



Corporate

Performance Plan 2017-18

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Enquiries concerning this document should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
Freecall: 1800 633 592 (SA and mobiles only)
E-mail: escosa@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

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1 Introduction

The Essential Services Commission (**Commission**) is a statutory authority established as an independent economic regulator and advisory body under the Essential Services Commission Act 2002 (**ESC Act**).

The Commission regulates the provision of essential services in the water and sewerage, electricity, gas, maritime and rail industries, conducts formal public inquiries and provides advice to the Government on economic and regulatory matters. The ESC Act and various industry Acts together provide the Commission with regulatory and advisory powers and functions.

The Commission's primary objective, as set out in the ESC Act, is the:

"...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 2017-2020** outlines its goals, priorities and key performance indicators. The plan articulates how the Commission will deliver its statutory work program, utilising stakeholder engagement and robust decision-making, to add value for South Australians. A copy of this plan can be found at the Commission's website.

This **Performance Plan 2017-18** has been prepared pursuant to Section 23 of the ESC Act. It sets out the Commission's goals, major projects and priorities, and is provided to the Treasurer for approval along with the Commission's Budget for 2017-18.

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, seeks advice on complex economic and regulatory matters that contribute to a strong, sustainable economy in South Australia.

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

- ▶ providing advisory, market intelligence and research services on regulatory, economic and related matters
- ▶ monitoring and advising on new regulatory developments and innovations in areas relevant to the Commission by:
 - monitoring leading-edge developments by other regulators interstate and overseas
 - monitoring relevant academic literature and industry research interstate and overseas
 - undertaking background research and market intelligence, and
 - keeping abreast of developments in emerging technologies
- ▶ 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
- ▶ utilising high-level skills to provide responsive and independent regulatory and economic advice to our stakeholders
- ▶ 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’s regulatory functions by industry

Legislation	Regulatory functions
Water Industry Act 2012	<p>Water and sewerage retail service providers:</p> <ul style="list-style-type: none"> ▶ Licensing ▶ Retail price regulation ▶ Consumer protection ▶ Service/reliability standard setting ▶ Performance monitoring and reporting <p>Third party access regime regulator</p>
Electricity Act 1996	<p>Electricity retail operations:</p> <ul style="list-style-type: none"> ▶ Administration of the retailer Solar Photovoltaic Feed-in Tariff ▶ Preparation and publication of Energy Retail Offer Comparison Report ▶ Retailer Energy Efficiency Scheme administration <p>Electricity generation, transmission, distribution and off-grid suppliers:</p> <ul style="list-style-type: none"> ▶ Licensing ▶ Network service/reliability standard setting ▶ Performance monitoring and reporting
Gas Act 1997	<p>Gas retail operations:</p> <ul style="list-style-type: none"> ▶ Preparation and publication of Energy Retail Offer Comparison Report ▶ Retailer Energy Efficiency Scheme administration <p>Licensing of retail and distribution LPG gas operations</p> <p>Licensing of natural gas network operations, standard setting, performance monitoring and reporting</p>
AustralAsia Railway (Third Party Access) Act 1999; Railway (Operations and Access) Act 1997	<p>Regulation under the AustralAsia (Third Party Access) Code for the Tarcoola–Darwin railway</p> <p>Access regulator for specified intra-state rail lines</p>
Maritime Services (Access) Act 2000	<p>Pricing and access regulator for specified port services</p>

4 Goals and associated priorities

The Commission's Strategic Plan 2017-2020 outlines the manner in which the Commission will achieve its goals and priorities. 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.

Key priorities

The Commission's Strategic Plan 2017-2020 sets out the goal priorities for the three-year period. These are outlined below.

Goal 1 key priorities

- ▶ SA Water Regulatory Determination 2020 – finalise framework and approach and make the determination to apply from 1 July 2020
- ▶ monitor electricity Retailer Feed-in Tariffs and, if required, make a Retailer Feed-in Tariff Determination
- ▶ review standards for SA Power Network's electricity distribution services, to apply from 1 July 2020, and
- ▶ review standards for Australian Gas Network's gas distribution services, to apply from 1 July 2021.

Goal 2 key priorities

- ▶ administer the SA Water and Minor and Intermediate Water Retailers Regulatory Framework
- ▶ monitor the efficient administration of REES
- ▶ monitor and publicly report on the operational, customer service, and financial performance of all licensees, and
- ▶ prepare Ministerial energy price monitoring reports, and monitor and report on ports prices.

