnings from gas safety incidents.
- Facilitate meetings of groups relevant to the Safe Electric and RGII schemes incl. Electrical Safety Committee, Installer Representative Panel and Gas Scheme Committee

## **Compliance and Accountability Through Best Regulatory Practice**

### **Service Activity / Key Objective**

4.1 Strengthen the CRU's compliance and enforcement framework across safety, water and energy to ensure best regulatory practice in all areas of the organisations remit

### **Outputs**

- Conduct audits and inspections of licensed Natural Gas Undertakings (natural gas transmission & distribution including Compressed Natural Gas (CNG) and Renewable Natural Gas (RNG), Liquid Petroleum Gas (LPG) distribution, Natural Gas Shipper/Suppliers
- Hold follow up verification meetings with licensed Natural Gas Undertakings
- Carry out operational audit and inspection of petroleum undertakings, owners and operators in accordance with annual plan and report regularly on progress against plan
- Investigate and take enforcement actions to ensure compliance with the petroleum and gas safety regulatory systems
- Receive and analyse quarterly performance reports from petroleum operators and owners
- Receive and analyse quarterly performance reports from licensed natural gas undertakings and finalise new KPIs with undertakings.
- Contribute to CRU quarterly Data Audit of SSBs, review and amend CRU systems/procedures as necessary. Finalise Terms & Conditions of SSB to reflect their position as Data Controller by Q1 2019.
- Complete review of Gas Shipper and Supplier safety arrangements
- Extend the Gas Safety Framework to include 3rd party owned and operated LPG distribution networks.
- Improve the Gas Safety Framework: assess amendments required with respect to enforcement powers and reportable incidents, feed into CRU Compliance & Enforcement Policy, develop cross divisional working procedures/FAQs with Networks, Retail, Customer Care.

## WORKPLAN FOR 2019: ENERGY SAFETY

	<p><b>Outputs contd.</b></p> <ul style="list-style-type: none"> <li>• Licensing Compliance assurance - Annual compliance; ongoing Authorisation to Construct compliance monitoring; Change of Control and Assignment application assessments.</li> <li>• Audit and Inspections of Safety Supervisory Body Inspectors and operations: RGII Inspector: 14 Inspections, Safe Electric Inspectors: 12 inspections - Audit SSB operations against Criteria Document: 2 audits in Q4 2018.</li> <li>• Safety Supervisory Body audit &amp; inspections reports, follow up actions and feed into on-going improvement of regulatory schemes, close out of 2018 audit findings, Finalise all Scheme procedures by Q1 2019.</li> <li>• Investigate allegations of electrical and gas illegal works in line with procedures and prosecute where appropriate.</li> <li>• Take enforcement actions as set out in the Terms &amp; Conditions of Appointment, as appropriate, action recommendations resulting from Review of Enforcement Strategy (new KPI 10-12 unannounced building site visits).</li> <li>• Receive and review Safety Supervisory Body (SSB) regular performance reporting in line with KPI reporting framework. Hold quarterly meetings and feed into on-going improvement of schemes, Review Customer/REC/RGI customer service survey (to be conducted by SSBs in Q1 2019).</li> <li>• Conduct a midterm review of the ESSB and GSSB to assess compliance with the Criteria Document and T&amp;C's, and to identify opportunities for change/improvement for next designation period by end Q2 2019.</li> <li>• Implement decision on system to assess equivalent qualifications for entry to RGI and Safe Electric Schemes: Develop Assessment Framework with SOLAS Q1 2019, Liaise with ETBs/other training providers as required to roll out assessments by Q2 2019, Update relevant procedures in QMS Q1 2019.</li> <li>• Establish and run a quarterly cross-divisional customer workgroup to discuss and disseminate feedback from the Consumer Stakeholder Group, the Customer Care Team reports, Customer Surveys and behavioural insights. This group will ensure that the customer's voice informs all areas of our work and that this is reflected in CRU decisions.</li> </ul>
<p><b>Service Activity / Key Objective</b> 4.2 Implement a registration scheme for non-domestic gas installers</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Extension of RGI Scheme to include Non-Domestic Gas Works: Facilitate stakeholder group meetings, chair working groups as necessary, Work with training providers to increase NDG training availability, Finalise SI/primary legislation changes necessary Q1 2019, Close provisional register in preparation for Full register from Q1 2020, Commence assessment of NDG assessment Q4 2019.</li> </ul>

## WORKPLAN FOR 2019: ENERGY SAFETY

### **Service Activity / Key Objective**

4.3 Build Resilience in relation to our processes and priorities to account for changes in the external environment

### **Outputs**

- Electronic Certification System: SSB to develop contingency plan for existing EC system Q1 2018, CRU to attain specialist procurement advice and technical advice for this project Q1 2019, Project Steering Group to approve business case for new EC system Q1 2019, CRU attend meetings of the Project Steering Group, Review ITT to be developed by the Project Manager Q1-Q2, Oversee procurement of EC System Q2-Q3 2019.
- Update of internal and external documentation to improve efficiencies, effectiveness and alignment with best practice. Regular contact with industry via IOOA and one to one meetings.
- Re-establish working of Energy Safety Division Quality Management System.

