

Forward Work Programme 2022-2023

Our draft business plan for the
fourth year of our

Corporate Strategy 2019-2024

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Foreword

Welcome to our 2022/23 Forward Work Programme.

The overarching purpose of the Utility Regulator is to protect and empower all electricity, gas and water consumers in Northern Ireland. Unfortunately, over the last nine months we have experienced extreme wholesale energy prices, and the recent Russian invasion of Ukraine has only made the situation even worse. Regrettably, it looks like this crisis is far from over, and we are likely to see further financial strain for households and businesses. As an organisation we have publicly and transparently explained the basis for any increases. In addition, we have directly supported consumers, such as by lowering gas network costs to reduce the impact of tariff increases, and worked with the Departments for Communities and for the Economy, along with the Consumer Council for Northern Ireland, to establish and lead a working group on energy prices. This working group helped to pave the way for the introduction of direct government financial support for vulnerable energy consumers in Northern Ireland over this winter.

In December 2021, the Department for the Economy (DfE) launched its new Energy Strategy. It shows that a transition from fossil fuels will support Northern Ireland in tackling climate change, and in turn will also reduce how household energy bills are beholden to the uncertainties of international energy markets.

Through our Forward Work Programme, and our active support of the DfE's Energy Action Plan, we are focused on supporting the development of cleaner and cheaper power generated and produced here. Additionally, we are committed to supporting the Department for Infrastructure's "Living with Water" programme which looks to support economic growth through an integrated approach to drainage and wastewater infrastructure. We will continue to actively work with industry, government and the third sector to ensure our energy and water future is greener, more resilient, and protected from future price shocks.

Over the last year, we have focused on enabling regulated utility companies to provide enhanced levels of service at the lowest possible cost. Our NI Water price control review saw over £2 billion of funding approved. Progress was also made on the electricity network (RP7) and gas distribution network (GD23) price control reviews. We continued to safeguard electricity security of supply through the effective operation of the Single Electricity Market. As well as completing a price control for the electricity system operator, SONI, we progressed our review of the company's governance arrangements.

Since I joined the Utility Regulator in November 2021, I have been taken by the commitment and dedication of the staff and our Board in fulfilling our statutory role. I really appreciate their contribution to responding to this current energy crisis, whilst continuing to deliver throughout the Covid-19 pandemic.

John French
Chief Executive

About the Utility Regulator

The Utility Regulator is the independent non-ministerial government department responsible for regulating Northern Ireland's electricity, gas, water and sewerage industries to promote the short and long-term interests of consumers.

We are not a policy-making department of government but we make sure that the energy and water utility industries in Northern Ireland are regulated and developed within ministerial policy as set out in our statutory duties.

We are governed by a Board of Directors and are accountable to the Northern Ireland

Assembly through financial and annual reporting obligations.

We are based at Queens House in the centre of Belfast. The Chief Executive leads a management team of directors representing each of the key functional areas in the organisation: Corporate Affairs, Markets and Networks. The staff team includes economists, engineers, accountants, utility specialists, legal advisors and administration professionals.

Our mission

To protect the short- and long-term interests of consumers of electricity, gas and water.

Our vision

To ensure value and sustainability in energy and water.

Our values

- Be a best practice regulator: transparent, consistent, proportionate, accountable and targeted.
- Be professional – listening, explaining and acting with integrity.
- Be a collaborative, co-operative and learning team.
- Be motivated and empowered to make a difference.

Abstract

This document sets out the planned non-routine projects that we plan to undertake during 2022-23. The projects are organised under the three corporate strategy objectives from our Corporate Strategy 2019-24.

Audience

Given that the document is our corporate business plan with an extended range of projects it is likely that it will be of interest to a variety of audiences – such as industry, other regulators, government bodies and consumer representative organisations.

Consumer Impact

While the consumer impact of our business plan is difficult to directly assess in numerical terms, it is likely that the range of projects will contribute to our overarching corporate strategy purpose of protecting and empowering consumers.

1. About this document

The Energy (Northern Ireland) Order 2003 and the Water and Sewerage Service (Northern Ireland) Order 2006 requires the Utility Regulator to publish a Forward Work Programme (FWP) (or business plan) each year. The plan should 'contain a general description of the projects, other than those routine activities in the exercise of its functions, which it plans to undertake during the year'.

This FWP lists the projects that we are planning to do during 2022/23. The majority of the projects are major pieces of work which will span the business planning year (and in some cases will take more than one year to complete).