Goal 3 key priorities

- ▶ review our Charter of Consultation and Regulatory Practice
- ▶ engage with our Consumer Advisory Committee
- ▶ enhance our consumer and licensee information and education functions
- ▶ continue to review and enhance our consultation methods to optimise well-informed decision making, and
- ▶ continue to build and maintain strong relationships with our key stakeholders.

Goal 4 key priorities

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

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.

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.

In regulating retail services under the WI Act, the Commission aims to have a targeted and proportionate approach that has regard to the nature and scale of operations.

The Commission has a focus in the performance period to ensure that the water retail regulatory regimes developed and administered by the Commission provide the right level of consumer protection, without imposing undue costs on retailers (and therefore customers). We will continue to engage with retailers to ensure they have an understanding of their obligations so consumers can access benefits of the regulatory framework.

On 1 July 2016, the Commission commenced a new role as access regulator in the water industry for the third party access regime. The regime provides a framework for the negotiation of access to certain water and sewerage infrastructure services, with the potential for arbitration should negotiations fail.

As the regulator, the Commission has the function of monitoring and enforcing compliance with the requirements of the regime. This encompasses:

- ▶ it is the body to which disputes are referred to and must, in the first instance, seek to resolve the dispute by conciliation; if a dispute is not resolved by conciliation, the Commission may refer the dispute to arbitration
- ▶ it can require a regulated operator to give the Commission specified information or documents related to the regulated operator's water/sewerage service business
- ▶ it must prepare and deliver to the Minister a report of the work carried out by the Commission relevant to the Regime, each financial year

The Act also imposes certain obligations on regulated operators.

The Government, through proclamation, is responsible for determining the extent to which the Regime applies to water/sewerage infrastructure, operators or services.

The key projects and ongoing work in water for the 2017-18 performance period are listed below.

Project	Requirement/outcome	Start	Finish	Project Lead	Statutory
Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost					
Small scale networks inquiry - finalise regulatory framework.	Regulatory framework provides appropriate consumer protection at least cost.	Q1	Q2	R&A	No
Small scale networks inquiry – implementation of the revised regulatory framework.	Retailers have an understanding of obligations so consumers can access benefits of the regulatory framework.	Q3	Q4	LMR	No
Finalise SA Water Regulatory Determination 2020 (RD20) Framework & Approach.	All stakeholders have an understanding of the framework and approach that will be applied for SA Water RD20.	Q1	Q2	CPP	No
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements					
Develop and publish Water Regulatory Performance Reports on the performance of SA Water and minor and intermediate retailers.	Consumers and stakeholders are informed of the operational and customer service performance of regulated entities.	Q1	Q3	LMR	Yes
Develop and publish annual report on Commission's activities related to administration of the Water Third Party Access regime.	Meet requirement of Section 86D of the Water Industry Act 2012 and submit to the Minister.	Q1	Q2	LMR	Yes

Ongoing work	Project Lead	Statutory
Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost		
Collect, analyse and report on pricing outcomes by regulated entities.	LMR	Yes
Resolve any excluded services disputes.	CPP	Yes
Conciliate and arbitrate access disputes.	CPP	Yes
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements		
Issue licences and exemptions as required.	LMR	Yes
Administer licensing regime for water and sewerage service operations.	LMR	Yes
Review Industry Codes.	CPP	Yes
Administer Industry Codes and Guidelines.	LMR	Yes
Administer the water industry third party access regime.	CPP	Yes
Collect, analyse and report on compliance outcomes by regulated entities, and undertake compliance action as required	LMR	Yes
Collect, analyse and report on operational performance outcomes by regulated entities.	LMR	Yes

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:

- ▶ monitoring and reviewing the need to set the Retailer 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 is 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 2017-18 performance period are listed below.

