



An Coimisiún
um Rialáil Fónais

**Commission for
Regulation of Utilities**

2022 Work Plan

Foreword



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

To: Mr. Eamonn Ryan TD, Minister for Environment, Climate and Communications and Environment; Mr. Darragh O'Brien, TD, Minister for Housing, Local Government and Heritage.

The CRU will shortly submit a draft Strategic Plan for the period 2022-24 to the Departments. Our Strategic Plan will be transformative and ensures that an expanded CRU team will contribute fully to delivering national and global policy imperatives such as urgently addressing climate change, ensuring energy and water security and protecting the most vulnerable in our society.

The Work Plan for 2022 sets out specific outputs and key performance indicators which set us on our way to delivering on our 3-year strategic priorities as well as carrying out our core functions.

A critical area of our work in 2022 will be, with our stakeholders, delivering a programme of actions to secure the long-term enduring capacity in our energy sectors that we need in order to reach our 2030 targets while continuing to meet the demands of our growing and de-carbonising economy. In the context of rising energy prices, our 2022 Work Plan also details outputs for enabling and protecting energy and water customers.

We expect that new legislation and policy will significantly expand the role and remit of the CRU as we deploy the tools of economic and safety regulation to deliver positive change for customers and society. A resourcing plan to accompany our Strategic Plan sets out specific requirements for staffing to support the important work of the CRU in its role in enabling the transitions to a secure, low carbon future.

This Work Plan is based on availability of our current sanctioned headcount of 122 staff. There are also packages of work we have included, that is, delivery of the regulatory and licensing regime to support the implementation of aspects of the Clean Energy Package, detailed design of system services future arrangements and oversight of DS3 and the market power and liquidity workstreams, which we would intend to commence in 2022 should additional resources be sanctioned as part of the strategic planning work.

We continue to work with Irish utilities, suppliers, communities and customers to deliver on 2030 climate targets while ensuring that the costs and benefits are shared on an equitable and transparent basis for all our society.

Aoife MacEvilly

Chairperson

Work Plan 2022 – High Level Priorities

To implement the CRU's Strategic Plan 2022-24, the following are the high-level priorities and key performance indicators for 2022 listed by division, which support achievement of the CRU's mission to protect the public interest in water, energy and energy safety.

Energy Markets and Smart Metering	
Key Priorities	Key Performance Indicators
<ol style="list-style-type: none"> 1. Maintain progress in the Smart Metering Programme. 2. Deliver Security of Supply Programme of actions 3. Progress implementation of the Clean Energy Package Regulation. 4. Progress System Services Future Arrangements (SSFA) in order to assist on the path up to 80% renewable electricity by 2030. 5. Enhanced participation of Demand Side in the Single Electricity Market (SEM) 	<ol style="list-style-type: none"> 1. Data Access Code Establishment (Q3). 2. Enhanced delivery of capacity auctions and new generation procured, specifically T-3 24/25 auction in Q1 22 and T-4 25/26 auction also in Q1, 2022. Enhanced reporting on delivery of new capacity under the Capacity Remuneration Mechanism (CRM). 3. Decision on dispatch and redispatch (Q1). 4. Publication of Decision on System Services Future Arrangements High Level Design (Q1) 5. Increased use of time of use tariffs using smart metering. Enhanced energy payments solution for Demand side units (Q3).
Energy Networks and Legal	
Key Priorities	Key Performance Indicators
<ol style="list-style-type: none"> 1. Implement Price Control 5 Regulatory Incentives. 2. Complete 5-year price control (PC5) for gas which will optimise the use of existing network with introduction of other forms of gas to support low carbon targets and ensuring security of supply. 3. Progress Electricity Network Tariff Structure Review. 4. Set gas and electricity tariffs for the gas year 2022 / 2023. 	<ol style="list-style-type: none"> 1. Monitor and report on EirGrid and ESB Network's performance in line with PR5 targets. 2. Publish decision on gas Price Control 5 (Q4). 3. Publish response paper to Electricity Network Tariff Structure Review Call for Evidence Paper. Progress work on potential electricity network tariff structural reforms. 4. Publish gas and electricity tariffs for 2022/2023