## A High Performance Culture and Organisation to Achieve Our Vision

### **Service Activity / Key Objective**

5.1 Deploy organisational development to deliver a high performance culture and organisation

### **Outputs**

- Undertake professional and personal development of team to expand expertise

# WORKPLAN 2019: CORPORATE SERVICES

## KEY PRIORITIES FOR 2019

1. Development of a new communications strategy and associated activities to cover period 2019-2021
2. Conduct a review of the current ICT Strategy to ensure that it is aligned with the new CRU Corporate Strategy 2019-2021.
3. Drive a 'value for money' ethos in CRU through effective planning annually and reporting. Implement a procurement sourcing plan that supports achievement of the strategic objective to reduce expenditure on external consultancy expertise.
4. Continue to deliver on the HR Strategy implementation plan (2017-2019), with a particular focus on carrying out workforce planning and related activities strategy in line with best practice across public service.

## KEY PERFORMANCE INDICATORS

1. Delivery of new communications strategy by Q1.
2. Delivery of new workforce plan for organisation by Q2.
3. Complete review of current ICT strategy.
4. Delivery of new procurement plan by Q1.

# WORKPLAN FOR 2019: CORPORATE SERVICES

## Human Resource Management

### Protecting the Public Interest in Water, Energy and Energy Safety

#### Service Activity / Key Objective

1.0 Protecting the public interest in Water, Energy and Energy Safety

#### Outputs

- Following the completion of our recent HR policy audit, all policies identified as requiring amendments will be reviewed and updated in line with public sector best practice.
- Design and produce a new staff handbook.
- Commence work in relation to redevelopment of the Performance Management Development System (PMDS).
- Ongoing operational HR work; payroll, management of sick leave, calculating and recording of all other forms of leave, carrying out 2019 training and development plan, management of staff probation, maintaining and improving communications by carrying out the Communication Forum and administration meetings, management of PMDS and the Health and Safety function.
- Continue to assist the commission and staff members in relation to employee relations matters. To include, a review of key policies in this area and providing management training to assist with preventing and handling issues that may arise.
- Delivery of a facilities function that is maintained to a high quality standard ensuring a safe and comfortable environment for staff of the commission.

### A High Performance Culture and Organisation to Achieve Our Vision

#### Service Activity / Key Objective

5.1 Deploy organisational development to deliver a high performance culture and organisation

#### Outputs

- Development of a workforce plan that will be used to align the needs and priorities of the CRU with those of our workforce ensuring we can meet our legislative and regulatory requirements and overall organisational objectives. Activities include, procuring consultants through a tendering process, facilitating work group and SMT meetings and delivery of a completed plan.
- Following completion of the workforce plan, engage with the department on gaps in ECF that have been identified and in relation to our varying pay structures.
- Redevelop our current recruitment policy, to include the process of how we will manage our new recruitment support services provider, whilst delivering a 2019 recruitment plan.
- Procure the services of a training and development provider, to deliver an appropriate training development programme for all grades, which will aim to develop the talent within CRU, enabling staff to advance their careers and broaden their own skills, competencies and experience.
- Develop a Managers handbook for new and existing managers.
- Ensure the delivery of an integrated planning system, carry out quarterly reviews and produce reports for the commission.

## WORKPLAN FOR 2019: CORPORATE SERVICES

### **Service Activity / Key Objective**

5.2 Empower teams to build CRU internal knowledge, expertise and capacity

### **Outputs**

- Review current knowledge management sharing processes, implement new initiatives improvements where needed.

## Protecting the Public Interest in Water, Energy and Energy Safety

### **Service Activity / Key Objective**

1.0 Protecting the public interest in Water, Energy and Energy Safety

### **Outputs**

- Maintenance of the CRU's financial records & reporting; financial strategy formulation; finance policy & systems development; financial control, insurance cover, preparation of cost accounts, treasury mgt. & fixed asset accounting.
- Audited Financial Statements for 2018; Audit liaison (& internal audit), secretariat support to ARC.
- Calculation and collection of industry funding levies; process all incoming receipts; processing of payments to creditors (suppliers) & staff.
- Preparation of the CRU's Medium-Term Budget (2019 to 2021): Annual Budget and Procurement plan.
- Implement and continuously develop Risk Management policies and procedures. Update and maintain CRU Risk Register.
- Procurement Support Services: Co-ordinate procurement processes on behalf of organizational buyers both on the national procurement portal and contact notices on OJEU, plus restricted process (€5k to €25k) to bidders.
- DPER Single Scheme admin arrangements for CRU Members; CER Pension Scheme Administration & Trusteeship.
- Managing and governance reporting to the DCCA on the CRU's Oversight Agreement
- Maintain CRU project inventory; monitoring contract management compliance with procedures
- On-going oversight of GDPR requirements.

