

**AGENCY FOR THE COOPERATION OF ENERGY REGULATORS**

**ICT Strategy 2013-2015**

## 1 INTRODUCTION

The overall aim of the ICT Strategy 2013-2015 is to ensure that there is an alignment between the objectives of the Agency for the Cooperation of Energy Regulators (hereinafter referred to as "the Agency") and the functioning, activities and plans of the IT section of the Administration Department (hereinafter referred to as "IT section"). The ICT Strategy aims to provide all the necessary ICT services and environment needed to the Agency and its staff to perform their duties. In addition, the ICT Strategy is drafted taking into account the Internal Control Standards and rules that apply to EU Agencies which define the framework within which the IT section should operate.

The ICT Steering Committee may propose to the Director those amendments in the ICT Strategy that are deemed to be necessary in order to meet the changing needs of the Agency..

## 2 STAKEHOLDER ANALYSIS

The ICT Strategy is compiled considering the needs and requirements of the following major bodies and stakeholders of the Agency:

- Agency Bodies
- Agency departments and sections
- Agency employees
- Agency Working groups, Task forces, stakeholders, etc.
- Stakeholders with whom the Agency will be involved while performing its legal tasks: NRAs, TSOs, market participants, etc.

The needs and requirements of the above mentioned bodies and stakeholders are collected on a regular basis and assessed within the ICT Governance structure as described in paragraph 3.2 of this document.

## 3 CURRENT STATE

The ICT infrastructure of the Agency has been established and allows the Agency to be fully functional.

Major accomplishments are outlined as follows:

- All Agency staff (56 on 01/01/2013) has personal computers with standard desktop tools and access to email, Internet and the Intranet, telephony, etc. IT infrastructure is incrementally upgraded as resources and budgets permit;
- The IT section (currently comprising of 4 staff) has been providing IT assistance to staff, serves IT requests and provides IT training when such needs are identified;
- The Agency's Intranet site has been developed and is fully functional;
- The Agency's Internet website has been created and is fully functional serving also the needs of NRAs, Task workforces and groups and stakeholders from the 28 Member State countries;
- The Financial system (ABAC) is in place and is fully functional;
- Software applications such as Missions management, Leave management, Performance appraisal and Agency employees repository database have been developed and are already in use;
- The Document Management System is already in place;
- Remote access to the Agency's ICT systems is granted upon request through the use of VPN;
- Security applications and devices are in place to ensure the safety of the Agency's data, communications and activities;
- The IT section of the Agency is involved in the activities regarding implementation of REMIT.

For every calendar year, the IT section identifies its tasks and priorities and drafts an action plan. An example for 2013 can be found in the file **"IT action plan 2013.xlsx"** published in the relevant section of the Agency's Intranet.<sup>1</sup>

The action plan is regularly updated within the year in order to reflect more accurately the current needs for actions to be covered by budgetary appropriations.

### 3.1 WORKFORCE ANALYSIS

The IT section was initially composed of 2 staff (IT Resources Officer, Knowledge Manager). From September 2011 the IT and Document Management assistant joined the team and from July 2012 an IT Expert joined the IT section. In October 2013, the Knowledge Manager was transferred to the Director Office in the interest of the service and an IT SNE joined the IT Section

Training has been provided to the IT section by all the external contractors that contributed to the major installations of the ICT infrastructure. In addition, financial and procurement training has been

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<sup>1</sup> <http://s-ws64-moss01/administration/IT/Documents/ICT%20Strategy%20documents/IT%20action%20plan%202013.xlsx>

already provided. Also, from June 2012, the Agency is able to attend specialised ICT training through the use of a DIGIT FWC for ICT training. A training path for each member of the IT section has been identified according to current and future needs

The indicative list of the current tasks of the IT section includes:

- Planning, management and monitoring of IT network, infrastructure and services;
- Propose and receive requests for acquisitions of ICT software and hardware, conceive and implement new ICT services;
- Planning, implementation and monitoring of ICT software developments and applications ;
- ICT Project management;
- Website and intranet planning, management and monitoring ;
- ICT support and helpdesk activities;
- End-user ICT training and support;
- ICT asset management;

## 3.2 ICT GOVERNANCE

The decision making process for the ICT issues in the Agency involves (depending on the importance, severity and to whom the impact of the issue is relevant) the following entities:

- The IT section;
- The respective Department or section of the Agency that raised the issue (request for change, new application/ service, etc.);
- The Administration Department of the Agency;
- The ICT Steering Committee of the Agency (information about the role and composition of the Committee can be found in file “DIRECTOR DECISIONS ICT STEERING COMMITTEE.pdf” published in the relevant section of the Agency’s Intranet.<sup>2</sup>

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<sup>2</sup> <http://s-ws64-moss01/administration/IT/Documents/ICT%20Strategy%20documents/DIRECTOR%20DECISIONS%20%20ICT%20STEERING%20COMMITTEE.pdf>

