



An Coimisiún
um Rialáil Fóntas
Commission for
Regulation of Utilities



2020 Work Plan

Foreword



(L-R) Commissioners Paul McGowan (Chair), Aoife McEvelly and Jim Gannon

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 guided by a three-year strategic plan to enable the organisation to deliver our public service obligations in constantly evolving sectors. The Strategic Plan 2019-2021 reflects the critical nature of the energy and water sectors to the people in Ireland and the CRU's commitments to enabling the transition to a sustainable, low carbon future. The four strategic priorities set out in the Plan are as follows:

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

The CRU is dedicated to working with stakeholders to implement the Strategic Plan to ensure that energy is supplied safely, customers are empowered and protected and that it provides a sustainable and efficient future for energy and water.

The purpose of this detailed Work Plan is to deliver on these strategic priorities and continue to carry out our core functions. It sets out our specific outputs and key performance indicators by division for 2020, reflecting the challenging environment for the delivery of safe, secure, sustainable and competitive outcomes for citizens and consumers.

Paul McGowan, Chairperson

Work Plan 2020 – High Level Priorities

To implement the CRU Strategic Plan, the following are the high-level priorities and key performance indicators for 2020, by division, which support achievement of the CRU's mission to 'Protect the public interest in Water, Energy and Energy Safety'.

Energy Markets	
Key Priorities	Key Performance Indicators
<ol style="list-style-type: none"> 1. Continue implementation of smart metering in the context of the low carbon transition, in particular: consumer engagement, smart metering installation and readiness for smart services go live in Q1 2021. 2. In the wholesale market, commence Forwards and Liquidity workstream in the SEM in H2 2020, which includes a review of the role of Directed Contracts in mitigating market power. 3. Progress implementation of EU legislative requirements including Clean Energy Package and Electricity Balancing Guideline Requirements throughout 2020. 4. Work with other stakeholders to ensure successful Renewable Electricity Support Scheme (RESS) auction in 2020 with timetable for continuing RESS activity through the programme (to 2028). 5. Progress the establishment of the DS3+ programme in particular in the context of the Climate Action Plan target of 70% renewable electricity by 2030. 	<ol style="list-style-type: none"> 1. Delivery of a market design to support the Climate Action Plan target of 70% renewables by publishing a consultation paper on new competitive arrangements for system services (Q3). 2. Support for the 40% renewable electricity target for 2020 by completing the ROCOF implementation project (Q4). 3. Maintenance of secure and competitive supplies of electricity by delivering two T-4 capacity auctions (Q1/Q3). 4. Help to deliver a market design to support the Climate Action Plan target of 70% renewables by completing RESS 1 work items (Q1/Q2). 5. Ensuring that the CRU monitoring regime maintains robust data gathering and analysis by publishing Annual Generator Financial Profitability Reports (Q3). 6. Continue delivery of low carbon solutions by publishing PSO levy decision (Q3). 7. Completion of assessment of market settlement options for microgeneration in line with the Climate Action Plan (Q2). 8. Continued implementation of smart metering by completing data privacy and security assessment for the Smart Metering programme in advance of 'go-live' of smart services in 2021 (Q2). 9. Improved awareness among energy customers by developing Smart Metering Time-of-Use Primer for Customers (Q3).