<ul style="list-style-type: none"> 5. Progress development of regulatory framework for the Celtic Interconnector and Greenlink Interconnector. 6. Progress Development of Offshore Regulatory Framework 7. Review and develop the next stage of grid connection policy for generators. 	<ul style="list-style-type: none"> 5. Continued development of Greenlink Interconnector project with all consents and licence issue and continue development of cost recovery framework for Celtic Interconnector along with a full cost assessment prior to decision on the project moving to construction stage 6. Continued development of offshore connection policy to enable Phase 1 projects progress towards ORESS1 7. Commence assessment of next stage of enduring connection policy (ECP) having regard to Policy on Communities, Microgeneration and relevant Climate Action Plan (CAP) measures regarding grid connection.
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Energy Safety

Key Priorities	Key Performance Indicators
<ul 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 (As low as reasonably practicable). 2. Complete the annual audit and inspection programmes under the Petroleum Safety Framework, Gas Safety Framework and Safety Supervisory Schemes and monitor findings to successful close out. 3. Prepare for the successful designation of the schemes for the regulation of electrical contractors and gas installers, commencing in January 2023. 4. Enhance CRU safety regulatory frameworks so that they remain fit for purpose in light of industry innovation and evolving Government policy. 	<ul style="list-style-type: none"> 1. Safety case submissions evaluated in line with relevant guidance - standards and results communicated to undertakings (Q1– Q4). 2. Planned programmes of audit and inspections of undertakings/ owners/ operators/ gas installers and electrical contractors completed and non-conformances closed out within agreed timelines (Q1 - Q4). 3. Consultations completed on regulation of electrical contractors and gas installers and appointment of electrical and gas safety supervisory bodies (SSB) completed (Q3). 4. Safety frameworks updated to accommodate new fuels and network arrangements and other developments as required (e.g. hydrogen, offshore renewables, Compressed Natural Gas (CNG), Liquefied Natural Gas (LNG)).

Economic Regulation (Water), Compliance and Customer Affairs

Key Priorities

Water

1. Continued harmonisation of Irish Water (IW) charging structures.
2. Assessment of value for money for Irish Water's capital expenditure.
3. Effective monitoring and reporting of Irish Water delivery of outputs and outcome commitments.
4. Deliver new consumer protection policies.

Compliance

1. Improve performance of regulated entities against their obligations through compliance monitoring and enforcement, including administrative sanctions.

Customer Affairs

1. Enhance the effectiveness of the CRU's information service and complaint resolution service for energy and water customers further to ensure it is effective in addressing consumers' needs.
2. Promote customer protection as the energy and water sectors develop, including through external and internal engagement, seeking feedback and insights and ensuring customer protection is a key consideration in the work of the CRU.

Key Performance Indicators

Water

1. Consultation and decision on Charges for Trade Effluent and Public Group Water Schemes.
2. Deliver Public Spending Code Review reports on Irish Water's major projects. as requested by the Department of Housing, Local Government and Heritage (DHLGH).
3. Publish Capital Expenditure and Performance Assessment Framework monitoring reports.
4. Review the Economic Regulatory Framework for Irish Water.
5. Publish consultation and decision on Irish Water's connection policy in relation to first mover disadvantage and decision on Irish Water's disconnection policy.

Compliance

1. Audit plan and prioritised compliance investigations completed.
2. Decision on updated supply licences to incorporate standards of performance for the purposes of administrative sanctions published.

Customer Affairs

1. Enhance the dispute resolution process in line with audit recommendations and resolve all complex customer complaints within 90 days or less.
2. Update customer care reporting to introduce quarterly reports on contacts and complaints.