## 4 STRATEGIC VISION

The strategic goals for the IT section in the next 3 years are outlined as following:

- Following the establishment of the ICT infrastructure during the set up phase of the Agency, ensure that existing services are fine-tuned and are in a stable and secure functional state for the years to come;
- Continue the development and implementation of the ICT infrastructure, services and applications, according to the identified needs and requests, reported by the Agency's departments;
- Develop within the IT section of the Agency all the necessary formal procedures, rules and relevant documentation that will enable the ICT section to function according to expected standards and rules;
- Collaboration with the Market Monitoring Department which will have the responsibility for identifying, planning and putting in place the additional ICT Infrastructure, services and applications that will enable the Agency to perform its duties and tasks, as described in REMIT;
- Identify, plan and put in place the additional ICT Infrastructure, services and applications that will enable the Agency to perform its duties as described in Regulation (EU) No 347/2013<sup>3</sup>;
- Ensure that the budget allocated for ICT development, operation and maintenance needs is properly distributed and optimally used;
- Ensure that the Agency is functioning within a secure ICT environment;
- Ensure that the IT section of the Agency is adequately staffed, all the necessary training is provided and tasks and responsibilities are planned and executed in the most efficient way.

## 5 STRATEGIC TASKS TO BE IMPLEMENTED BY THE IT SECTION

The strategic tasks that have been identified for the period 2013-2015 are outlined below and a more detailed description along with the timeline of their output can be found in the file “**ACER ICT Strategic Tasks.xlsx**” published in the relevant section of the Agency's Intranet<sup>4</sup>

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<sup>3</sup> Regulation (EU) No 347/2013 of the European Parliament and of the Council of 17 April 2013 on guidelines for trans-European energy infrastructure and repealing Decision No 1364/2006/EC and amending Regulations (EC) No 713/2009, (EC) No 714/2009 and (EC) No 715/2009.

- Maintenance and support of the existing ICT Infrastructure and services of the Agency;
- Enhancements in ICT Security and ICT Disaster Recovery Plan of the Agency;
- Further development and acquisition of applications and services to cover the Agency's departments needs;
- Collaboration with the Market Monitoring Department which will have the responsibility for the identification and establishment of the ICT Infrastructure and services needed for the REMIT objectives and their operation within the defined security standards;
- Identification, planning and deployment of the additional ICT Infrastructure, services and applications that will enable the Agency to perform its duties as described in Regulation (EU) No 347/2013;
- Possible migration of the ICT infrastructure to new premises;
- Functioning of the IT infrastructure and services in line with Internal Control Standards, specified rules and procedures and ICT standardised methodologies;
- Further development of the Agency's website;
- Establishment and definition of a Standard Project Management IT methodology/governance and an IT change management plan;
- Provision of a high level of ICT support;
- Attendance of the necessary training by IT section members.
- Performance improvement achieved for critical transaction-based systems;
- Enhancements in core business applications to improve efficiency;
- Manual processes and procedures minimization through automation;
- Improvement of the collaboration throughout the Agency through new technologies.

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<sup>4</sup> <http://s-ws64-moss01/administration/IT/Documents/ICT%20Strategy%20documents/ACER%20ICT%20Strategic%20Tasks.xlsx>

Moreover, the additional objectives that should be pursued on an ongoing daily basis for the next 3 years are presented below:

- All staff kept aware of available IT tools, technology and services;
- All staff able to access essential services and perform work outside the Agency;
- Essential services required for business continuity available in the event of a disaster;
- All staff to be able to access email and communicate, around the clock, across the globe;
- Connectivity for all external offices to the Internet continually monitored to ensure timely delivery of services and business functions;
- All circulars and other internal documents available and fully searchable electronically.

For future changes, the IT section shall provide the ICT Steering Committee with a list of tasks to be accomplished in order to meet the changing needs of the Agency in accordance with the Annual Work Programme and future technological developments. Such list shall be approved by the ICT Steering Committee and communicated to the Director for the consequential actions identified in paragraphs 1 and 6.

## **6 ICT BUDGET PLANNING AND MANAGEMENT**

The IT Resources Officer coordinates the estimates and justifications of the proposed ICT expenditures related to the Title 2 and Title 3, during the draft budget exercise, according to the announced timetable. The proposed draft budget is communicated to the ICT Steering Committee for their information and approval. The ICT budget planning is part of the overall budget planning process of the Agency.

Once the budget of the Agency is approved, it is the responsibility of the respective Budget Line Managers to manage the budget and monitor its implementation, according to the priorities set by the ICT Steering Committee.

Detailed information about the budget allocation for the ICT Strategy is provided in file “**IT Section Budget Allocation.docx**” published in the relevant section of the Agency’s Intranet<sup>5</sup>

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<sup>5</sup> <http://s-ws64-moss01/administration/IT/Documents/ICT%20Strategy%20documents/IT%20Section%20Budget%20Allocation.docx>