Energy Networks

Key Priorities	Key Performance Indicators
<ol style="list-style-type: none"> 1. Deliver 5-year revenue review for electricity system operators (PR5) to ensure they have access to the necessary funding to invest in and operate the electricity system safely and efficiently. 2. Commence review of electricity network tariffs to align with developments under the Climate Action Plan ensuring that they are cost reflective and equitable. 3. Develop second Enduring Connection Policy (ECP2) to ensure those seeking connection to the network have opportunities to do so. 4. Develop Regulatory Framework for Electricity Interconnectors (Greenlink & Celtic) to provide the optimum benefits for consumers whilst ensuring any risks are minimised. 5. Implement Electricity Risk Preparedness Regulation. 	<ol style="list-style-type: none"> 1. Decision (PR5) on electricity system operators allowed revenue that aligns with the decarbonisation agenda to be issued in July 2020. 2. Consultation on current charges for connection to the electricity network to begin Q4 with the aim of ensuring that charges are cost reflective and equitable within the context of the Government's Climate Action Plan and Clean Energy Package. 3. Decision on new connection policy (ECP2) that aligns with government policy including offshore grid and community energy projects to issue (Q2). 4. Extensive consultation with industry and relevant stakeholders to progress key priorities (throughout year). 5. Consultation progressed on Regulatory Framework for Electricity interconnectors (throughout year). Decision on funding model for Greenlink to issue (Q4). 6. Completion of annual network tariffs for gas and electricity by Q3. 7. Timely resolution of Section 34 disputes in a transparent and fair manner (throughout year).

Energy Safety and Customer Care

Key Priorities	Key Performance Indicators
<ol style="list-style-type: none"> 1. Process all safety case submissions from natural gas, LPG and petroleum undertakings within the agreed timeframes and ensure that all risks are managed to ALARP. 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. Deliver an information and complaint resolution service for energy and water customers that is efficient, transparent and fair. 4. Complete project to secure long term stability of the schemes for the regulation of electrical contractors and gas installers. 	<ol style="list-style-type: none"> 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 (Q3). 2. Completion of planned programmes of audit and inspections of undertakings/ owners/operators/gas installers and electrical contractors and close of nonconformances within agreed timelines (Q4).

<p>5. Review and extend the Gas Safety Framework as necessary to ensure safe gas supply and facilitate low carbon innovation.</p>	<p>3. Taking of enforcement action as necessary to improve public safety in line with the CRU Compliance and Enforcement Policy (Q1-Q4).</p> <p>4. Positive trends in the protective actions taken by the public in response to key gas and electrical safety messages (Q3).</p> <p>5. Report of illegal gas and electrical works investigated on a risk-assessed basis, and prosecutions brought, where warranted (Q1-Q4).</p> <p>6. Gas Safety Framework updated to accommodate new fuels and network arrangements (Q2).</p> <p>7. Resolution of all complex customer complaints within 90 days or less (Q1-Q4).</p> <p>8. Publication of Annual Customer Care Report to Ministers analysing trends in customer complaints and contacts in the energy and water sector (Q2).</p> <p>9. Average resolution rate of all complex customer complaints within 90 days or less (Q1 – Q2).</p> <p>10. Publication of annual CRU consumer survey (Q3).</p> <p>11. Successful actions taken to reflect the customer’s voice in all CRU decisions (Q1 – Q4).</p>
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Water and Compliance

Key Priorities	Key Performance Indicators
<ol style="list-style-type: none"> 1. Consult and decide on policy for trade effluent charges. 2. Develop Irish Water incentives under the revenue control, prioritising leakage management. 3. Develop and implement a process for annual updates to capital and operating expenditure to facilitate reporting to DHPLG under the funding model. 4. Administrative Sanctions regime is operational for retail supply licensees. 5. Carry out Performance Monitoring of Irish Water including monitoring of their capital expenditure programme. 	<ol style="list-style-type: none"> 1. Administrative sanctions regime is implemented for retail supply licensees (Q2). 2. Compliance and enforcement actions are taken, consistent with CRU compliance and enforcement policy with a view to improving overall compliance with economic regulatory policies. 3. Keep customer protection measures up to date by publishing revised domestic and non-domestic handbooks for water customers (Q1).