Operations and Organisational Development

Key Priorities

1. Continue implementation of communications strategy with particular emphasis on stakeholder/media engagement and consumer focused initiatives e.g. protections and smart metering.
2. Implement new Information and Communications Technology (ICT) strategy providing digital technologies aligned to user and customer needs with strong emphasis on user adoption and optimising value.
3. Drive a 'value for money' ethos in CRU through effective annual planning and reporting and implementation of procurement strategies to optimise expenditure on external consultancy expertise.
4. Deploy an organisation structure with a resourcing and development model that is aligned to our Strategic Plan and enables flexible working and the wellbeing of staff.
5. Establish and embed business support unit to support implementation of the strategic plan and deliver business transformation projects in the CRU.
6. Ensure Commission is performing effectively in line with Code of Practice for Governance of State Bodies.

Key Performance Indicators

1. Delivery of consumer-focused communications campaigns and increased understanding of the public interest role of CRU in media and Government (Q4).
2. Delivery of year 1 programme of work as set out in ICT strategy with key projects to include successful relaunch of records management system (Q2), upgrade of infrastructure and delivery of Finance System.
3. New Corporate Procurement Plan agreed and cycle of budget planning and reporting complete.
4. Implementation of an organisation structure and submission of resource plan to parent Departments and completion of new HR Strategy focusing on recruitment and development of capacity and capability.
5. Programme of work for Business Support Unit agreed and first projects complete (Q4).
6. Complete Quarterly Governance Reports to the Commission and address any remaining findings from Commission self-assessment (Q4).

Detailed Work Plan 2022

The following is a listing of planned outputs to address priorities set out in the Draft CRU Strategic Plan 2022-2024. This detailed Work Plan may not incorporate or reflect all daily activities or work required to deliver on specific outputs.

Ensure Security of Supply	
Outputs	Division
<p>Security of Supply</p> <ul style="list-style-type: none"> • Deliver Security of Supply Programme of Actions • Generator Authorisation and Licensing: Application Assessments • Generator Authorisation and Licensing: Compliance Assessments • Generator Authorisation and Licensing: Policy and Process Developments • Electricity Interconnectors Authorisation and Licensing: Application Assessments and consents issuance • Security of Supply: CRU Programme Delivery • Gas Security of Supply: 1938/2017 monitoring and deliverables - Preventive Action and Emergency Plans due by October 2022; GCG attendance • Electricity Security of Supply: 941/2019 monitoring only expected in 2022; ECG attendance • Emergency Planning: Attendance and input to Exercises and Emergency groups and fora. Review of Joint Energy Emergency Response Team (JEERT) Terms of Reference - due dates as per System Operator workplans • Networks Planning: EirGrid Generation Capacity Statement; Gas and Electricity Network Development Plans; System Planning reports; Critical Infrastructure requirements - due dates as per SO workplans • European Union (EU) interactions: Input to EU TYNDPs and Projects of Common Interest (PCI) questionnaires 	<p>Energy Networks and Legal</p>
<p>Single Electricity Market (SEM)</p> <ul style="list-style-type: none"> • Participate in the Trading and Settlement Code Modifications Committee and SEMOpX Exchange Committee, progress changes to the wholesale energy markets as appropriate, ongoing operational wholesale market work • Progress development of electricity trading arrangements with Great Britain post-Brexit • Progress T-3 2024/25, T-4 2025/26 and T-4 2026/27 Capacity Auctions, and additional top up auctions as needed • Progress Security of Supply Workstreams • Calculate new Value of Lost Load (VoLL) for the SEM in accordance with the requirements of the Clean Energy Package 	<p>Energy Markets and Smart Metering</p>

