



Corporate

# Performance Plan 2016-17

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# Table of contents

- 1 Introduction ..... 1
- 2 Advisory functions ..... 2
- 3 Regulatory functions ..... 3
- 4 Goals and associated priorities ..... 4
- 5 Performance plan by industry sector ..... 6
  - 5.1 Water ..... 6
  - 5.2 Energy (electricity and gas) ..... 8
  - 5.3 Retailer Energy Efficiency Scheme (REES) ..... 10
  - 5.4 Rail – Tarcoola to Darwin ..... 11
  - 5.5 Rail – Intrastate ..... 12
  - 5.6 Ports ..... 13
  - 5.7 General regulation ..... 14
  - 5.8 People, culture and systems ..... 16

# 1 Introduction

The Essential Services Commission (**Commission**) is the independent economic regulator of essential services in South Australia, with regulatory responsibility in the water and sewerage, electricity, gas, maritime and rail industries. The Commission also conducts formal public Inquiries and provides advice to South Australian Government on economic and regulatory matters.

The Essential Services Commission Act 2002 (**ESC Act**) and various industry Acts together provide the Commission with those regulatory and advisory powers and functions.

Under the ESC Act the Commission has the primary objective of:

*'...protection of the long term interests of South Australian consumers with respect to the price, quality and reliability of essential services'.*

The ESC Act sets out seven further factors which the Commission must have regard to in performing its functions, being:

- ▶ promoting competitive and fair market conduct
- ▶ preventing misuse of monopoly or market power
- ▶ facilitating entry into relevant markets
- ▶ promoting economic efficiency
- ▶ ensuring consumers benefit from competition and efficiency
- ▶ facilitating maintenance of the financial viability of regulated industries and the incentive for long term investment, and
- ▶ promoting consistency in regulation with other jurisdictions

The Commission's **Strategic Plan 2016-2019** outlines the manner in which the Commission will pursue its goals and undertake its functions. A copy of this plan can be found at the Commission's website.

This **Performance Plan 2016-17** has been prepared pursuant to Section 23 of the ESC Act. It sets out the Commission's goals, major projects and priorities with respect to the full range of the Commission's functions. The Performance Plan is provided to the Treasurer for approval along with the Commission's budget for 2016-17.

## 2 Advisory functions

The Commission has two broad advisory functions. The first is to provide advice to the Treasurer, on request, in relation to any matter (Section 5(f) of the ESC Act). In that capacity the Commission acts as a consultant to the Government, providing independent advice on economic and regulatory matters.

The second is to conduct public Inquiries (Part 7 of the ESC Act). Such Inquiries can be initiated by the Commission itself into any matters within its regulatory scope, or by the Treasurer or an industry Minister into any matter. Inquiries are conducted through a formal, public process and final reports are tabled in Parliament.

The Commission undertakes research across a range of economic, financial and regulatory disciplines to enhance its decision-making in relation to its statutory commitments. The Government has recognised the capability of the Commission in this regard and, utilising the existing framework of the ESC Act, from time to time seeks advice on complex economic and regulatory matters that contribute to a strong, sustainable economy in South Australia.

A dedicated research and advisory team provides a range of services both within the Commission and to broader Government by:

- ▶ providing research and advisory services on regulatory, economic and related matters
- ▶ monitoring and advising on new regulatory developments by:
  - keeping abreast of developments and assessing their impact on the Commission's responsibilities and functions
  - monitoring relevant academic literature and interstate and overseas web-sites
  - undertaking background research, and
  - establishing, fostering and maintaining an officer-network with other regulators on areas of interest.
- ▶ providing a single internal point of contact and management for requests for advice (and Inquiries)
- ▶ identifying improvements in processes and systems in making determinations, undertaking Inquiries, delivering reports, and providing advice
- ▶ converting individual and collective skills into services to assist clients across Government that require regulatory and economic advice
- ▶ learning from, sharing with and building relationships across the broad network of regulators and Government, and
- ▶ facilitating healthy community debate on key regulatory and economic matters.

### 3 Regulatory functions

The Commission performs a range of functions across the different industries it regulates, including pricing, licensing, performance monitoring and reporting, compliance and scheme administration. For each industry, the relevant industry regulation Act specifies the scope of the Commission’s role, as summarised in the table below.