<p>6. Deliver conclusions on the review Water Supply Project.</p>	<p>4. Actively monitor Irish Water’s delivery via publishing reports on performance assessment framework, capital expenditure monitoring and customer related data (Q1-Q4).</p> <p>5. Provide initial conclusions on the review of the Water Supply Project to the Minister (Q4).</p> <p>6. Resolve all connection charging disputes for water and wastewater connections.</p> <p>7. Non-domestic customers pay appropriate charges for water and waste water services via implementation of non-domestic tariff and updated trade effluent policy (Q4).</p>
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Operations and Organisational Development

Key Priorities	Key Performance Indicators
<ol style="list-style-type: none"> 1. Implement new communications strategy and associated programme of corporate and consumer focused communications activities. 2. Prepare new ICT Strategy to include a review of implementation of the existing strategy and alignment with CRU Strategic Plan 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. Prepare HR Strategy and implementation plan with a particular focus on completing the workforce plan and related activities. 	<ol style="list-style-type: none"> 1. Delivery of corporate and consumer focused communications campaigns (Q4). 2. Publish ICT Strategy following approval by the Commission (Q3). 3. Framework for external consultants in place (Q2). 4. Submit Workforce Plan to Department of Communications, Climate Action and Environment (Q1).

Detailed Work Plan 2020

The following is a listing of planned outputs in 2020 by Division to address priorities set out in the CRU Strategic Plan 2019-2021. This detailed Work Plan may not incorporate or reflect all daily activities or work required to deliver on specific outputs.

Strategic Priority:	
Protect the Public Interest in Water, Energy and Energy Safety	
Energy Markets	<p>Single Electricity Market (SEM)</p> <p>Outputs</p> <ul style="list-style-type: none"> • Publish SEMOpX Revenue decision. • Carry out Directed Contracts Modelling for rounds 9-12. • Commence planning, data gathering and consultation on forwards and liquidity markets which includes a review of the role of Directed Contracts in mitigating market power. • Complete the SEM energy market Model Validation (including backcast): 2020-25 • Provide ongoing support to SEM Committee members and ad hoc issues arising. • Oversee administration of Trading and Settlement Code and SEMOpX Rules and Procedures <p>Other Outputs</p> <ul style="list-style-type: none"> • Test end to end Supplier of Last Resort (SoLR) process for credit and prepayment gas and electricity. Progress market changes required through the industry governance groups (IGG and GMARG).
Energy Networks	<p>Outputs</p> <ul style="list-style-type: none"> • Review and publish Electricity Distribution Tariffs 2020/21. • Section 34 consents, upgrade consent process and disputes. • Publish Single Electricity Market (SEM) Tariffs 2019/2018/19. • Approve Grid Distribution Code modifications as appropriate. • Review and issue Generator licence applications • Review Emergency Planning procedures and scenarios Electricity Security of Supply 2020 report • Review and publish Gas Transmission Tariffs 2020/21.
Energy Safety and Customer Affairs	<p>Energy Safety</p> <p>Outputs</p> <ul style="list-style-type: none"> • Assess all applications for material changes to the existing safety cases underpinning petroleum safety permits, natural gas licences and LPG safety licences and assess any new safety cases for compliance with the CRU's Safety Case Guidelines.