<ul style="list-style-type: none"> • Progress Demand Side Unit (DSU) Enduring Energy Payments workstream • Carry out competition assessments for RESS auctions; participate in RESS project team and contribute to development of RESS T&Cs; coordinate activity of RESS monitor and auditor • Consult and publish Trading and Settlement Code parameters decision for 2023 • Set SEMO and SEMOpX tariffs for 2022/23 • Publish Generator Financial Performance Report for 2020; Collect submissions and carry out data analysis for Generator Financial Performance Report for 2021 	
<p>+<i>Subject to Sanction of Resource in 2022</i></p> <p>Engage in ACER adequacy taskforce, including in particular the European Resource Adequacy Assessment</p>	
<p>Energy Markets</p> <ul style="list-style-type: none"> • Security of Supply Workstream 4 – deliver long term capacity • EU Network Codes - SEMOpX Redesignation and regulatory revenue treatment decision • REMIT - Registration, Monitoring and Market Monitoring Unit (MMU) Support • REMIT - CRU REMIT referral case management document • EU Network Codes - Coordinate CRU input on development of new EU Network Codes on demand side response 	<p>Energy Markets and Smart Metering</p>
<p>Gas Networks</p> <ul style="list-style-type: none"> • Code of Operations (administer market design change control process) • PC5 Project Management • PC5 regulatory framework decision paper - publish • PC5 revenue consultation paper - publish • PC5 revenue decision paper - publish • Information note on Annual Gas Transmission Tariffs (including Article 28 decision) - publish • Information note on Annual Gas Distribution Tariffs - publish • Approval of commercial arrangements for the South North Pipeline (SNP) and Scottish Northern Ireland Pipelines (SNIP) - publish • Review gas legislative proposals from the European Commission (in conjunction with consultancy support) • Publish Gas Innovation Report • Publish system performance and customer performance reports 	<p>Energy Networks and Legal</p>
<p>Network Development</p> <ul style="list-style-type: none"> • Progress development of Offshore Wind connection policy for Phase 1 projects (access & charging)" • Progress development cost recovery framework for the Celtic Interconnector • Continue development of onshore generator and storage connection policy (ECP & others) • Continue assessment and approval of connection fees and charging as required. 	

<ul style="list-style-type: none"> • Continue to certify plants as High Efficiency CHP as per our legal remit • Continue reporting on Climate Action plan items • EU interactions: Attend NSEC WG, Observer IF TF, PCI. Questionnaires. 	
<p>Water</p> <ul style="list-style-type: none"> • Publish Decision on Charges for public Group Water Schemes • Conduct Consultation and Publish Decision on Charges for Trade Effluent • Deliver Public Spending Code Review reports on Irish Water’s major projects as requested by Department of Housing, Local Government and Heritage (DHLGH) • Publish consultation and decision on Irish Water's Connection Charging Policy in relation to first mover disadvantage and publish policy update regarding self-lay in the public road. • Publish decision on Irish Water's disconnection policy and update Water Charges Plan and Customer Handbooks. • Develop a framework for a single annual submission of data from Irish Water. • Deliver Water section of the published CRU Energy and Water Customer Report H1 2021 and full year 2021 including analysis of data provided to the CRU in various submissions. • Oversee implementation of Irish Water’s Excess Use Charging Policy and measures to promote water conservation among domestic customers. • Implement new Performance Assessment Framework requirements • Publish Capital Investment Plan 2021 Report • Publish Performance Assessment Framework 2021 Report • Publish Water Services Innovation Fund Annual Report 2021 • Conduct Review of Innovation Reports 2022 • Review of the Economic Regulatory Framework for Irish Water 	<p>Economic Regulation (Water), Compliance and Customer Affairs</p>

Drive a Low Carbon Future	
Outputs	Division
<p>Retail Markets and Smart Meters</p> <ul style="list-style-type: none"> • Publish consultation and decision on a Data Access Code for the ESN Smart Data Hub includes (potential) DSO licence change (TBD). • Publish call for evidence, consultation and decision on enduring Microgeneration Solution including relevant Technical Working Group 	<p>Energy Markets and Smart Metering</p>