Table 1: Commission regulatory functions by industry

Legislation	Regulatory functions
Water Industry Act 2012	Water and sewerage retail service providers: <ul style="list-style-type: none"> <li>▶ Licensing</li> <li>▶ Retail price regulation</li> <li>▶ Consumer protection</li> <li>▶ Service/reliability standard setting</li> <li>▶ Performance monitoring and reporting</li> </ul>
Water Industry (Third Party Access) Amendment Act 2015 (an Act to amend the Water Industry Act 2012, effective 1 July 2016)	Water and sewerage retail service providers: <ul style="list-style-type: none"> <li>▶ Compliance monitoring and reporting</li> <li>▶ Conciliation and arbitration in the event of an access dispute</li> <li>▶ Submission of an annual report to the Minister</li> </ul> Preparing and implementing regulatory guidelines
Electricity Act 1996	Electricity retail operations: <ul style="list-style-type: none"> <li>▶ Determination of the retailer Solar Photovoltaic Feed-in Tariff</li> <li>▶ Preparation and publication of Ministerial Energy Retail Pricing reports</li> <li>▶ Retailer Energy Efficiency Scheme administration</li> </ul> Electricity generation, transmission, distribution and off-grid suppliers: <ul style="list-style-type: none"> <li>▶ Licensing</li> <li>▶ Network service/reliability standard setting</li> <li>▶ Performance monitoring and reporting</li> </ul>
Gas Act 1997	Gas retail operations: <ul style="list-style-type: none"> <li>▶ Preparation and publication of Ministerial Energy Retail Pricing reports</li> <li>▶ Retailer Energy Efficiency Scheme administration</li> </ul> Licensing of retail and distribution LPG gas operations Licensing of natural gas network operations, standard setting, performance monitoring and reporting
AustralAsia Railway (Third Party Access) Act 1999; Railway (Operations and Access) Act 1997	Regulation under the AustralAsia (Third Party Access) Code for the Tarcoola–Darwin railway Access regulator for specified intra-state rail lines
Maritime Services (Access) Act 2000	Pricing and access regulator for specified port services

## 4 Goals and associated priorities

The Commission's Strategic Plan 2016-2019 outlines the manner in which the Commission will pursue its goals and undertake its functions. These goals are:

### Goal 1

We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost.

### Goal 2

We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements.

### Goal 3

We will engage genuinely with our stakeholders to achieve the best possible decisions and build understanding of economic and regulatory issues.

### Goal 4

We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice.

### Goal key priorities

The Commission's Strategic Plan 2016-2019 sets out the goal priorities for the three year period. These are outlined below.

#### Goal 1 key priorities

- ▶ reviewing the minor and intermediate water retailer regulatory framework to apply from 1 July 2017, including:
  - reviewing the relevant regulatory instruments
  - considering the need to establish service standards, and
  - making a Price Determination.
- ▶ reviewing the regulatory framework to apply for the SA Water Regulatory Determination 2020
- ▶ reviewing the need for ongoing regulation of the electricity Retailer Feed-in Tariff and, if required, making a Retailer Feed-in Tariff Determination
- ▶ preparing Ministerial energy price monitoring reports under the Gas and Electricity Acts, and monitoring and reporting on ports prices
- ▶ reviewing the regulatory framework for off-grid energy, and
- ▶ undertaking a Ports Pricing and Access Review.

## Goal 2 key priorities

- ▶ monitoring and publicly reporting on the operational, customer service, and financial performance of licensees
- ▶ ensuring that there is a high level of compliance by regulated businesses with licence requirements
- ▶ administering the SA Water and Minor and Intermediate Water Retailers Price Determinations
- ▶ refining and simplifying licensee interactions with the Commission, including the submission of information, and
- ▶ monitoring and ensuring the efficient administration of the Retailer Energy Efficiency Scheme.

## Goal 3 key priorities

- ▶ ensuring we use effective and genuine consultation and engagement processes
- ▶ enhancing our consumer and licensee information and education functions
- ▶ communicating clear and succinct messages in our publications targeted appropriately to our different stakeholder groups and community
- ▶ ensuring our processes allow the South Australian community the opportunity to provide information and raise concerns on the impacts of potential decisions, and
- ▶ continuing to build and maintain good relationships with our key stakeholders.