	<ul style="list-style-type: none"> • Carry out audits and Inspections of regulated entities in line with the annual programme – regulated entities include the natural gas transmission and distribution system operator, holders of LPG safety licenses, holders of natural gas shipper and supplier licences and holders of petroleum safety permits. • Hold follow up meetings with regulated entities verify that the findings from all audits and inspections are closed out appropriately. • Investigate incidents involving regulated entities as they arise and take enforcement action, as appropriate, in line with the CRU's Compliance and Enforcement Policy. Follow up on existing open enforcement actions. • Receive and analyse quarterly performance reports from regulated entities and finalise new KPIs with undertakings, as necessary. • Propose legislative amendments to ensure that LPG distribution networks currently falling outside the Gas Safety Framework are brought within the safety regulatory system. • Investigate allegations of illegal electrical and gas works and take appropriate enforcement action, up to and including prosecution, as appropriate. • Maintain oversight of the Safe Electric and Registered Gas Installer Schemes operated on CRU's behalf by the Register of Electrical Contractors in Ireland (RECI) and the Register of Gas Installers in Ireland (RGII) • Facilitate regulatory innovation for standalone networks, hydrogen research and industry forums. <p>Customer Affairs</p> <p>Outputs</p> <ul style="list-style-type: none"> • Improve system processes by commencing phase 2 of CRM development. • Continue development of knowledge bank of Customer Care Team (CCT) decisions. • Conduct 2020 annual consumer survey. • Conduct review of CCT customer communications with a view to implementing principles of universal design. • Deliver improved information services for energy and water customers including changing 1890 to 1800 number, managing information and customer care mailboxes and calls to customer care line. • Managing service provided by external customer care supplier, including ongoing training. • Deliver complaint resolution function where all energy and water related complaints to be investigated and a decision issued by CRU. • Procure new contract for contact centre. • Approve supplier codes of practice, terms and conditions and customer charter (ongoing approvals in addition to updates following on handbook update) and update suppliers accordingly. • Engage with industry and teams internally regarding issues brought to CCT's attention.
Water and Compliance	<p>Outputs</p> <ul style="list-style-type: none"> • Publish an implementation update regarding the Performance Assessment Framework for the year 2019 in advance of the full establishment of the Framework in 2020.

	<ul style="list-style-type: none"> • Publish a Water Services Innovation Fund annual report for 2019 regarding the projects approved under the fund. • Consult and publish a decision on the continued appropriateness of the metrics and targets set out in the 2016 Performance Assessment Framework. • Review of Irish Water's Proposed Water Supply Project report to be delivered to Minister. • Monitor and report on the progress of Irish Water on the delivery of the Capital Investment Plan for 2020. • Publish consultation and decision paper on Domestic and Non-Domestic Customers Handbooks and update accordingly. • Deliver Domestic Water section of the Customer Reports published by the CRU in 2020. • Publish Customer Handbook Quarterly Reports and First Fix Reports.
<p>Strategic Priority: Deliver Sustainable, Low-Carbon Solutions with Well-Regulated Markets and Networks</p>	
<p>Energy Markets</p>	<p>Smart Metering Outputs</p> <ul style="list-style-type: none"> • Continue oversight of Smart Metering programme. • Complete phase 1 review of Smart Metering programme and continue engagement with ESN to progress future meter procurement to ensure deliverables in Phase 2 and 3 are met • Review, revise and implement existing Smart Metering policy decisions to support delivery of Phase 2 programme deliverables including Smart Pay as you go (PAYG), time of use tariffs etc. • Oversight of system separation project in 2020 to ensure separation in 2021 with minimal impact on smart meter roll out. <p>Other Outputs</p> <ul style="list-style-type: none"> • Carry out Supply Pipeline analysis and Competition Assessment for the first Renewable Electricity Support Scheme Auction (RESS 1) • SEM – Oversee T-4 Capacity Auction for Capacity Year 2023-24. • Participate in DCCAE Microgeneration working group. • Develop arrangements for the calculation of the Public Service Obligation Levy to take account of RESS. • Deliver consultation & decision on measures to reduce Public Service Obligation Levy volatility. • Deliver consultation & decision on the 2020/21 PSO Levy • Continue operation of the System Services Regulated Arrangements & System Services Auction Design
<p>Energy Networks</p>	<p>Network /Infrastructure Development Outputs</p> <ul style="list-style-type: none"> • Publish Price Control 5 (PR5) decision in Q3 2020. • Continue monitoring TSO progress on the wider DS3 and Flextech Programmes.

