



Corporate

# Performance Plan 2018-19

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# Table of Contents

- 1 Introduction ..... 1
- 2 Regulatory functions ..... 2
- 3 Advisory functions..... 3
- 4 Commission priorities ..... 4
  - Priority 1 ..... 4
  - Priority 2 ..... 4
  - Priority 3 ..... 4
- 5 Performance plan by industry sector ..... 5
  - 5.1 Water..... 5
  - 5.2 Energy (electricity and gas) ..... 7
  - 5.3 Retailer Energy Efficiency Scheme (REES) ..... 9
  - 5.4 Rail – Tarcoola to Darwin ..... 10
  - 5.5 Rail – Intrastate ..... 11
  - 5.6 Ports ..... 13
  - 5.7 General regulation ..... 14
  - 5.8 People, culture and systems ..... 15

# 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 **Strategy 2018-2021** outlines the changing environment for economic regulation and the Commission's strategic responses, along with key priorities and performance indicators of success. The Strategy 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 the Strategy 2018-2021 can be found at the Commission's website.

This **Performance Plan 2018-19** 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 2018-19.

## 2 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	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> <li>▶ Third party access regime regulator</li> </ul>
Electricity Act 1996	Electricity retail operations: <ul style="list-style-type: none"> <li>▶ Administration of the retailer Solar Photovoltaic Feed-in Tariff</li> <li>▶ Preparation and publication of Energy Retail Offer Comparison Report</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 Energy Retail Offer Comparison Report</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

\* The Commission also has a potential new role under the Local Government (Rates Oversight) Amendment Bill 2018

### 3 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.

## 4 Commission priorities

The Commission's Strategic Plan 2018-2021 outlines three priorities that guide the Commission in meeting its primary objective of protecting the long-term interests of consumers with respect to price, quality and reliability of essential services.

These priorities are:

### Priority 1

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

### Priority 2

We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance.

### Priority 3

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

The Commission's performance plan and work program are guided by these priorities and in undertaking these priorities, meaningful stakeholder engagement is undertaken.

## 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
- ▶ performance monitoring and reporting, and
- ▶ third party access regime.

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 consumers). 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.



The key projects and ongoing work in water for the 2018-19 performance period are listed below.

Project	Requirement/outcome
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and the delivery of service levels valued by consumers at an efficient cost</b>	
SA Water Regulatory Determination 2020: Overview of economic regulation of SA Water	Outline the Commission's approach to regulation of SA Water
SA Water Regulatory Determination 2020: SA Water performance, past and present	A summary of SA Water's historical financial and operational performance
SA Water Regulatory Determination 2020: Determining revenues/prices of drinking water and sewerage	Explain how revenues/prices are determined for SA Water's drinking water and sewerage services
SA Water Regulatory Determination 2020: Regulation of recycled water, connections and miscellaneous services	Explain the Commission's proposed approach to regulation of SA Water's recycled water, connections and miscellaneous retail services.
SA Water Regulatory Determination 2020: Existing SA Water Initiatives	Explain the initiatives from SA Water's Regulatory Business Proposal 2016 and their current status, and discuss SA Water's new initiatives subsequent to Regulatory Business Proposal 2016
SA Water Regulatory Determination 2020: Future cost drivers	Outline the major external factors that are likely to influence SA Water's forecast costs under its Regulatory Business Proposal 2020
SA Water Regulatory Determination 2020: The cost of new and existing assets	Explain the methodology for calculating the costs of new and existing assets, in particular the return on and return of assets
SA Water Regulatory Determination 2020: Prudent and efficient service delivery	Explain the evidence needed to support expenditure proposals (including customer research) and how we will assess the efficiency of expenditure and monitor their outcomes
Discovery Project – Water Retailers	Identify water retailers not currently licenced or exempted to ensure appropriate authorisation to retail
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>	
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 service performance of regulated entities
<b>Priority 3: We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice</b>	
Small scale networks inquiry – Finalise the revised regulatory framework	Review and determine, as appropriate, regulatory obligations for retailers
Provide advice to the Treasurer on licence fees to be set up under the Water Industry Act 2012	Licence fees reflect efficient regulatory cost

Ongoing work
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and 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>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>
Issue licences and exemptions as required
Administer licensing regime for water and sewerage service operations
Review Industry Codes
Administer Industry Codes and Guidelines
Administer the water industry third party access regime
Collect, analyse and report on compliance outcomes by regulated entities, and undertake compliance action as required
Collect, analyse and report on operational 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:

- ▶ monitoring and reviewing the need to set the Retailer Feed-in Tariff (under the Electricity Act)
- ▶ preparing annual Ministerial Energy Retail Offer Comparison Report (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 2018-19 performance period are listed below.