## Goal 4 key priorities

- ▶ contributing to an improvement in the productivity of the South Australian economy through the use of our expertise
- ▶ providing advice to the South Australian Government through Inquiries and advisory functions, and
- ▶ reviewing and implementing regulatory best practice through our Better Regulation Framework.

## 5 Performance plan by industry sector

### 5.1 Water

The Commission has responsibility for the economic regulation of water and sewerage retail services in South Australia. Those services include water (including recycled water and stormwater), and sewerage services offered by SA Water, councils and private businesses across the State.

The ESC Act, the Water Industry Act 2012 (**WI Act**) and the regulations under the WI Act establish the Commission's regulatory powers and functions in relation to the water and sewerage industries. These include:

- ▶ licensing of water and sewerage retail service providers
- ▶ service standard setting
- ▶ consumer protection
- ▶ retail price regulation, and
- ▶ performance monitoring and reporting.

The Commission's regulatory frameworks apply to all water and sewerage retailing operations in South Australia, regardless of the number of customers to whom those services are provided. Recognising that there are differences in scale and scope of retail operations provided throughout the State, three retail licence classes have been established:

- ▶ **Major:** those retailing more than 50,000 customers (currently only SA Water)
- ▶ **Intermediate:** those retailing to between 500 and 50,000 customers, and
- ▶ **Minor:** those retailing to fewer than 500 customers.

Minor and intermediate water retailers therefore provide smaller scale water and/or sewerage services, and, as a result, the Commission has a more light-handed approach to regulation of those retailers than is applied to major retailers. Retail services provided by minor and intermediate retailers include:

- ▶ drinking water for local communities
- ▶ sewerage services through Council operated Community Wastewater Management Schemes, and
- ▶ small recycled or reuse water schemes.

The Commission has a focus in the performance period to ensure that the water retail regulatory regimes developed and administered by the Commission are effective, appropriate and legally compliant. We will assist minor and intermediate retailers with implementing their systems and policies, and we will review regulatory frameworks and make pricing determinations to apply to major, minor and intermediate water retailers.

The key projects and ongoing work in water for the 2016-17 performance period are listed below.

Project	Commence	Complete
<b>Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost</b>		
<p>Make a Regulatory Determination for minor and intermediate water and sewerage retailers</p> <p>The Commission will review the regulatory framework that applies to minor and intermediate water and sewerage retailers and will make a new Regulatory Determination to take effect from 1 July 2017</p>	Q1	Q4
<p>Develop framework for economic regulation of SA Water from 2020</p> <p>The Commission will undertake a post-implementation review of its SA Water Regulatory Determination 2016 and commence its review of the consumer protection and price regulation framework to apply to SA Water from 1 July 2020</p>	Q1	Q4 (stage 1)
<p>Security of supply standards for water in South Australia</p> <p>Research and evaluate the need for and nature of a security of water supply standard for South Australia for economic and regulatory purposes</p>	Q1	Q4
<b>Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements</b>		
Develop and publish Water Regulatory Performance Reports	Q1	Q3
Review and streamline the framework for regulatory reporting for SA Water	Q1	Q4
Review 2016-17 pricing policy statements submitted by minor and intermediate retailers for compliance against the 2013 minor and intermediate Retailer Price Determination	Q2	Q3

Ongoing work
<b>Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost</b>
Collect, analyse and report on pricing outcomes by regulated entities
Resolve any excluded services disputes
Conciliate and arbitrate access disputes
<b>Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements</b>
Issue licences and exemptions as required
Administer licensing regime for water and sewerage operations

## Ongoing work

Administer and review Industry Codes

Administer and review Industry Guidelines

Administer new water industry third party access regime within the context of a developing water industry

Collect, analyse and report on compliance outcomes by regulated entities

Undertake compliance action as required

Collect, analyse and report on operational performance outcomes by regulated entities

Collect, analyse and report on financial performance outcomes by regulated entities

## 5.2 Energy (electricity and gas)

On 1 February 2013, national regulatory arrangements for the retail energy market commenced in South Australia, with the retail energy market regulatory role transferred from the Commission to the Australian Energy Regulator. As a result, the Commission now has only a limited role in relation to the national energy retail market in this State.

While the Australian Energy Regulator is the body primarily responsible for economic regulation of the energy industry in South Australia, the Commission has certain regulatory powers and functions in the sector. The ESC Act with the Electricity Act 1996 (**Electricity Act**), the Gas Act 1997 (**Gas Act**), and regulations made under those Acts, establish these regulatory powers and functions.