On 21 December 2021, we published a draft of this plan for consultation. It set out the projects we proposed to undertake during 2022/23. During this consultation, we asked for feedback on whether we had identified the right projects or had not included certain projects. It also encouraged people to give us general comments on our draft document.

The consultation closed on 22 February 2022, and we received 18 responses. We have published these responses on our website at www.uregni.gov.uk/publications/ (except for those respondees that have asked us not to publish their response). For the first time we posted our draft FWP on the CitizenSpace online portal, and received eight responses through this website. On 1 February 2022, we also held a stakeholder briefing. This was attended by over 40 people from a range of organisations. They had the opportunity to question our senior management team on the draft programme.

As with previous consultations on the FWP, the comments we received frequently referred to

wider issues rather than being specifically about our business plan. We nevertheless welcome this feedback and have noted the comments on those broader issues.

The feedback also noted the extensive nature of our proposed work programme. Clearly our work sits within a wider context. We acknowledge several comments relating to the need to have sufficient resources to address the challenge of delivering the Department for the Economy's (DfE) forthcoming energy strategy. This has been factored into our work and resourcing plans for the 2022/23 year.

We have considered a small number of suggestions around new projects. In this regard we have added two additional projects. No one stated that we should remove any of our proposed projects. We have updated the narrative to reflect wider developments since the publication of the draft FWP. There was a general comment made around providing more information on certain projects and we have taken the opportunity, where appropriate, to clarify the wording of some projects. Several of those who responded to our consultation welcomed our identification of proposed projects. These projects are included in this final plan. We will also take the opportunity to provide specific responses direct to those who gave us feedback.

Overall, following the consultation, we intend to advance all of our listed FWP projects (Annex 1). Key terms used in the plan are explained in a glossary on Page 24.