<ul style="list-style-type: none"> • Maintain progress on the National Smart Metering Programme including delivering CRU decisions where appropriate regarding the ESNB Smart Phase 2 Plan, concluding to V14 Package, concluding to CRU decisions/clarifications where required on policy areas, maintaining CRU oversight and chair of the Smart Metering Senior Steering Group, and oversight of the Smart Metering Industry Liaison Group, and participation at workshops. • Review, processing and delivery of retail electricity supply licences. • Review, processing and delivery of gas shipper and retail supply licences. • Deliver CRU chair, oversight and decisions where appropriate at the (Electricity Retail) Industry Governance Group and Gas Market Arrangements Retail Group, including working groups. • Publish Fuel Mix Disclosure 2020 papers - CRU paper; SEMC paper & CRU paper on Green Source Products verification • Retail market monitoring and reporting to include publication of CRU reports where appropriate (incl. e.g. Bi-Annual Energy & Water Customer Report) and delivering a fit-for-purpose review of the monitoring framework in the context of the Clean Energy Package, and, maintaining the customer handbook. • Review and finalise CRU decisions where appropriate on Gas Smart Metering options 	
<p>+ <i>Subject to Sanction of Resource in 2022</i></p> <ul style="list-style-type: none"> • Review licensing regime in the context of delivering the Clean Energy Package to include small suppliers/market participants including consultation(s)/decision(s) as appropriate. 	
<p>Electricity Networks</p> <ul style="list-style-type: none"> • Complete Distribution Tariffs for 2021/22 • Complete Transmission Tariffs for 2021/22 • Complete SEM Network Tariffs for 2021/22 • Complete Annual Review of Interconnector Revenues for 2021/22 • Security of Supply Retention of Industrial Emissions Directive (IED) Units • Publish Future Arrangements HLD Decision • Progress Future Arrangements Detailed Design Consultation Paper 1 • Assist Electricity Network Tariff Methodology Review • Publish Response Paper to Electricity Network Tariff Structure Review “Call for Evidence” Paper • Progress work on potential electricity network tariff structural reforms. 	<p>Energy Networks and Legal</p>
<p>+<i>Subject to Sanction of Resource in 2022</i></p> <ul style="list-style-type: none"> • Review of Testing Tariff Methodology • Engage in EU issues project (reactive only) with the exception of the TSO Benchmarking Project • Evaluate Annual Incentives & Reporting (PR5) 	

<ul style="list-style-type: none"> • Publish Price Review 5 Implementation Guide • Publish CRU DSO Flexibility Project Approach Paper • Progress the Establishment of DSO Flexibility markets/ASM/NCLC • Grid/Distribution Code • Complete Section 48 and 49 Consent Applications • System Services Future Arrangements Detailed Design in 2022 • Progress low-carbon procurement under system services regulated arrangements • Oversight of DS3 & DS3+ projects 	
<p>Public Sector Obligation (PSO) and Market Modelling</p> <ul style="list-style-type: none"> • Complete tender for long term access to modelling software • Complete modelling of Directed Contracts • Examine potential updates to Directed Contracts Concentration Model • Complete review of Imperfection Charges • Complete update to CRU's PSO Arrangements to take account of Clean Energy Package (CEP) & Renewable Electricity Support Scheme (RESS) & Publish updated auditing requirements for the PSO • Complete administration and calculation of the 2022/23 PSO Levy • Examine potential updates to CRU's PSO Database as part of ICT Strategy 	<p>Energy Markets and Smart Metering</p>
<p>+<i>Subject to Sanction of Resource in 2022</i></p> <ul style="list-style-type: none"> • Progress Market Power & Liquidity Workstream 	
<p>Empower and Protect Customers</p>	
<p>Outputs</p>	<p>Division</p>
<p>Clean Energy Package (CEP)</p> <ul style="list-style-type: none"> • Coordinate CRU input to DECC on transposition of CEP legislation into Irish law • Decision on proximity • Decision on energy sharing and P2P • Decision on Dispatch and Redispatch • Represent CRU at Agency for Cooperation of Energy Regulators (ACER) /Council of European Energy Regulators (CEER), Electricity Working Group (EWG) and other EU coordination activities 	<p>Energy Markets and Smart Metering</p>
<p>+<i>Subject to Sanction of Resource in 2022</i></p> <ul style="list-style-type: none"> • Clean Energy Package 	