These responsibilities include:

- ▶ setting and varying from time to time the retailer solar feed-in tariff (under the Electricity Act)
- ▶ preparing annual Ministerial Energy Pricing Reports (under the Electricity Act and the Gas Act)
- ▶ licensing and monitoring of off-grid suppliers, and
- ▶ undertaking regulatory tasks assigned as part of the National Energy Customer Framework.

In the network sector, the Commission remains the licensing authority and sets reliability service standards.

In the generation sector, the Commission is the licensing authority for all electricity generation sources (including wind and solar).

The key projects and ongoing work in energy for the 2016-17 performance period are listed below.

Project	Commence	Complete
<b>Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost</b>		
Finalise service standards for electricity transmission for 2018-2023 Develop service standards to apply to ElectraNet for the regulatory period 2018-2023	Q1	Q1
Develop and publish Energy Retail Offer Prices – Ministerial Report 2016 Meet requirement of Section 12 (1)(c) of the Electricity (General) Regulations 2012 and submit to the Minister for Mineral Resources and Energy, and publish on Commission website, a report monitoring the energy retail offer prices that were generally available to residential and small business customers during the previous financial year	Q1	Q1
Review the need for ongoing regulation of the Retailer Feed-in Tariff Finalise the review of regulation of the Retailer Feed-in Tariff and make a new price determination if appropriate	Q1	Q2
Investigate and develop suitable regulatory frameworks for off-grid energy networks and providers	Q1	Q4
Review wind generation licensing principles	Q1	Q4
<b>Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements</b>		
Develop and publish Energy Regulatory Performance Reports	Q1	Q2
Develop and publish Powerline Environment Committee Annual Report	Q1	Q1
Governance review of regulatory scheme	Q1	Q4
<b>Goal 4: We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice</b>		
Review the nature, scope and potential developments in disruptive technologies in the electricity sector	Q1	Q4

Ongoing work
<b>Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements</b>
Issue licences and exemptions as required
Administer the licensing regime for generation and wind generation operations
Administer the licensing regime for transmission and distribution operations
Administer the licensing regime for off-grid electricity operations

Ongoing work
Administer the licensing regime for Liquefied Petroleum Gas (LPG) operations
Administer and review Industry Codes
Administer and review Industry Guidelines
Collect, analyse and report on compliance outcomes by regulated entities
Undertake compliance action as required
Collect, analyse and report on operational performance outcomes by regulated entities
Develop and publish Significant Event Performance Reports
Administer Power Line Environment Committee Program
Review and approve safety, reliability, maintenance and technical management plans, in liaison with the Office of the Technical Regulator
Undertake regulatory tasks assigned as part of the National Energy Customer Framework

### 5.3 Retailer Energy Efficiency Scheme (REES)

The Retailer Energy Efficiency Scheme (REES) is a South Australian Government energy efficiency scheme that provides incentives for South Australian households and businesses to save energy. It does this through establishing energy efficiency and audit targets to be met by electricity and gas retailers.

REES was established through regulations under the Electricity Act and Gas Act and commenced on 1 January 2009 as the Residential Energy Efficiency Scheme. In November 2013, the Minister for Mineral Resources and Energy announced that REES would be extended to 2020 as the Retailer Energy Efficiency Scheme and that it would be expanded to include small businesses.

The regulations establish the Commission as the administrator of REES. The Commission administers the scheme within the parameters defined by the policy framework to ensure that energy retailers comply with REES obligations. The Commission is also responsible for reporting to the Minister for Mineral Resources and Energy annually on retailers' progress in achieving the required targets.

The key projects and ongoing work in REES for the 2016-17 performance period are listed below.