Project	Requirement/outcome	Start	Finish	Project Lead	Statutory
Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost					
Develop and publish Energy Offer Comparison Report 2017 on energy retail offer prices.	Meet requirement of Section 12 (1)(c) of the Electricity (General) Regulations 2012 and submit to the Minister.	Q1	Q2	LMR	Yes
Develop service standard framework for SA Power Networks to apply from 1 July 2020.	Customers have opportunity to inform the service standards, and SA Power Networks has certainty of its requirements for the AER determination.	Q1	Q4	CPP	Yes
Small scale networks inquiry - finalise regulatory framework.	Regulatory framework provides appropriate consumer protection at least cost.	Q1	Q2	R&A	No
Small scale networks inquiry – implementation of the revised regulatory framework.	Retailers have an understanding of obligations so consumers can access benefits of the regulatory framework.	Q3	Q4	LMR	No
Review impact of increasing focus/contribution of renewables to energy mix on service standards.	Internal research to enable Commission to target regulatory responses.	Q1	Q4	R&A	No
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements					
Develop and publish Energy Regulatory Performance Reports on the performance of network, LPG and off-grid businesses.	Consumers and stakeholders are informed on the operational and customer service performance of regulated entities.	Q1	Q2	LMR	Yes
Develop and publish Power Line Environment Committee Annual Report on the operations of the undergrounding program.	Meet requirement of the Power Line Environment Committee Charter which governs the administration of the committee, and submit to the Minister.	Q1	Q2	LMR	Yes
Goal 3: We will engage genuinely with our stakeholders to achieve the best possible decisions and build understanding of economic and regulatory issues					
Complete Part 7 inquiry into licensing arrangements under the Electricity Act 1996 for inverter-connected generators.	Licence conditions which protect the long-term interests of South Australian consumers with respect to the quality and reliability of the power system.	Q1	Q1	R&A	No

Project	Requirement/outcome	Start	Finish	Project Lead	Statutory
Research into economics of PV and battery versus grid for residential customers.	Published study for residential customers.	Q1	Q4	R&A	No
Goal 4: We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice					
Advice on impact of increasing off-grid supply on capital requirements of State-owned providers.	Self-initiated advice to Treasurer.	Q1	Q2	R&A	No

Ongoing work	Project Lead
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements	
Issue licences and exemptions as required.	LMR
Administer the licensing regime for the following operations: <ul style="list-style-type: none"> - electricity generation - electricity transmission - electricity system control - electricity distribution - electricity retailing (off-grid) - natural gas distribution - liquefied Petroleum Gas (LPG) retailing and distribution 	LMR
Review Industry Codes.	CPP
Review and administer Industry Codes and Guidelines.	LMR
Collect, analyse and report on compliance outcomes by regulated entities, and undertake compliance action as required.	LMR
Collect, analyse and report on operational performance outcomes by regulated entities.	LMR
Develop and publish Significant Event Performance Reports as required.	LMR
Administer Power Line Environment Committee Program.	LMR
Review and approve safety, reliability, maintenance and technical management plans, in liaison with the Office of the Technical Regulator	LMR
Undertake regulatory tasks assigned as part of the National Energy Customer Framework.	LMR

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, by delivering energy efficiency activities (such as installing energy efficient lighting) and providing energy audits to enable households and business to reduce energy consumption. 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 reports annually to the Minister for Mineral Resources and Energy on retailers' progress in achieving the required targets.

The key projects and ongoing work in REES for the 2017-18 performance period are listed below.

Project	Requirement/ outcome	Start	Finish	Project Lead	Statutory
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements					
Develop and publish REES Annual Report on the outcomes of the REES scheme.	Meet requirement of Regulation 31(1)(c)(i) of the Electricity (General) Regulations 2012 and submit to the Minister.	Q1	Q2	LMR	Yes
Determine apportionment of REES targets for the forthcoming REES year and notify retailers.	Meet requirement of Regulation 24(4), 29(5) and 32(1) of the Electricity (General) Regulations 2012.	Q1	Q2	LMR	Yes
Assess retailer achievement of REES targets for the preceding REES year.	Meet requirement of Regulation 31(1)(a) and 31(1)(b) of the Electricity (General) Regulations 2012.	Q3	Q4	LMR	Yes
Review and assess retailer compliance plans and information.	Meet requirement of Regulation 34 of the Electricity (General) Regulations 2012.	Q3	Q4	LMR	Yes

Ongoing work	Project Lead	Statutory
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements		
Administer REES.	LMR	Yes
Administer and review the REES Code and Guidelines.	LMR	Yes

Administer REES enforcement and penalty regime.	LMR	Yes
Publish REES Bulletins.	LMR	Yes
Receive and process REES activity data reports from retailers.	LMR	Yes

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 Commission’s role under the Code includes:

- ▶ the development and maintenance of various guidelines, including guidelines relating to:
 - arbitrator pricing requirements
 - access provider reference prices and service policies, and
 - access provider information reporting requirements.
- ▶ conciliation of access disputes and referral of disputes to arbitration.
- ▶ monitoring and enforcing compliance with the Code as well as periodically conducting, or assisting with, reviews under the Code.