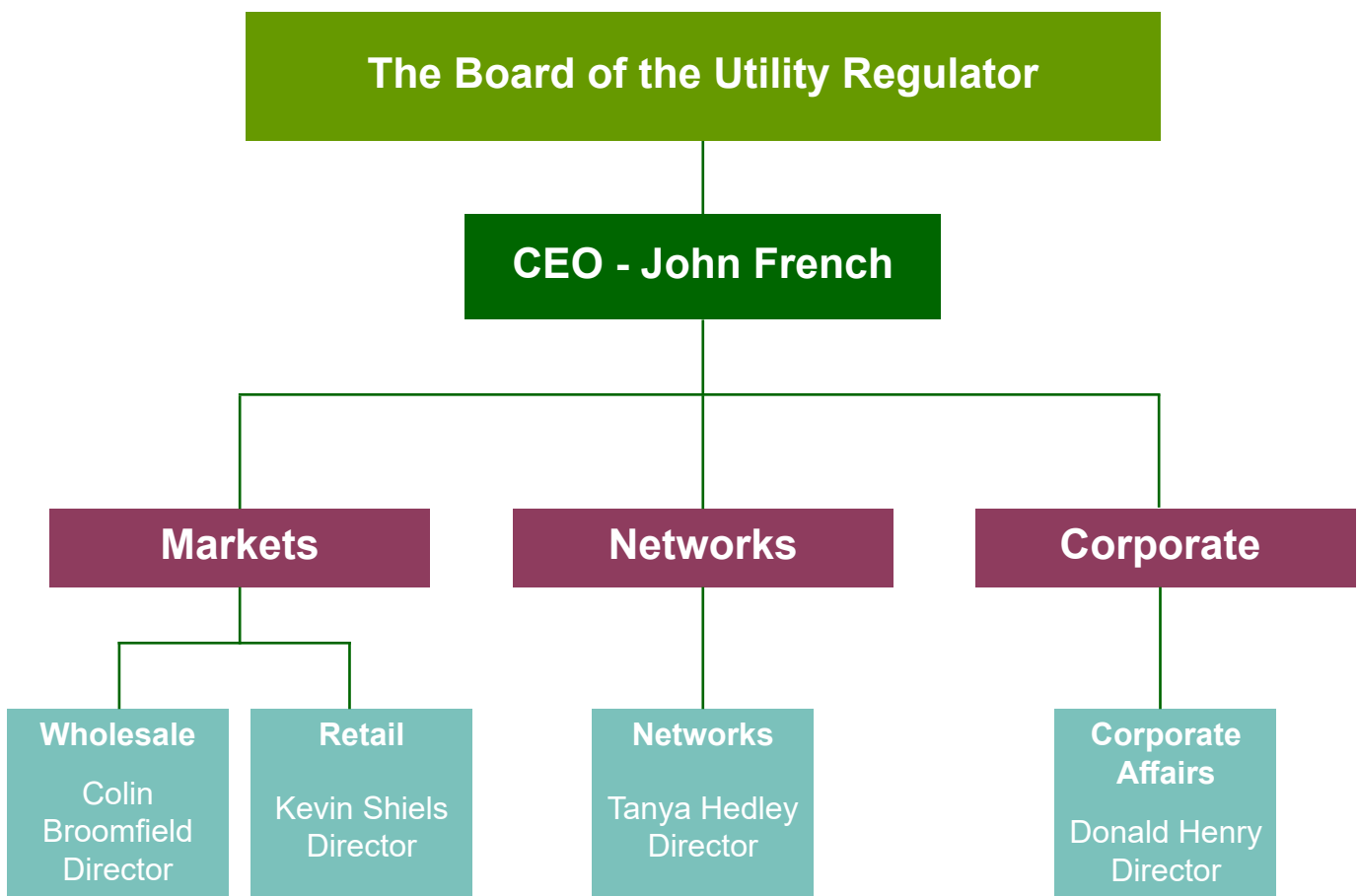
2. About Us

Who we are

We are the independent non-ministerial government department responsible for regulating Northern Ireland's electricity, gas, water and sewerage industries. We are governed by a board whose members are appointed by the Minister for Finance. We are ultimately accountable to the NI Assembly and

our work contributes to the overall Programme for Government (PfG) in Northern Ireland.

We are structured to help us deliver our corporate strategy and work better with stakeholders (the wide range of people and organisations we work with). We are organised under three groupings: Markets, Networks and Corporate (see below).



What we do

Our work is based on the duties we have by law (our statutory duties), which include the following:

Energy electricity and Gas

- Protecting the interests of electricity consumers in relation to price and quality of service, by promoting effective competition where appropriate.
- Promoting the development and maintenance of an efficient, economic and co-ordinated gas industry.

Water and Sewage

- Protecting the interests of consumers by promoting an efficient industry delivering high-quality services.

We have wide-ranging statutory duties relating to regulation and competition. We share our duties relating to competition with the UK Competition and Markets Authority (CMA).

Our work includes the following:

- Granting licences that allow gas, electricity and water companies to operate in Northern Ireland.
- Making sure licensed companies meet relevant laws and licence obligations.
- Setting the minimum standards of service which regulated companies must provide to consumers in Northern Ireland.
- Making sure that consumers only pay what is necessary for the services they receive now and into the future.
- Challenging companies to make sure they operate efficiently and provide good value for consumers as well as shareholders.
- Working to provide more choice and encourage effective competition in the gas and electricity markets.
- Making sure that regulated companies can fund their activities and are open to new technologies and ways of working effectively.
- Acting as an adjudicator on individual complaints, disputes and appeals.

Who we work with

We work with a wide range of stakeholders across several areas to help us protect the interests of consumers.

In carrying out our duties relating to gas and electricity, we work within a policy framework set by the Department for the Economy (DfE). Our statutory duties are the same as DfE's. In carrying out our duties relating to water and sewerage services, we work within a policy framework set by the Department for Infrastructure (DfI).

The SEM Committee (SEMC) regulates the all-island single electricity market (SEM). We work with the Commission for the Regulation of Utilities (CRU), the energy regulator for the Republic of Ireland, on SEMC. SEMC's role is to protect the interests of electricity consumers on the island of Ireland by promoting effective competition.

We also work closely with the Consumer Council for Northern Ireland (CCNI), the organisation set up by the Government to represent consumers and other groups across Northern Ireland.

Our work sits within a broader setting and we work closely with other regulators. These

include the energy and water regulators for Great Britain (Ofgem, Ofwat and the Water Industry Commission for Scotland).

We also work with CMA and with other regulators across the UK through the United Kingdom Competition Network (UKCN). This provides a co-ordinated approach to identifying and responding to competition issues and promoting best practice.

Finally, we are active members of the United Kingdom Regulators Network (UKRN), which includes representatives from economic regulators across the UK. The network seeks to ensure the effective co-operation between sectors and has produced a range of publications.

The structure of this document

The rest of the document is structured as follows:

- Section 3 - sets out the context for developing the business plan;
- Section 4 - outlines how we decide on our business plan projects, our core business and the resourcing of our work; and,
- Section 5 - provides a list of our business plan projects.