Project	Commence	Complete
<b>Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements</b>		
Develop and publish REES Annual Report	Q1	Q2
Determine allocation of 2017 REES targets	Q1	Q2
Review and assess retailer compliance plans and information	Q3	Q4

Ongoing work
<b>Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements</b>
Administer the Retailer Energy Efficiency Scheme (REES)
Administer and review the REES Code
Administer and review the REES Guideline
Administer REES enforcement and penalty regime
Publish REES Bulletins
Receive and process REES activity data reports from retailers
Assess retailer achievement of targets
Stakeholder liaison (retailers, third parties and Government)
Liaise with other jurisdictions to ensure, as far as possible, national consistency in the administration and operation of energy efficiency schemes

## 5.4 Rail – Tarcoola to Darwin

The Commission is the regulator for the rail access regime as set out in the AustralAsia Railway (Third Party Access) Code (**Code**), which is a Schedule to the AustralAsia Railway (Third Party Access) Act 1999 (South Australia and Northern Territory). The railway line subject to the Code comprises both the line from Alice Springs to Darwin and the pre-existing line south of Alice Springs to Tarcoola.

The Code establishes a right to negotiate access to the railway infrastructure services, and follows a negotiate/arbitrate model, under which prices are set by commercial negotiation between access seekers and the access provider, with dispute resolution processes available if necessary.

The key projects and ongoing work in Rail – Tarcoola to Darwin for the 2016-17 performance period are listed below.

Project	Commence	Complete
<b>Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost</b>		
Publish annual report on Commission's activities related to administration of the Tarcoola-Darwin rail access regime	Q1	Q1
Review Tarcoola-Darwin rail Guidelines	Q1	Q3
Determine rate of return to be used for arbitration purposes	Q1	Q3
<b>Goal 4: Contribute to a strong, sustainable economy in South Australia</b>		
Assess and propose alternative models of assessing the performance of the Tarcoola to Darwin railway	Q1	Q4

## Ongoing work

**Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost**

Conciliate and arbitrate access disputes

**Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements**

Monitor compliance of regulated entities and take compliance action as required

## 5.5 Rail – Intrastate

The Commission is the regulator for South Australia's Intra-State Rail Access Regime (**SA Rail Access Regime**) as set out in the Railways (Operations and Access) Act 1997.

The SA Rail Access Regime provides for third-party access to South Australian railway infrastructure services as defined under the Act. This applies to the major intra-state railways in South Australia; namely the broad gauge network within metropolitan Adelaide, the intra-state lines in the Murray-Mallee, Mid North and Eyre Peninsula, and the Great Southern Railway passenger terminal at Keswick.

The Railways (Operations and Access) Act assigns the following specific functions to the Commission:

- ▶ monitoring and enforcing compliance with Part 3 (general rules for conduct of business) of the Act
- ▶ monitoring the costs of rail services
- ▶ making an application to the Supreme Court for appointment of an administrator where a rail operator becomes insolvent, ceases to provide railway services or fails to make effective use of the infrastructure of the State
- ▶ establishing pricing principles
- ▶ establishing requirements for information about access to rail services and determining the price to be charged for such information
- ▶ conciliation of access disputes and referral of disputes to arbitration, and
- ▶ fulfilling any other functions and powers conferred by regulation under the Act.

The key projects and ongoing work in Rail – Intrastate for the 2016-17 performance period are listed below.

Project	Commence	Complete
<b>Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost</b>		
Publish annual report on Commission's activities related to administration of the intrastate rail access regime	Q1	Q1
Review the intrastate rail Information Kit to ensure that it remains up-to-date	Q1	Q3

## Ongoing work

**Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost**

Conciliate and arbitrate access disputes

**Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements**

Monitor compliance of regulated entities and take compliance action as required

## 5.6 Ports

The Commission is the economic regulator for six commercial ports in South Australia which are 'proclaimed ports', under the Maritime Services (Access) Act 2000.

The following six proclaimed ports, all operated by Flinders Ports Pty Ltd, are:

- ▶ Port Adelaide
- ▶ Port Giles
- ▶ Wallaroo
- ▶ Port Pirie
- ▶ Port Lincoln, and
- ▶ Thevenard.

The Maritime Services (Access) Act 2000 provides for access to South Australian ports, ports services on fair commercial terms, and price regulation of essential ports services. Essential ports services are declared to be regulated industries for the purpose of the ESC Act.

The Commission regulates three types of port services:

- ▶ essential maritime services - subject to price regulation with price monitoring
- ▶ regulated services - subject to the ports access regime
- ▶ maritime services - a broader grouping of services subject to a range of review and notification processes, including:
  - notification of changes in pilotage charges
  - development of service standards as appropriate, and
  - keeping ports industries under review to determine whether regulation is required.