	<ul style="list-style-type: none"> • Progress and review Dublin Security of Supply project. • Implement Gas Regulation 1938 2017 and support to DCCAE. • Develop national compensation arrangements to Gas industry in the event of an emergency (NGEM directions) • Align Network development and powers to make investment decisions with CEP Article 51. • Regular Networks Reporting review including Generation Capacity Statement, Eirgrid Transmission Development Plan and Eirgrid Transmission Forecast Statement. • Publish consultation and decision paper to update Secondary Fuel 2009 decision. • Publish consultation and decision on High Efficiency Combined Heat and Power (HECHP) and operational certification & audits. • Develop Electricity Connection Policy, consultation and decision (ECP-2). • Review Scotland North Pipeline (SNP) and Scotland Northern Ireland Pipeline (SNIP) Arrangements. • Publish Fuel Mix Disclosure for Renewable Natural Gas. • Develop Liquid Natural Gas (LNG) Regulatory Framework including transmission and distribution licencing consolidation, 3rd party exemptions, regulatory consent, discount and code of operations. <p>Network/Market Policy</p> <p>Outputs</p> <ul style="list-style-type: none"> • Deliver consultation and decision on EU Tariffs for New Connections and follow through on implementation. • Complete RESS pipeline assessment • Publish Offshore Grid Connection policy • Monitor progress of on-going R&D projects and review results for opportunities for wider implementation which will deliver consumer benefits. • Publish consultation and decision on Greenlink Interconnector cap and floor • Establish Celtic Interconnector regulatory framework.
<p>Water Regulation and Compliance</p>	<p>Outputs</p> <ul style="list-style-type: none"> • Publish final decision on Irish Water capital expenditure for 2020-2024 period, following additional review of Irish Water capital planning and costing processes • Publish consultation and decision on public Group Water Scheme Charging proposals and policy • Publish consultation and decision on Irish Water's Trade Effluent Charging proposals and policy • Publish consultation and decision on Irish Water's Tariff Application Rules (TAR) and proposals for non-domestic customers • Publish consultation and decision on updated First Fix Free Policy

Strategic Priority:

Develop Effective Communications to Support the Customer and the Regulatory Practice

Energy Markets

Smart Metering

Outputs

- Manage Smart Metering market assurance process and engage with the Data Protection Commissioner (DPC) to affirm programme data approach.
- Undertake CRU communications activity for Smart Metering programme. Develop Time of Use primer in conjunction with SEAI to support Smart Metering communications strategy.

Monitoring and Reporting

Outputs

- Generator Financial Performance Monitoring and Reporting.
- Wholesale and Retail market monitoring and reporting including undertaking REMIT monitoring and compliance.

Stakeholder engagement

Outputs

- Organise annual European Citizens Energy Forum on behalf of DCCAE.
- Influence and Implement the EU Network Codes in electricity.
- Represent CRU and engage with Agency for the Cooperation of Energy Regulators (ACER)\Council of European Energy Regulators (CEER).
- Attend and participate in CEER working Groups including meetings, provision of information, questionnaire completion.
- Manage and participate in industry governance groups including Gas Market Arrangements Retail Group (GMARG), Industry Governance Group (IGG), Retail Markets Co-Ordination Working Group (ReMCoWG) and Retail Markets Co-Ordination Steering Group (ReMCoSG).

Energy Networks

Outputs:

- Incentive framework in place and reviewed for electricity system operators to ensure that they are operating in the best interest of consumers.
- Undertake monitoring of regulated entities in electricity and gas performance in relation to incentives & reporting.
- Engage and input into European policy and reporting as required with Council of European Regulators (CEER) and Agency for the Cooperation of Energy Regulators (ACER).