Project	Requirement/outcome
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and the delivery of service levels valued by consumers at an efficient cost</b>	
Develop and publish Energy Retail Offer Comparison Report 2017 on energy retail offer prices	Meet requirement of regulation 12 (1)(c) of the Electricity (General) Regulations 2012 and submit to the Minister
Small scale networks inquiry – Finalise the revised regulatory framework	Review and determine, as appropriate, regulatory obligations for retailers
Commence a review of the Gas Distribution Code and reporting guideline for Australian Gas Networks, to apply from 1 July 2021	Review the services that are valued by Australian Gas Network customers, and are delivered at a cost that does not exceed that value
Finalise review of Electricity Transmission Code	Electricity Transmission Code limited review to clarify the intent of the code.
Finalise development of service standard framework for SA Power Networks to apply from 1 July 2020	Consumers have opportunity to inform the service standards, and SA Power Networks has certainty of its requirements for the Australian Energy Regulator's determination
Review Electricity Metering Code	Review the Electricity Metering Code to ensure that it is providing appropriate consumer protections, without imposing excessive regulatory costs
Review Gas Metering Code	Review the Gas Metering Code to ensure that it is providing appropriate consumer protections, without imposing excessive regulatory costs
Review Energy Prepayment Meter System Code	Review the Energy Prepayment Meter System Code to ensure that it is providing appropriate consumer protections, without imposing excessive regulatory costs
Review of Energy Guideline No. 5 – No early termination fee market contracts	Review Energy Guideline No. 5 to ensure that it is providing appropriate consumer protections, without imposing excessive regulatory costs
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>	
Develop and publish Power Line Environment Committee Annual Report on the operations of the undergrounding program	Meet requirements of the Power Line Environment Committee Charter which governs the administration of the committee, and submit to the Minister
Develop and publish Energy Regulatory Performance Reports on the performance of network, LPG and off-grid regulated entities	Consumers and stakeholders are informed on the service performance of regulated entities

## Ongoing work

### Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance

Issue licences and exemptions as required

Administer the licensing regime for the following operations:

- electricity generation
- electricity transmission
- electricity system control
- electricity distribution
- electricity retailing (off-grid)
- natural gas distribution
- liquefied Petroleum Gas (LPG) retailing and distribution

Administer Industry Codes and Guidelines

Collect, analyse and report on compliance outcomes by regulated entities, and undertake compliance action as required

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

Develop and publish Significant Event Performance Reports as required

Administer Power Line Environment Committee Program

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, 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 2018-19 performance period are listed below.

Project	Requirement/outcome
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>	
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
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
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
Review and assess retailer compliance plans and information	Meet requirement of Regulation 34 of the Electricity (General) Regulations 2012

Ongoing work
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>
Administer REES
Administer and review the REES Code and Guidelines
Administer REES enforcement and penalty regime
Publish REES Bulletins
Receive and process REES activity data reports from retailers

## 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 2018-19 performance period are listed below.

Project	Requirement/outcome
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and the delivery of service levels valued by consumers at an efficient cost</b>	
Develop framework and approach for 5-year review of Tarcoola-Darwin revenues	Ensure that the approach to the review delivers benefits to rail customers
Review guidelines issued under the Tarcoola – Darwin railway third party access Code	Stakeholders have an understanding of the access regime
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>	
Develop and publish annual report on Commission's activities related to administration of Tarcoola-Darwin rail access regime (combined with Commission's Annual Report)	Meet requirements of Section 7 of the AustralAsia Railway (Third Party Access) Act 1999 – Schedule – AustralAsia Railway (Third Party Access) Code and submit to SA and NT Ministers

Ongoing work
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and the delivery of service levels valued by consumers at an efficient cost</b>
Conciliate access disputes and refer to arbitration if needed
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>
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 Railways (Operations and Access) Act. This applies to the major intrastate 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 Railways (Operations and Access) 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 2018-19 performance period are listed below.