Price regulation is applied to infrastructure services termed 'Essential Maritime Services' (for example, providing for access of vessels, and facilities for loading and unloading of such vessels, at a proclaimed port) and Pilotage Services. Access regulation applies to a similar set of services known as 'Regulated Services'. The access regime provides for negotiation, conciliation and arbitration of access disputes to such Regulated Services.

The key projects and ongoing work in Ports for the 2016-17 performance period are listed below.

Project	Commence	Complete
<b>Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost</b>		
Monitor ports prices and publish 2016 ports price monitoring report	Q1	Q2
<b>Goal 4: We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice</b>		
Ports Price and Access Review - pursuant to the Maritime Services (Access) Act 2000, conduct a review into the pricing and access regimes that apply to proclaimed ports in South Australia	Q1	Q3

Ongoing work
<b>Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost</b>
Conciliate and arbitrate individual infrastructure access disputes

## 5.7 General regulation

The Commission will continue to undertake general regulatory and administrative functions to support achievement of its statutory roles and functions.

The key projects and ongoing work in general regulation for the 2016-17 performance period are listed below.

Project	Commence	Complete
<b>Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements</b>		
Conduct a review of compliance reporting guidelines in all industries	Q1	Q4
Conduct a review of the administration of relevant acts, regulations and statutory instruments	Q1	Q4
<b>Goal 3: We will engage genuinely with our stakeholders to achieve the best possible decisions and build understanding of economic and regulatory issues</b>		
Enhance the Commission website to improve retailer and consumer information	Q1	Q4
Engage an independent organisation to undertake a survey of stakeholder perceptions of the Commission	Q3	Q4
Undertake a review of the Commission's Charter of Consultation and Regulatory Practice to ensure that the Commission's regulatory processes, including engagement processes, best promote its objectives	Q1	Q4

Project	Commence	Complete
<b>Goal 4: Contribute to a strong, sustainable economy in South Australia</b>		
Implement, with ongoing development, a formal 'Better Regulation' framework to govern the Commission's approach to developing, maintaining and applying regulation	Q1	Q4
Conduct Part 7 ESC Act Inquiries Conduct Inquiries as referred from South Australian Government	As required	
Provide advice to South Australian Government under ESC Act As referred from South Australian Government	As required	

Ongoing work	Commence	Complete
<b>Goal 3: We will engage genuinely with our stakeholders to achieve the best possible decisions and build understanding of economic and regulatory issues</b>		
Co-ordinate and administer the Consumer Advisory Committee for water, electricity and gas	Ongoing	
Provide assistance to the Department of Community and Social Inclusion in administering the Consumer Advocacy Research Fund	Ongoing	
Maintain a consultative approach to decision-making	Ongoing	
Develop relationships with regulated industries, consumers, Government, other regulators	Ongoing	
Refine communications methods and mechanisms	Ongoing	
Provide information and education to the general community	Ongoing	
<b>Goal 4: We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice</b>		
Contribute to the development of state and national regulatory frameworks	Ongoing	
Publish corporate Annual Report in accordance with legislative requirements	Q1	Q1

## 5.8 People, culture and systems

At the Commission, our people, culture and systems underpin the achievement of our goals. We ensure our corporate support services are efficient, timely and aligned to strategic and performance planning.

The Commission is committed to continuous improvement of all corporate support services with a focus on opportunities to improve key business systems, policies and processes to provide best value to the Commission and our stakeholders.

The key projects and ongoing work for the 2016-17 performance period are listed below.

Projects and key deliverables	Commence	Complete
Develop information system/s and improved business processes for efficiencies in the capture, reporting and processing of information from regulated entities	Q1	Q4
Review productivity and efficiency of Commission operations	Q1	Q4
Publish Commission's Annual Report 2015-16	Q1	Q1
Undertake end of year financial review and finalisation of accounts including Auditor-General review	Q1	Q2
Develop Workforce Plan 2016-17	Q1	Q2
Develop the Performance Plan and budget for 2017-18	Q2	Q3
Develop and publish Strategic Plan 2017-2020	Q2	Q3
Biannual review of Enterprise Risk Register	Q1	Q4

Ongoing work
Ensure finance, procurement, human resources, work health and safety, information management and risk management policies and procedures are regularly reviewed, published and fully implemented
Ensure all staff have a current personal development plan and performance management in place
Ensure robust corporate record management practices are in place



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