The key projects and ongoing work in Rail – Tarcoola to Darwin for the 2017-18 performance period are listed below.

Project	Requirement/outcome	Start	Finish	Project Lead	Statutory
Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost					
Review guidelines issued under the Tarcoola – Darwin railway third party access Code.	Stakeholders have an understanding of the access regime.	Q1	Q2	CPP	No
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements					
Develop and publish annual report on Commission’s activities related to administration of the Tarcoola-Darwin rail access regime.	Meet requirement of Section 7 of the AustralAsia Railway (Third Party Access) Act 1999 - Schedule—AustralAsia Railway (Third Party Access) Code and submit to the SA and NT Minister.	Q1	Q2	LMR	Yes

Ongoing work	Project Lead	Statutory
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.	CPP	Yes
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.	LMR	Yes

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 2017-18 performance period are listed below.

Project	Outcome	Start	Finish	Project Lead	Statutory
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements					
Develop and publish annual report on Commission's activities related to administration of the intrastate rail access regime.	Meet requirement of Section 9(A)(1) of the Railways (Operations and Access) Act 1997 and submit to the Minister.	Q1	Q2	LMR	Yes
Review intrastate rail access regime Information Kit.	Information Kit provides appropriate guidance on regulatory requirements.	Q1	Q2	CPP	No

Ongoing work	Project Lead	Statutory
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.	CPP	Yes
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.	LMR	Yes

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.

The key projects and ongoing work in Ports for the 2017-18 performance period are listed below.

Project	Requirement/outcome	Start	Finish	Project Lead	Statutory
Goal 1: We will establish consumer protection frameworks to promote the delivery of service levels valued by consumers at an efficient cost					
Finalise 2017 review of ports pricing and access regime.	Regulation of ports pricing and access is effective, reflecting current and future market conditions.	Q1	Q2	CPP	Yes
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements.					
Monitor ports prices and publish ports price monitoring information.	Prices of Essential Maritime Services are transparent and there is clear information to explain price movements.	Q1	Q4	LMR	Yes

Ongoing work	Project Lead	Statutory
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 individual infrastructure access disputes	CPP	Yes

5.7 General regulation

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

The key projects and ongoing work in general regulation for the 2017-18 performance period are listed below.

Project	Requirement/outcome	Start	Finish	Project Lead	Statutory
Goal 2: We will keep regulated businesses accountable by monitoring and publicly reporting on service standards and regulatory requirements					
Review licensing assessment process and standard licence conditions.	Ensure licence assessment processes and licence conditions are consistent with	Q1	Q4	LMR	No

	the Better Regulation Framework.				
Implement findings from the review of compliance reporting guidelines in all industries.	Ensure compliance reporting is consistent with the Better Regulation Framework.	Q1	Q4	LMR	No
Conduct a review of the Commission's Audit Framework.	Ensure the audit framework is consistent with the Better Regulation Framework.	Q1	Q4	LMR	No
Goal 3: We will engage genuinely with our stakeholders to achieve the best possible decisions and build understanding of economic and regulatory issues					
Undertake review of Better Regulation Framework (specifically develop common understanding of risk-based approach)	Ensure Better Regulation Framework remains current	Q1	Q4	R&A	No
Goal 4: Contribute to a strong, sustainable economy in South Australia					
Undertake research into global practices in transport regulation	Keep up to date with emerging technologies and business models	Q1	Q4	R&A	No
Undertake research into the role and structure of incentives in economic regulation.	Ensure regulatory approaches remain current.	Q1	Q4	R&A	No
Undertake research into customer information versus customer overload.	Gain better understanding of the information customers value.	Q1	Q4	R&A	No
Conduct Part 7 ESC Act Inquiries as referred from South Australian Government.	SA Government is informed on relevant issues.	As required		R&A	Yes
Provide advice to South Australian Government under ESC Act.	SA Government is informed on relevant issues.	As required		R&A	Yes

Ongoing work	Project Lead	Statutory
Goal 3: We will engage genuinely with our stakeholders to achieve the best possible decisions and build understanding of economic and regulatory issues		
Coordinate and administer the Consumer Advisory Committee for water, electricity and gas.	CSG	Yes
Provide assistance to the Department of Community and Social Inclusion in administering the Consumer Advocacy Research Fund.	CPP	No
Goal 4: We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice		
Provide regular updates on jurisdictional regulatory appeals.	R&A	No
Contribute to the development of state and national regulatory frameworks.	CPP, LMR R&A	No

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 2017-18 performance period are listed below.