Project	Requirement/outcome
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and the delivery of service levels valued by consumers at an efficient cost</b>	
Review intrastate rail access regime Information Kit	Information Kit provides appropriate guidance on regulatory requirements
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>	
Develop and publish annual report on Commission's activities related to administration of the intrastate rail access regime (combined with Commission's Annual Report)	Meet requirement of Section 9(A)(1) of the Railways (Operations and Access) Act 1997 and submit to the Minister

Ongoing work
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and the delivery of service levels valued by consumers at an efficient cost</b>
Conciliate access disputes and refer to arbitration if needed
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>
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, and
- ▶ 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 2018-19 performance period are listed below.

Project	Requirement/outcome
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>	
Review ports performance indicators	Ensure the collection of appropriate performance indicators to assess the success of the regulatory framework
Annual ports price monitoring report	Prices of Essential Maritime Services are transparent and there is clear information to explain price movements

Ongoing work
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and 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 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 2018-19 performance period are listed below.

Project	Requirement/outcome
<b>Priority 2: We will keep regulated entities accountable to consumers through transparent monitoring and public reporting on performance</b>	
Review of communication and education materials for regulated entities and stakeholders	Regulated entities and stakeholders understand our framework and implement it correctly
Implement the findings from the review of the Commission's Licensee Audit Framework	Monitoring framework incentivises the performance of regulated entities
Review and enhance public reporting framework.	Monitoring framework incentivises the performance of regulated entities
<b>Priority 3: We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice</b>	
Grain Bulk Export Supply Chain Inquiry	Determine the reasonableness of the costs underpinning the South Australian bulk grain supply chain
Conduct Part 7 ESC Act Inquiries as referred from South Australian Government	SA Government is informed on relevant issues
Provide advice to South Australian Government under ESC Act	SA Government is informed on relevant issues

Ongoing work
<b>Priority 1: We will establish consumer protection frameworks to promote regulated entity performance and the delivery of service levels valued by consumers at an efficient cost</b>
Coordinate and administer the Consumer Advisory Committee for water, electricity and gas
Provide assistance to the Department of Community and Social Inclusion in administering the Consumer Advocacy Research Fund
<b>Priority 3: We will add value to South Australia by delivering impartial, credible and robust regulatory and economic advice</b>
Undertake annual review of the Better Regulation Framework
Provide regular update of developments in economic/technical regulation and assess their applicability and value in the South Australian context
Continued cyclical review of appropriateness of the quantitative tools used to assist in decision making
Contribute to the development of state and national regulatory frameworks

## 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 2018-19 performance period are listed below.

Projects and key deliverables	Requirement/outcome
Develop and publish Commission's Annual Report 2017-18	Meet requirements of Section 39 (1) ESC Act 2002
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
Develop and publish Strategic Plan 2019-2022	Stakeholders understand the Strategic Direction of the Commission
Develop the Performance Plan and budget for 2019-20	Meet requirements of Section 23 ESC Act 2002
Develop Workforce Strategy 2019-2022	Supports Strategic Plan 2019-2022 and outlines Workforce commitments
Develop Information Technology Strategy 2019-2022	Supports Strategic Plan 2019-2022 and outlines IT commitments
Biannual review of Enterprise Risk Register	Meet requirements of Risk Management Framework
Complete White Ribbon Accreditation	Taking a Stand Responding to Domestic Violence policy and consistency with SA Government Strategic Plan Target 18
Complete the Intranet Portal project	Achieve business efficiency and leverage functionality for improved performance
Implement a corporate reporting system to link the Strategic Plan, Performance Plan, Work Program and individual Performance Development goal setting	Achieve business efficiency through systemisation of work program and individual performance planning, monitoring and reporting.

Ongoing work
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
Ensure robust budget, procurement and expenditure management to meet statutory and Treasury Instruction requirements, with monthly financial performance reporting
Ensure the Internal Audit program is delivered robustly and efficiently and audit findings are reported to the governing body

Ensure annual and quarterly reporting to SA Government entities (eg State Procurement Board, Office of Public Sector, Department of Treasury and Finance) as required

Ensure Commission performance is monitored with quarterly reporting on the Performance Plan

Ensure information management systems are effective and efficient with a focus on streamlining efficiencies in business operations

Ensure robust and effective corporate record and document management practices are in place

Ensure strategic workforce strategies optimise employee engagement and individual and group contribution to the work of the Commission

Ensure all staff have a current performance review and development plan in place

Ensure marketing and communication strategies are effective and publications and website content are appropriate to optimise stakeholder engagement



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