3. The context for our business plan

Prices

Exceptional increases in wholesale energy costs, which make up around 50% of final consumer bills, have accelerated to levels not seen before. For instance, there was a 418% increase in wholesale gas costs between 2020 and 2021. While these wholesale gas increases are outside of our control, we are focused on scrutinising regulated electricity and gas tariffs to make sure they reflect cost. The volatility in wholesale prices continued into 2022 with this further exacerbated, at the time of writing, by the war in Ukraine.

Protecting consumers

Putting consumers at the centre means we are committed to protecting the needs of the most vulnerable. Spiralling energy price rises during 2021/22 was at the centre of a more general cost of living crisis. Our focus on protecting consumers is as important as ever. We worked with government and industry and consumers bodies to support consumers and this led to the NI Executive making funding directly available to consumers struggling with increased energy bills. Our dedicated Consumer Protection Programme provides a focus for longer-term work to assist vulnerable consumers.

Delivering net zero

The UK government has set a net zero target for carbon emissions by 2050. Delivering net zero is central to the energy transition. The NI Assembly approved a Climate Change Bill in March 2022. The new legislation includes a target for net zero emissions by 2050 and the appointment of a climate change commissioner. As a Regulator we have approved significant investment in low carbon technology by utility companies and will be an enabler for further investment in networks going forward.

Future policy and strategy

DfE undertook considerable engagement in developing a new energy strategy which was published in December 2021. We are committed to supporting DfE in this strategy and will work closely with the Department on the delivery of the actions identified in an action plan that was published in January 2022. The need for us to be flexible in reflecting the evolving strategic landscape in our regulation and we will engage with the review of our regulatory vires. While a focus on affordability and costs are critical, keeping the lights on and building resilience in our energy assets and systems are also key. In water, we will continue to work with DfI on the delivery of a Long-Term Strategy for water which covers areas such as leakage and water quality.

Brexit

While the UK left the EU, and the transition period came to an end on 31 December 2020, we continue to work on Brexit implementation issues related implementation, particularly our work on the implications of Brexit for the SEM. Specifically this relates to trading arrangements between the Great Britain market and the SEM, administrative arrangements between Ofgem and the EU Energy regulator. These issues will continue to be a focus for our work.

Post Covid

The implications of the Covid-19 pandemic continue to have an impact both externally and internally for us. We continue to pro-actively engage with Government and industry to address any Covid-19 related issues for energy and water consumers. While public health restrictions have led to all of our staff working remotely, the general easing of these constraints we see us reviewing our working arrangements.

Security of supply

A secure, long-term and reliable supply remains a priority. In electricity the SEM capacity arrangements provide a basis for managing long-term security of supply risks. The granting of planning permission for the construction of a second north-south electricity interconnector is a significant development. In water, the challenge remains of ensuring a reliable supply. The DfI's Long-Term Water Strategy is focused on security of supply.