<ul style="list-style-type: none"> ○ Design new licences categories and new authorisation framework for new market activities and actors ○ Decision on revised Priority Dispatch Hierarchy ○ Decision on final articles in Regulation for review ● EU Network Codes <ul style="list-style-type: none"> ○ Electricity Balancing Guideline - Decision on Compliance of SEM Trading and Settlement Code with EBGL ○ (Understand, Influence and Implement) – Market Codes - CACM, FCA & EBGL taskforces ○ (Understand, Influence and Implement) – System Operation Codes - SOGL & ER 	
<p>Customer Affairs</p> <ul style="list-style-type: none"> ● Deliver complaint resolution function for energy and water customers ● Provide customers are provided with timely and accurate information while ensuring customer insights are fed back to the relevant areas of the organisation ● Deliver information service to water consumers and as a single point of contact for energy consumers ● Submit and publish the Customer Care Team Annual Report to the relevant Ministers and the Competition and Consumer Protection Commission (CCPC) ● Complete the 2022 Consumer Survey. ● Develop and implement a robust engagement plan for suppliers and network operators regarding customer complaints and issues identified which includes a published quarterly report. ● Continue to enhance and improve the IT system to assist the Customer Care Team in carrying out its functions. ● Review process for approval of supplier codes of practice, standard terms and conditions, bills and customer charters. ● Approval of supplier codes of practice, standard terms and conditions, bills and customer charters for electricity and gas. ● Chair Consumer Stakeholder Group Meetings on a quarterly basis along with additional workshops with suppliers in the context of high energy prices. 	<p>Economic Regulation (Water), Compliance and Customer Affairs</p>
<p>Gas and Electrical Safety Supervisory Bodies (operations)</p> <ul style="list-style-type: none"> ● Investigate allegations of electrical and gas illegal works and take enforcement actions. ● Develop audit plan and conduct programme of annual audits and inspections of Safety Supervisory Bodies (SSBs). ● Conduct Incident investigations and complete reports ● Develop implementation plan for Non-Domestic Gas Works regulation. ● Monitor financial & operational performance of SSBs ● Manage applications received under the Equivalent Qualifications Process through assessment process. Progress updates to scheme documentation required by European Equivalent Qualifications Directive ● Progress safety related complaints, queries and data protection related requests under the scheme 	<p>Energy Safety</p>

- Plan for and engage in transition activities for SSB designation 2023
- Implement improvements to communications and customer awareness campaigns and other initiatives e.g new wiring rules in electricity.

Gas and Electrical Safety Supervisory Bodies (next designation)

- Design and publish tender document for the designation of the Gas and Electricity Safety Supervisory Bodies (SSB) from 2023.
- Manage tender process and assess submitted tenders to Designate GSSB and ESSB from 2023
- Consult on the regulation of gas installers with respect to safety from 2023
- Consult on the regulation of electrical contractors with respect to safety from 2023
- Support the Implementation of the Scheme Information Management System (SIMS) ensuring the needs of the Safe Electric and RGII schemes are met.
- Transition to new contractual arrangements for SSB Designation 2023