## A High Performance Culture and Organisation to Achieve Our Vision

### **Service Activity / Key Objective**

5.2 Empower teams to build CRU internal knowledge, expertise and capacity

### **Outputs**

- Regulatory Accounts: implement an analytical framework for monitoring and review of annual accounts submitted to CRU; Ad-hoc finance analytical support to business units

# WORKPLAN FOR 2019: CORPORATE SERVICES

## Communications and Stakeholder Engagement

### Effective Communications to Support the Customer and the Regulatory Process

**Service Activity / Key Objective**

3.1 Proactively and transparently place the public interest at the centre of CRU's policy development and decision making. Ensure that the customer's voice is heard and reflected in CRU decisions.

**Outputs**

- Delivery of a cross divisional communications calendar to support consumer awareness and engagement on policy issues, consultations, decisions and consumer protection activities. Manage press office function including all media responses and engagement to provide an effective service both internally and external to the organisation.

**Service Activity / Key Objective**

3.2 Improve Awareness among energy and water customers of their rights, the CRU's role and the services we offer.

**Outputs**

- Ongoing development and delivery of consumer focused literature and corporate publications to communicate energy related issues and work of organisation.
- Develop a new communications strategy in line with CRU strategic objectives and goals 2019-2021 to support consumer engagement with utility sectors.
- Development of consumer communications campaign on agreed issues/subjects within remit of organisation.
- Management and Development of digital assets and delivery of consumer focused digital communications across all digital platforms.
- Conduct review of CRU website architecture and content to ensure best in class consumer information and accessibility.

**Service Activity / Key Objective**

3.3 Deepen engagement with other regulators, Government Departments and agencies to increase understanding of CRU's role and functions, build synergies and enhance overall quality of CRU outcomes.

**Outputs**

- Management of stakeholder strategy and implementation to engage with relevant stakeholder groups including regulators, statutory bodies, media, industry and consumer groups.

## WORKPLAN FOR 2019: CORPORATE SERVICES

### A High Performance Culture and Organisation to Achieve Our Vision

**Service Activity / Key Objective**

5.2 Empower teams to build internal knowledge, expertise and capacity

**Outputs**

- Development of internal communications forums to facilitate knowledge sharing and integration of organisation Divisions.

### Information and Communications Technology

#### Protecting the Public Interest in Water, Energy and Energy Safety

**Service Activity / Key Objective**

1.0 Protecting the public interest in Water, Energy and Energy Safety

**Outputs**

- Management and continuous review of all external providers to ensure delivery of required service as set out in SLAs.
- Continue to carry out ICT Procurement Processes as required. This will involve creating ITTs, RfTs, RfQs and service agreements. This will also involve evaluation processes and contract negotiations.
- Continue to provide technical support as required for the CRU website and other CRU related websites to ensure they remain fit for purpose. This will involve the development, maintenance and technical support of all websites.
- Continue to manage the ICT Budget to ensure that project spends are monitored and maintained at suitable levels. This will involve reducing expenditure and seeking better efficiencies where possible.
- Continue to monitor, maintain, test and enhance the CRU DR Solution.
- Continue to liaise with the CRU Managed Service provider to ensure the CRU staff receive the level of desktop support required. This will involve monitoring, reviewing and auditing the external provider against their SLA.
- Continue to monitor and improve the CRU ICT Policies. Creating new policies where needed and updating existing policies.
- Continue to develop ICT training courses and user guides. This will involve developing and delivering training sessions to all staff on new and existing CRU systems, applications and cybersecurity.
- Continue to deliver all ICT administration needs, including the maintenance of CRU ICT accounts, portal accounts, managed print solution, mobile phones and ad-hoc ICT requests.

## WORKPLAN FOR 2019: CORPORATE SERVICES

### A High Performance Culture and Organisation to Achieve Our Vision

**Service Activity / Key Objective**

5.2 Empower teams to build internal knowledge, expertise and capacity

**Outputs**

- Continue to deliver the CRU QMS. Developing and introducing SOPs and Manuals in key areas and implementing supporting ICT systems as required

**Service Activity / Key Objective**

5.3 Implement Best Practice Structures and processes to support the work of the CRU organisation and team

**Outputs**

- Conduct a review of the current ICT Strategy to ensure that it is aligned with the new CRU Corporate Strategy 2019 – 2021
- Deliver the items set out in the CRU ICT Strategy 2017 - 2020. This will involve delivering the 2019 initiatives as set out in the ICT Strategy Implementation Plan.
- Monitor, review, audit and enhance the security of the CRU ICT systems. This will involve continuous assessment of emerging threats and implementing suitable protection and prevention systems.
- Continue to develop ICT training courses and user guides. This will involve developing and delivering training sessions to all staff on new and existing CRU systems, applications and cybersecurity.