Regulatory approach

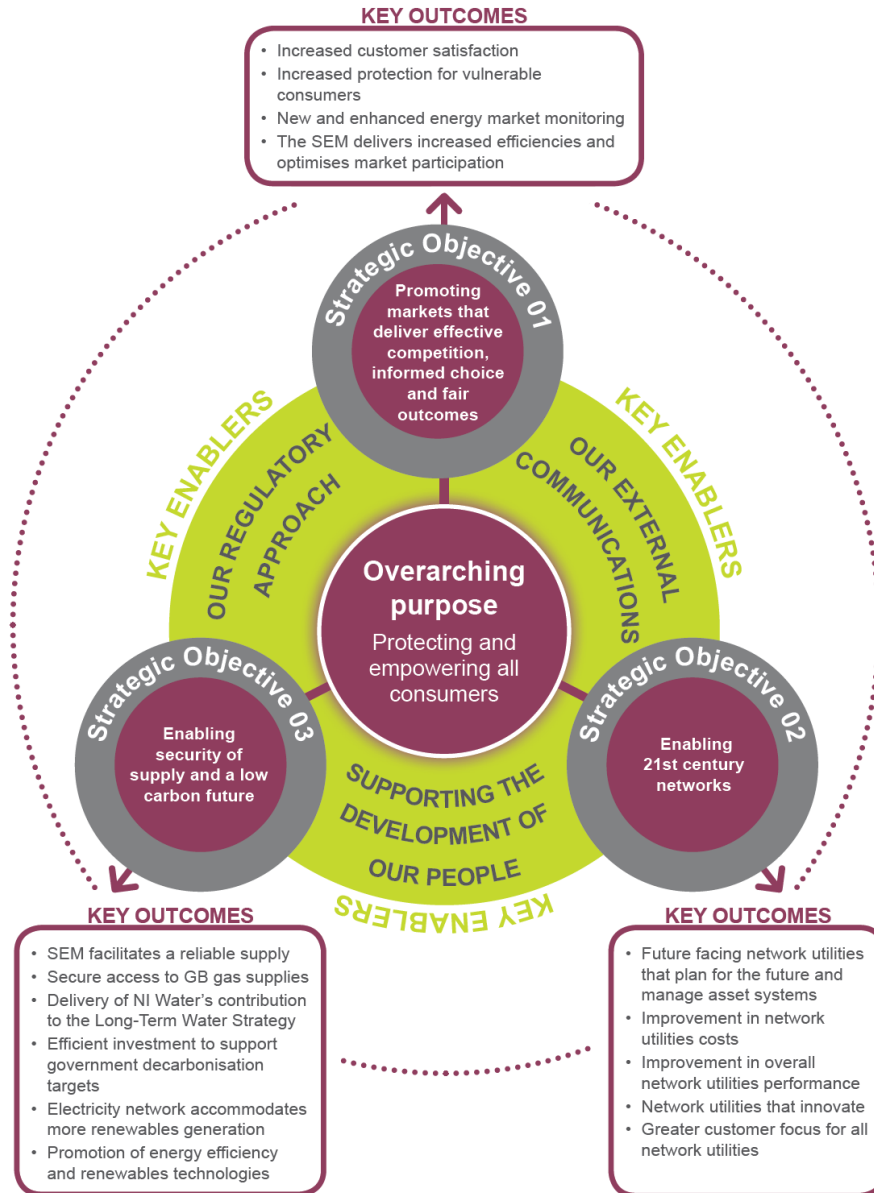
Given the change that is coming, particularly in energy, continued uncertainties and increasing expectations from stakeholders, there clearly are future challenges for regulators. There is every prospect that societal change, technological developments and a more empowered consumer will prompt regulators to adjust their approach. The challenge for regulators is about staying ahead of consumer expectations and anticipating the changes that are required. In practice this may mean that regulators are less prescriptive, more pragmatic, focussed more on principles and outcomes, adopt new approaches to accommodate innovation and a more diverse stakeholder environment. This approach positions regulators more as enablers (e.g. to facilitate major infrastructural projects) with a greater emphasis on making connections between stakeholders.

Competitive markets

While part of the debate on utility markets is framed by consumer outcomes, there is the parallel question of promoting effective competition. While the enhanced SEM went live on 1 October 2018 it remains an evolving market and we continue with work to enhance its operation. Our stewardship of retail energy markets has seen their ongoing development and we continue to keep under review the effectiveness of these markets.

Our Corporate Strategy

We developed a new Corporate Strategy for the period 2019-2024. Our strategy is summarised below.



4. Our business plan and resources

In this business plan we have set out the most significant projects that will help us to meet our strategic objectives. Most of these projects take more than one year to deliver. Our business plan projects are set out in Section 5.

This is the fourth year of our corporate strategy period and we have undertaken a review process to identify our list of business plan projects. Our progress against our corporate strategy has also been reviewed and this has also contributed to the choice of our projects for 2022-23. We have also considered projects that commenced during 2021/22 (or earlier), new workstreams that have emerged (and these new projects are shaded in the table of projects). Our assessment process has also considered the scope of our core business and those necessary activities which are undertaken every year to support our regulatory role.

In assessing the priority projects we have identified those that should be included in the business plan because they meet one or more of the following criteria:

1. legislative or statutory requirements;
2. government policy requirements;
3. regulatory requirements; and
4. contribute to the delivery of our corporate strategy objectives.

We previously estimated that around half of our resources (in terms of staff time across the organisation) will be involved in delivering projects that are in this business plan. This will vary, with some parts of the organisation having a greater balance of work towards business plan projects and others having a greater focus on core business.

We are currently making some adjustments to our resourcing to address existing pressures and delivering on our FWP commitments. Supporting the development of DfE's next Energy Strategy for Northern Ireland, and subsequently facilitating its implementation, will require further resource inputs over the next few years given the task of planning and facilitating delivery of net zero. We are working with DfE regarding the resourcing and delivery of energy strategy and will need to recruit and procure further resources to facilitate that over the next few years.

Our core business

This FWP provides a list of the main non-routine projects that we intend to undertake but these are only part of our overall activities. Work to deliver our core business is described briefly below.