Petroleum Safety

- Develop the risk based annual audit and inspection plan for 2022
- Maintain and develop competencies and skills to carry out Petroleum Safety Framework (PSF) activities and functions (e.g. training, tracking market trends).
- Deliver 2022 Continuous Improvement Plan for the Petroleum Safety Framework.
- Carry out Safety Case Assessments, including the management (issue, revocation, etc.) of Safety Permits and pre-submission work including prior consultations with potential petroleum undertakings/operators/owners for subsequent Safety Case submissions.
- Manage the Petroleum Safety Framework operations (procurement, consultant management, governance, reporting, financial & other operational requirements).
- Carry out compliance and enforcement activities, as required. Review of incidents and closeout via the Compliance Assurance Review Group (CARG)
- Advocate to DECC for early assignment of offshore wind safety competent authority. Maintain watching brief in relation to safety regulation of the offshore renewables energy, CCS & hydrogen.
- Deliver necessary reporting to and engage with external regulatory forums including the Offshore Regulators Liaison Group, International Regulators Forum (annual report), North Sea Offshore Authorities Forum (multination audits), EU Offshore Authorities Group (annual report) among others.
- Deliver Quality Management System improvement project (with new Business Support Unit)

Gas Safety

- Assess new and material changes to regulated entities safety cases for the gas transmission network (TX), gas distribution network (DX), Liquefied Petroleum Gas (LPG) undertakings, Compressed Natural Gas (CNG) and Biomethane

<ul style="list-style-type: none"> • Deliver Programme of audit and inspections of regulated entities - DX, TX, LPG, CNG • Investigate, take and monitor enforcement actions to ensure compliance with the safety regulatory system. Incident investigation and report review. • Analysis of performance reports (KPIs) from regulated entities (TX, DX, LPG) • External and internal stakeholder engagement including: Chair Gas Safety Committee; NSAI Technical Committees; Promotion and Public Awareness (PAPA) group; attendance / participation in international working groups/meetings • External contractor management and budget oversight • Progress unlicensed LPG networks policy project. • Assess 5 year review on Tx and DX. Agree action plan with regulated entities. • Facilitate and engage with innovation projects/new entrants • Project: Gas transmission network land use planning • Implementation of changes further to primary legislative amendment - updating SOPs/Guidelines/Regs/Enforcement Manual. 	
<p>Compliance</p> <ul style="list-style-type: none"> • Publish CRU Annual Report on Compliance & Enforcement activities in 2021 • Assess 2020 Annual Licensee Compliance Reports and take enforcement action as required • Complete 2022 audit plan • Publish CRU's report on the 2022 Audit of the Price Comparison Website Accreditation Framework • Complete prioritised compliance investigations and take enforcement actions as required in respect of all regulated entities • Develop further, and learn from, Irish and European compliance and enforcement networks • Publish decision on gas and electricity supply licence modifications to specify standards of performance and enable administrative sanctions. • Publish Information Paper on the CRU investigations and enforcement procedures including statement on major (financial) sanction • Publish Balancing Market Principles Statement 2022 • Publish SEM Trading and Settlement Code Market Audit Report 2021 and the Market Audit Terms of Reference 2022 • Publish SEM Scheduling & Dispatch Audit Report 2021 and the Audit Terms of Reference for 2022 	<p>Economic Regulation (Water), Compliance and Customer Affairs</p>
<p>Enable our People and Organisation</p>	
<p>Outputs</p>	<p>Division</p>