Energy Safety and Customer Affairs	Energy Safety Outputs <ul style="list-style-type: none"> • Chair the Gas Safety Promotion and Public Awareness Industry Group aimed at improving awareness of gas safety issues among the public. • Chair the Gas Safety Committee, participate in NSAI Gas Technical Committees and other international regulatory groups relevant to petroleum and gas safety, as appropriate • Chair/attend regular meeting of groups relevant to the electrical and gas safety schemes • Maintain communication with relevant statutory authorities through regular interactions including with DCCAE, HSA, IRCG and EPA. Customer Affairs Outputs <ul style="list-style-type: none"> • Run quarterly cross divisional customer working group - discuss and disseminate feedback from Consumer Stakeholder Group (CSG), CCT reports, Consumer Survey and other related areas. • Manage CSG engagement including quarterly meetings. • Clarify legal remit of CCT and develop customer journey for customers who make a complaint.
Water and Compliance	Outputs <ul style="list-style-type: none"> • Publish consultation and decision paper on Non-Domestic Customer Handbook requirements. • Publish customer facing information on domestic and non-domestic water customers.
Operations and Organisational Development	Communications Outputs <ul style="list-style-type: none"> • Support the reporting arrangements to the DCCAE on the CRU's Oversight Agreement and the Climate Action Plan. • Deliver 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. • Ongoing development and delivery of consumer-focused literature and corporate publications to communicate energy related issues and work of organisation including implementation of Plain English standards, where relevant. • Implement communications strategy across all internal and external groups to support the objectives of the organisation in line with the CRU Strategy 2019-2021.

- Deliver a consumer campaign focused on building awareness of consumer rights, safety and retail competition in the energy market and water users.
- Develop integrated digital strategy to include next phase development of the CRU website, social media communications and other digital platforms, as required.
- Manage and develop digital assets and delivery of consumer-focused digital communications across all digital platforms.
- Prepare a stakeholder engagement strategy identifying stakeholder groups and requirements including regulators, statutory bodies, media, industry and consumer groups.
- Continue to develop internal communications initiatives and forums to facilitate knowledge sharing and integration of organisation divisions.

Strategic Priority:

Ensure Compliance and Accountability Through Best Regulatory Practice

<p>Energy Markets</p>	<p>Outputs</p> <ul style="list-style-type: none"> • Continue development of Brexit Contingency Planning. • Continue ongoing Clean Energy Package Implementation and co-ordination. • Examine Impact of Clean Energy Package on Security of Supply. • Continue implementation of Clean Energy Package measures such as Balancing Responsibility, Aggregation and Priority Dispatch. • Review and process all licence applications for electricity and gas markets in a timely manner. Review end to end process to identify opportunities for improvement.
<p>Energy Networks</p>	<p>Outputs</p> <ul style="list-style-type: none"> • Ongoing compliance reporting for generator authorisations • Review licencing function through work force planning • Generator applications and authorisations future planning including accommodation of Renewable Energy Support Scheme (RESS) update, process updates of interconnector, assessment of Celtic and Greenlink interconnectors and private networks/community schemes/direct lines/hybrid connections.
<p>Energy Safety and Customer Affairs</p>	<p>Energy Safety</p> <p>Outputs</p> <ul style="list-style-type: none"> • Update internal procedures for assessment of material changes to safety cases, initial safety case assessment, enforcement, emergency response, and strengthen co-ordination within CRU on compliance and enforcement relevant to safety. • Update the Safety Case Guidelines to include Liquid Natural Gas (LNG) and the suite of documents underpinning the Petroleum Safety Framework.

	<ul style="list-style-type: none"> • Review and update incident (Emergency) Preparedness procedures. • Update the Safety Division's Quality Management System to reflect good regulatory practice.
Water and Compliance	<p>Outputs</p> <p>Monitor compliance across both energy and water sections, to include:</p> <ul style="list-style-type: none"> • Consumers Compliance: Carry out annual audits of energy and water utilities, and ad-hoc investigations as required • Wholesale Market Compliance: Complete and publish ISEM market audit report (2018/19), ISEM market audit (2019/20 Interim report), spot checks and investigations as required • Carry out an annual audit of compliance of network companies with their licence requirements and ad-hoc investigations as required • Publish consultation on Licence Changes to Support CRU Standards of Performance for Retail Licensees
<p>Strategic Priority:</p> <p>Foster and Maintain a High-Performance Culture and Organisation to Achieve Our Vision</p>	
Energy Networks	<p>Outputs</p> <ul style="list-style-type: none"> • Cross divisional meetings to take place monthly to ensure cross sectoral issues are discussed and actioned as appropriate. • Gas and Electricity Emergency Planning workshop to be held with system operators biannually to ensure learnings from scenario testing are disseminated and implemented into any future emergency response protocols.
Operations and Organisational Development	<p>Human Resources</p> <p>Outputs</p> <ul style="list-style-type: none"> • Deliver integrated planning system including quarterly and end of year reviews and reports for the Commission. • Complete workforce plan aligned to the CRU's needs and priorities for submission to the DCCAE. • Engage with DCCAE regarding resource requirements identified in the workforce plan. • Carry out a full review of the Performance Management and Development System (PMDS). • Prepare HR strategy including completion of a cultural audit of the organisation. • Provide ongoing training and support for professional and personal development of staff. • Procure a training and development provider, to deliver an appropriate training development programme for all grades within the CRU.