In terms of monopolies, an ongoing part of our work is reviewing the regulated electricity and gas tariffs and water charges which affect consumers' bills. We also make sure compliance obligations regarding electricity, gas or water networks (infrastructure) are met. Our work to develop this infrastructure includes approving changes to network codes and extensions to the gas network. Our monitoring and cost reporting activities relating to regulated companies are also significant commitments.

To achieve our targets on network company performance we have established cost and performance monitoring frameworks. We also encourage regulated utilities, as part of our network price controls, to enhance their approach to asset management so that they compare favourably with their peers.

An important part of our day-to-day work on energy markets relates to the wholesale electricity market. In respect of SEM there is the core business associated with the ongoing governance, market operations and monitoring arrangements. SEM's market monitoring unit (MMU) is based at our offices. There is more information on this work on the website at www.semcommittee.com. We also regulate the transmission system operator for NI (SONI) and the Single Electricity Market Operator (SEMO) and support the SEM Committee.

More generally, across our Markets group, we monitor the way the wholesale electricity market and the retail electricity market work. Our monitoring of energy markets has evolved to provide us with a greater range of information to aid effective market operation and better detect the incidence of market abuse or non-compliance.

Our ongoing work to protect consumers includes issuing, and monitoring compliance with, licences that allow gas, electricity and water companies to operate in Northern Ireland. We have also put in place codes of practice relating to consumer protection. Over recent times we have seen a significant increase in the number of regulatory appeals, complaints and disputes which require us to allocate a significant amount of staff time to address.

NI Water continues to improve its relative efficiency and build on the improvements that have been made and we will conclude our price control review for NI Water. However public funding for NI Water that does not meet identified investment need may negatively impact on the delivery of services and outputs going forward.

As we work within policy frameworks established by DfE (for energy) and DfI (for water), we help these departments by providing regulatory support and carrying out analysis. We also have previously supported, where necessary, the Assembly's Economy and Infrastructure committees and frequently provided evidence to meetings of these committees. Finally, we also operate the Northern Ireland Sustainable Energy Programme (NISEP).

As a non-ministerial government department we also are focused on communicating with and involving industry, voluntary organisations and the public. This includes regular meetings and hosting forums (for example, the Renewables Grid Liaison Group). We try to promote the use of clear and upfront communications. We also comply with a range of finance, HR, accountability and communications related reporting requirements. Finally, we regularly respond to correspondence and requests for information from people and organisations (including those relating to Freedom of Information).

Delivering our business plan – resources

Due to the necessary scope and scale of our core business, and the projects set out in this business plan (as listed in Section 5), we have to prioritise how to use our resources and make sure we target critical projects (for example, in respect of price controls) which affect the timing of other work that contributes to our strategic objectives. Supporting the development of DfE's Energy Strategy and ongoing uncertainties around the UK's exit from the EU, Covid-19, record wholesale energy prices, and the

evolving strategic landscape in both energy and water have contributed to this.

Supporting and development our staff is essential if we are to successfully carry out the projects and meet the objectives set out in our corporate strategy and this business plan. We must make sure we have the right skills, experience, processes and culture needed for this challenging business plan. During the last year, we have been implementing a new leadership programme to support this aspiration.

As a non-ministerial government department we keep to relevant policies, processes and controls. To support our aim to follow best practice, we will continue to take steps to further improve our regulatory processes and our communications with stakeholders.

Our focus is on making sure that we apply our resources efficiently and this business plan will be challenging to fund and deliver. If new priorities emerge during the year, we will take steps to make sure we have the resources for these. However, doing this may mean we have to delay other business plan projects. In these situations we will, as far as possible, let relevant stakeholders know.

There remains some exceptional and significant pressures on our budget and, in order to deliver on our final FWP and existing business as usual requirements, the opening budget for 2022/23 (circa £10.4m net, £12m gross) will be higher than our opening budget for 2021/22. Our budget is agreed by our Board.

This business plan is based on a staff complement of 104 full-time equivalent staff (which includes several temporary staff). This resourcing requirement will need to be reviewed again in light of the recent publication of DfE's Energy Strategy and the associated Energy Strategy Action Plan.

Except for the costs associated with some environmental responsibilities, we receive all our funding through licence fees. Corporate and shared costs (such as finance, HR, accommodation and IT) are, along with the Chief Executive's office, charged to the gas, electricity and water companies via their licence fees.