Projects and key deliverables	Requirement/outcome	Start	Finish	Project Lead	Statutory
Develop and publish Commission's Annual Report 2016-17.	Meet requirements of Section 39 (1) ESC Act 2002.	Q1	Q2	CSG	Yes
Undertake end of year financial review and finalisation of statutory accounts including Auditor-General review.	Meet requirements of Section 23 Public Finance and Audit Act 1987, and Treasury Instructions TI2 and TI28.	Q1	Q2	CSG	Yes
Develop Workforce Strategy 2018-2021.	Supports Strategic Plan 2018-2020 and outlines Workforce commitments.	Q1	Q2	CSG	No
Develop Information Technology Strategy 2018-2021.	Supports Strategic Plan 2018-2020 and outlines IT commitments.	Q1	Q2	CSG	No
Develop the Performance Plan and budget for 2018-19.	Meet requirements of Section 23 ESC Act 2002.	Q2	Q3	CSG	Yes
Develop and publish Strategic Plan 2018-2021.	Stakeholders understand the Strategic Direction of the Commission.	Q2	Q3	CSG	No
Biannual review of Enterprise Risk Register.	Meet requirements of Risk Management Framework.	Q1	Q4	CSG	No
Review of Compliance to Corporate Governance Frameworks.	Meet requirements of Treasury Instructions TI2 and TI28	Q1	Q4	CSG	No
Achieve White Ribbon Accreditation.	Taking a Stand Responding to Domestic Violence policy and consistency with SA Government Strategic Plan Target 18.	Q1	Q4	CSG	No
Review Diversity Statement and Disability Action Improvement Plan.	Consistency with SA Government Strategic Plan Target 50 and 52.	Q3	Q4	CSG	No

Complete stage 3 of the Electronic Document Management System project.	Achieve business efficiency and meet requirements of State Records Act 1997. Consistent with SA Government's ICT strategy: SA Connected.	Q1	Q4	CSG	No
Review and update of Intranet functionality/platform.	Achieve business efficiency. Consistency with SA Government's ICT strategy: SA Connected.	Q2	Q4	CSG	No
Review and implement electronic modules of a Human Resource Management system (including Performance Review and Development system)	Achieve business efficiency. Consistency with SA Government's ICT strategy: SA Connected.	Q1	Q4	CSG	No
Investigate electronic performance management and planning system.	Achieve business efficiency. Consistency with SA Government's ICT strategy: SA Connected.	Q3	Q4	CSG	No

Ongoing work	Project Lead	Statutory
Ensure the Commission's corporate governance framework is effective and efficient, with policies and procedures that are appropriate and meet statutory requirements, and that staff are aware of their obligations and expectations.	CSG	Yes
Ensure annual and quarterly reporting to SA Government entities (eg State Procurement Board, Office of Public Sector, Department of Treasury and Finance) as required.	CSG	Yes
Ensure Commission performance is monitored with quarterly reporting on the Performance Plan.	CSG	No
Ensure strategic workforce strategies optimise employee engagement and individual and cross-group contribution to the work of the Commission	CSG	No
Ensure all staff have a current performance review and development plan in place.	CSG	Yes
Ensure robust budget, procurement and expenditure management to meet statutory and Treasury Instruction requirements, with monthly financial performance reporting.	CSG	Yes
Ensure marketing and communication strategies are effective and publications and website content are appropriate to optimise stakeholder engagement.	CSG	No
Ensure information management systems are effective and efficient with a focus on streamlining efficiencies in business operations.	CSG	No
Ensure robust and effective corporate record and document management practices are in place.	CSG	Yes



The Essential Services Commission of South Australia

Level 1, 151 Pirie Street Adelaide SA 5000

GPO Box 2605 Adelaide SA 5001

T 08 8463 4444

E escosa@escosa.sa.gov.au | W www.escosa.sa.gov.au