- Provide ongoing operational support including payroll, management of sick leave, calculating and recording of all other forms of leave, carrying out 2020 training and development plan, management of staff probation, maintaining and improving communications.
- Manage recruitment campaigns through 2020 in line with recruitment procedures.
- Review HR policies as per approved policy schedule ensuring all policies are updated in line with best practice and public sector norms.
- Provide ongoing assistance to senior management and staff in relation to employee relations matters.

Finance and Procurement Management

Outputs

- Maintain 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.
- Deliver Audited Financial Statements for 2019; 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.
- Regulatory Accounts: implement an analytical framework for monitoring and review of annual accounts submitted to CRU.
- Preparation of the CRU's Medium Term Budget (2019 to 2021): Annual Budget and Procurement plan.
- Provide 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.
- Administer pension arrangement for DPER Single Scheme admin arrangements for CRU Members and CER Pension Scheme Administration & Trusteeship.
- Maintain CRU project inventory including monitoring contract management compliance with procedures.
- Update and maintain CRU Risk Register.
- On-going oversight of GDPR requirements.
- Ad-hoc finance analytical support to business units.

ICT

Outputs

- Continue to deliver ICT administration needs for the organisation, including the maintenance of CRU ICT Accounts, Managed Print Solution, CRU Corporate Mobile Phones, Records Management System Accounts, Multi Factor Accounts, and other ad-hoc ICT requests.

- Provide technical support as required for the CRU website and other CRU related websites including hosting, development and maintenance.
- Manage ICT Budget to ensure that project and OPEX/ Capex spends are maintained at suitable levels.
- Monitor, maintain, test and enhance the CRU DR Solution including quarterly testing, regular reviews of the security infrastructure and updates to the DR Documentation.
- Liaise with and manage CRU External Service providers to ensure that CRU staff receive the level of support required.
- Develop ICT training courses and user guides for all staff on new and existing CRU systems, applications and cybersecurity where needed.
- Carry out ICT Procurement Processes as required. including the drafting of ITTs, RfTs, SRFTs, RfQs and developing Service Level Agreements (SLA).
- Monitor, review, audit and enhance the security of the CRU ICT systems through continuous assessment of emerging threats and implementing suitable protection and prevention systems.
- Provide support for all archiving of physical CRU records including internal and external archiving and maintenance of electronic register of all records.
- Provide all ICT facility services including moving PCs, supporting photocopiers and relocating staff as and when required.
- Support the CRU SRFT Portal, maintaining a register of users, folders, files & retention periods. Carry out quarterly reviews of the Portal to ensure files are relevant & secure.
- Review, monitor and improve the CRU ICT Policies creating new policies where needed and updating existing.
- Develop a Facilities Work Plan for 2020 and implement delivery of work items set out in the plan.
- Continue to deliver the CRU Quality Management System.
- Developing and introducing Standard Operating Procedures and Manuals in key areas and implementing supporting ICT systems as required.
- Develop a new ICT Strategy covering the period 2020 – 2023.