5. Our business plan projects

Strategic objective 1: Promoting markets that deliver effective competition, informed choice and fair outcomes

Ref	Project description	Scope and anticipated outcome/s	Link to Corporate Strategy success measures	Lead team	Timing
1	Deliver our Consumer Protection Programme (CPP) to schedule	Delivering our revised Consumer Protection Programme projects will provide safeguards for customers, particularly vulnerable customers and suppliers.	KSM 7 Objective 2, KSM 6	Retail and Networks	Full year
2	Complete both Non-Domestic and Domestic consumer insight tracker research	Completing and publishing this research will help inform our interventions to support domestic consumers in the retail energy market.	KSM 1, 4	Retail	Q3
3	Complete project on domestic consumer experience of debt (both Credit and PPM)	Completing and publishing this research project will help inform our interventions to support domestic consumers, particularly in the context of the price volatility and Covid 19 pandemic.	KSM 1, 4	Retail	Full year
4	Review the Retail Energy Market Monitoring (REMM) framework	Will help ensure consumer protection by holding suppliers to account and monitoring their activities to meet licence obligations.	KSM 4	Retail	Full year
5	Complete energy supply price control reviews	Complete the three Supply Price control projects in electricity and gas sectors. Ensures that the price-regulated suppliers produce quality outputs at lowest cost to consumers and have sufficient revenues to run their business efficiently.	KSM 3	Retail	Q3

Ref	Project description	Scope and anticipated outcome/s	Link to Corporate Strategy success measures	Lead team	Timing
6	Develop more competitive future arrangements for system services	Consult on options and develop approach to ensure that there are competitive procurement arrangements in place after 2023.	Objective 3, KSM 1	Wholesale	Full year
7	Assess and develop measures to enhance SEM-GB Trading Arrangements	Work with stakeholders following EU Exit to finalise measures that improve the efficiency of trading between the SEM and GB and protect the interests of NI energy consumers	KSM 5	Wholesale	Full year
8	Review of gas transmission exit capacity arrangements	Consider how the gas arrangements and the SEM work effectively together and identify if any changes are required to continue to protect the interests of customers.	KSM 4	Networks	Full year

Strategic objective 2: Enabling 21st century networks

Ref	Project description	Scope and anticipated outcome/s	Link to Corporate Strategy success measures	Lead team	Timing
1	Put in place a customer focused framework to deliver a digitalisation strategy for the electricity network	Will facilitate delivery of net zero by putting in place a Digitalisation Strategy for Northern Ireland that delivers access to information on Network operation from NIE Networks and SONI.	KSM 1, 2	Networks	Q4
2	Deliver a project to advance key elements of the PC21 price control and the Living with Water programme	Will ensure that the company produces quality outputs at lowest cost to consumers and has sufficient revenues to run its business.	KSM 1, 2, 3	Networks	Q3
3	Continue work on the delivery of NIE Network RP7 price control review	Ensures that the electricity distribution company produce quality outputs at lowest cost to consumers and has sufficient revenues to run its business while facilitating the energy transition.	KSMs 1, 2, 3, 6	Networks	Full year
4	Complete the GD23 price control review and begin implementation	The review will ensure that the gas distribution network companies produce quality outputs at lowest cost to consumers and have sufficient revenues to run their businesses.	KSMs 1, 2, 3, 5	Networks	Full year

Ref	Project description	Scope and anticipated outcome/s	Link to Corporate Strategy success measures	Lead team	Timing
5	Deliver effective licence obligations to reflect the outcome of the SONI Governance review	Updated licence obligations will ensure that SONI operates effectively in the interests of NI consumers.	KSMs 2 and 3	Networks	Full year
6	Deliver project to implement best practice Guaranteed Standards of Service for electricity	Will ensure that electricity companies provide consumers with optimal levels of service.	KSMs 3 and 6	Retail and Networks	Full year

Strategic objective 3: Ensuring security of supply and a low carbon future

Ref	Project description	Scope and anticipated outcome/s	Link to Corporate Strategy success measures	Lead team	Timing
1	Deliver SEM capacity auctions in line with programme	Preparations for T-4 capacity auctions will be completed. Ensures the appropriate volume of capacity is secured through the capacity market considering constraints and other factors while optimising security of supply with cost to consumers.	KSM 5	Wholesale	Full year
2	Review arrangements to incentivise participation by demand side units in the wholesale market	Will support the integration of the growing share of renewable energy, and make use of all available sources of flexibility, particularly demand side solutions and support security of supply.	Objective 1 and 3	Wholesale	Full year
3	Support DfE in the implementation of a consumer-centric energy strategy to help deliver net-zero	Will assist DfE in implementing a revised long-term framework for energy in Northern Ireland that will focus on the needs of consumers, help deliver net zero and optimise regulatory outcomes.	All KSMs	All	Full year
4	Complete work on reviewing the gas regulatory framework to facilitate possible biomethane injection	Implement changes to existing framework to facilitate injection of biomethane onto the gas grid. Liaison on with Regulated companies, DfE and interested stakeholders to ensure policy alignment.	KSM 1, 2	Networks	Full year