<p>Communications</p> <ul style="list-style-type: none"> • Deliver a consumer information campaign for Smart Services (to include evaluation) to promote engagement with benefits of smart metering • Deliver safe electric advertising campaign to promote industry trust and best practice • Deliver general consumer communications to promote active engagement in energy and water in terms of switching, rights and support to vulnerable customers (including specific winter comms campaign) • Deliver creative digital content calendar across CRU platforms to support external communications campaigns • Deliver internal communications activity to support objectives of internal communications strategy • Deliver communications strategy in line with organisational strategic plan • Implement stakeholder engagement plan with a proactive approach to engaging with Oireachtas and political groups, state agencies, representative bodies and others • Manage media and public engagement. 	<p>Operations and Organisational Development</p>
<p>Human Resources (HR)</p> <ul style="list-style-type: none"> • Prepare and commence implementation of a HR Strategy • Complete an organization design review • Create a Workforce Plan that addresses short and long-term resource requirements • Run recruitment campaigns in line with organisational requirements and public sector recruitment practices • Create and deliver annual programme of wellbeing supports • Implement new remote working scheme and conduct annual review • Prepare and implement learning and development plan • Review HR policy framework adding and updating policies in line with best practice and public sector. • Establish CRU's statutory obligations set out in the Public Sector Equality and Human Rights Duty 	
<p>Finance, Governance and Procurement Management</p> <ul style="list-style-type: none"> • Prepare CRU's Medium Term Financial Plan (2022 to 2024): calculate and collect industry funding Levies • Prepare and implement the CRU Corporate Procurement Plan for the period 2022 to 2024. • Submit audited Financial Statements as at 31 December 2021 and associated Governance Reports to DECC. • Implement a financial reporting framework for the analysis of Regulatory Accounts submitted to CRU. • Collaborate with IT in the design and delivery of a new finance system in response to business needs. • Support CRU in ensuring compliance with its financial management, risk management, data protection and governance obligations. • Support CRU in ensuring compliance with its public procurement obligations at a National and EU level. 	

<ul style="list-style-type: none"> • Provide benefit administration support to the DPER Public Service Single Scheme and the CER Pension Scheme Trustees. 	
<p>Information and Communications Technology (ICT)</p> <ul style="list-style-type: none"> • Provide strategic direction, support & oversight to the SSB Scheme Information Management System (SIMS) project and support SSB Tender Process & Designation Project Note: Includes ICT Project Mgr. on contract from Qualcomm (Resource expected to change mid-year from outsourced consultant to new ICT Senior Analyst possible 50/50 split) " • Deliver various Initiatives as set out for 2022 in the ICT Strategy 2021 - 2024 - Including delivery of new: PSO Calculation System, Finance System, Water Returns Database, Upgrade to Records Management Solution & new Storage Area Network (SAN) ICT Infrastructure including new Backup Target Devices for both the Production & DR Environments • Provide Cybersecurity oversight, support, testing and training • Implement new ICT Managed Services Contract to cover the period 2022 - 2027 Including the implementation of an outsourced Security Operations Centre (SOC) service • Carry out various mandatory and discretionary ICT procurements during 2022, as required, to support the ICT Strategy Implementation Plan 2021 - 2024 (include also Facilities Procurements) • Provide ICT and administrative support for key business applications including portals, records management and mail filtering • Provide facilities operational support and maintenance services • Provide ICT operational support services, including both onsite and remote technical assistance, and liaising with 3rd party support providers 	
<p>Business Support Team</p> <ul style="list-style-type: none"> • Establish Business Support Unit with agreed year 1 programme of work • Deliver 2-3 significant business process optimisation projects (to be agreed) • Strengthen the CRU project management governance framework 	
<p>Legal</p> <ul style="list-style-type: none"> • Provide ad-hoc legal advice to all divisions in a timely manner. • Manage CRU FOI and AIE processes, undertake a review of current procedures and develop new processes, where appropriate. • Continue the development of internal legal knowledge scheme, to include regular training sessions and updates on developments in energy regulation law. 	<p>Energy Networks and Legal</p>

<ul style="list-style-type: none">• Manage all litigation involving the CRU and any threats of such litigation, including contentious and non-contentious correspondence with third party solicitors and legal teams.• Manage engagement of external legal advisors, including provision of instructions, review of requests from CRU policy teams, corresponding with advisors to ensure prompt delivery and overseeing administration of engagement (including invoicing).• Support legal team staff members and provide for training and development.• Develop updated CRU legal team intranet webpage with access to legal resources.	
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