Ref	Project description	Scope and anticipated outcome/s	Link to Corporate Strategy success measures	Lead team	Timing
5	Work with DfE and Ofgem to implement the outcomes of the Northern Ireland Assembly's Public Accounts Committee's report on the NIRO	Statutory duties in respect of NIRO are demonstrated. Building the foundation for the next stage of energy transition to decarbonised electricity supplies.	KSM 1	Corporate Affairs	Full year
6	Work with DFE to develop and implement a programme to deliver future energy efficiency provision for Northern Ireland	Will ensure that a new energy efficiency target and related energy efficiency programme delivers for consumers.	KSM 1	Corporate Affairs	Full year

Organisational Projects

Ref	Project description	Scope and anticipated outcome/s	Link to Corporate Strategy success measures	Lead team	Timing
1	Support the delivery of key outcomes from the Strategic energy prices group	Our engagement with DfE, DfC and CCNI will deliver initiatives to provide practical support for energy consumers.	All KSMs	Corporate Affairs	Full year
2	Work with DfE and stakeholders to review the appropriateness of our vires in light of emerging energy and climate change policy	Ensures our vires appropriately aligns with energy and climate change policy.	All KSMs	Corporate Affairs	Full year
3	Review, and consider opportunities to enhance our approach to, regulatory enforcement and project management	Will review our existing enforcement practice and assess the opportunity to introduce new approaches which enhance the enforcement process (e.g. an enforcement 'sounding' board) and project management.	All KSMs	Corporate Affairs	Full year
4	Develop a long-term joint procurement agreement with CRU for the SEM Committee	Will provide a sustainable basis on which both regulatory authorities may jointly specify, appoint and fund high quality consultancy support as needed in pursuit of SEMC objectives.	All KSMs	Corporate Affairs	Q4
5	Implement our Diversity Chartermark action plan	Will enhance our commitment to be a diverse and inclusive workplace	All KSMs	Corporate Affairs	Q4

Ref	Project description	Scope and anticipated outcome/s	Link to Corporate Strategy success measures	Lead team	Timing
6	Deliver a programme enhance the accessibility, and increase the range, of information available to consumers	Will enhance our communications and increase the amount of information that is accessible and engaging for all of our stakeholders.	All KSMS	Corporate Affairs	Q4

Glossary

Clean Energy Package (CEP)	The European Commission's proposals designed to increase energy efficiency, boost renewable energy usage, reform the European energy market, introduce new governance measures for the Energy Union and support clean energy innovation.
Clean Growth strategy	The UK government strategy setting out a set of policies and proposals that aim to accelerate the pace of 'clean growth' (i.e. increased growth and decreased emissions) in the context of the UK's legal requirements under the Climate Change Act.
Codes of practice	Documents that provide information on the standards of a range of services.
Disruptive energy technologies	Disruptive technology significantly alters the way businesses or entire industries operate. It often forces companies to change the way they approach their business for fear of losing market share or becoming irrelevant. In energy a good example is relates to the development of, and growth in the numbers of, electric vehicles.
Energy transition	The energy transition is a pathway toward transformation of the global energy sector from fossil-based to zero-carbon by the second half of this century.
Network codes	Contractual arrangements between the network system operator and network users to make sure the network runs efficiently.
Net zero	Refers to the balance between the amount of greenhouse gas produced and the amount removed from the atmosphere. Net Zero is reached when the amount we add is no more than the amount taken away.
Price control	Price controls are one of the main tools we use to protect consumers. This involves the regulator studying the business plans of utility companies and calculating the revenue they need to finance their activities while providing incentives to invest in the business.

Retail energy market	The activities of electricity and gas suppliers and their interactions with consumers.
Single electricity market (SEM)	The SEM was originally set up in November 2007. It is the single wholesale market for electricity which operates in both the Republic of Ireland and Northern Ireland. It aims to improve the reliability of supplies and the range of suppliers, encourage market efficiencies and economies, and promote greater competition. An enhanced SEM market came into operation on 1 October 2018.
Transmission system operator (TSO)	The organisation that makes sure the energy networks run efficiently.
Wholesale market	The wholesale market is where generators sell their electricity to suppliers.