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## WORKPLAN

### May 2026 – December 2026

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#### Introduction:

The ERRA Presidium proposes that the Association's work plan and corresponding financial planning (budget) period align with the calendar year going forward. Currently, these cover the period from May to April.

Accordingly, the current work plan and budget will cover only the period from May 2026 to December 2026. The Presidium plans to convene a second General Assembly in October, during which the new, full calendar-year documents (January 2027 to December 2027) will be presented.

From that point onward, planning will follow the calendar-year cycle.

#### A.1.0 Internal Technical Work

##### A.1.1 ERRA Standing Committees

The ERRA Standing Committees will be reorganised from four to three committees to reduce overlaps, to achieve lower costs, and strengthen the separation between the regulation of competitive markets and monopoly infrastructure.

Previous structure:

- Energy Transition Committee – ET COM
- Gaseous Fuels Markets and Economic Regulation Committee – GF COM
- Electricity Markets and Economic Regulation Committee – EMER COM
- Customer Protection Committee – CP COM

**New structure:**

- **Markets in Energy Transition Committee (MET COM)**
- **Grids in Energy Transition Committee (GET COM)**
- **Customers in Energy Transition (CET COM)**

The restructuring aims to clearly separate competitive market regulation from monopoly infrastructure regulation while enabling a cross-sectoral approach to resource integration.

Committees will have 1 physical and 1 online meeting in the Workplan period.

Each Committee will include:

- One Committee Chair appointed through formal procedure (application → Presidium shortlist → Committee vote).
- From one to three Vice-Chairs appointed through a separate procedure, without involvement of the Presidium and leaving to each Committee the flexibility to choose their number of Vice-Chairs, based on the number of volunteers and ensuring balanced distribution of responsibilities

Each Committee will operate under:

- A two-year work plan
- A new scope of work structured by thematic areas
- At least one technical report every two years
- A mid-term review of the work plan, including progress assessment and potential adjustments

#### **A.1.1.1 Markets in Energy Transition Committee (MET COM)**

MET COM will focus on facilitating competition and market design in the era of renewable integration and system flexibility.

Sub-areas include:

- RES integration and support mechanisms
- Market design and flexibility solutions
- New technologies and decarbonisation pathways
- Emerging market roles and regulatory innovation

#### **A.1.1.2 Grids in Energy Transition Committee (GET COM)**

GET COM will focus on regulating monopoly infrastructure and network development.

Sub-areas include:

- Economic regulation and tariff methodologies
- Infrastructure development planning and grid investments
- Quality, reliability and resilience
- Digitalisation and smart infrastructure
- Whole energy system issues

#### **A.1.1.3 Customers in Energy Transition (CET COM)**

CET COM bridges market and network issues with a consumer-focused mandate and also addresses regulatory independence.

Sub-areas include:

- Market structure and its evolution
- Protection of vulnerable groups and service providers' obligations
- Consumer engagement and regulatory empowerment
- Functioning of independent regulatory authorities

#### A.1.1.4 Committee Kick-Off Process

Kick-off activity (common to all Committees but especially relevant for the 2 new Committees) shall last from May to Sept/Oct 2026:

- Call for new delegates of new Committees (only MET and GET COMs)
- Call for volunteering as Chairs and Vice Chairs (all COMs)
- Completing the appointment process in two different separate procedures (for Chairs and, subsequently, for Vice-Chairs)
- Launching the Workplan preparation process for each committee (by July at the latest) and completing it (by the Chairmen's meeting, October 2026 at the latest)

#### A.1.2 ERRA 24<sup>th</sup> Annual Conference

The Secretariat will start the organisation of the 24<sup>th</sup> Annual Conference organised in February 1-2, 2027 in Riyadh, Saudi Arabia. The Conference is hosted by the Saudi Electricity Regulatory Authority (SERA).

#### A.1.3 ERRA Chairmen Meeting

The ERRA Chairmen Meeting will take place in Athens, Greece, on October 26-27, 2026. The sessions of the Chairmen meeting will be dedicated to discuss "hot" and trending topics

#### A.1.4 Meeting of ERRA Liaison Officers

The meeting will be hosted by the Energy Regulatory Office (ERO) on September 8, 2026 in Prague, Czech Republic.

#### A.1.5 Online Bilateral Meetings with Select Members

ERRA will continue to organise bilateral online meetings with selected member organisations in order to strengthen cooperation and identify emerging regulatory priorities.

### B.1.0 Training Programs – ERRA Academy



ERRA has been experiencing increasing challenges in attracting the anticipated number of participants to its in-house training programmes. In light of declining participation levels, ERRA has undertaken a review of its training portfolio. Consequently, this Workplan introduces a revised and innovative approach to capacity building. Please see the Annex of this Workplan for more details on the concept.

To mark the change a new brand is suggested called **ERRA Academy**.

ERRA's capacity-building activities are structured into two main categories:

- **In-house Training Programmes** consist of standardized, off-the-shelf offerings that address topics of broad relevance to regulatory organisations. These programmes are not tailored to specific countries, regions, or groups of regulators. They provide professionally developed, structured, and compliant content.
- **Tailor-made Training Programmes** comprise customised capacity-building initiatives designed to reflect the specific characteristics of a given region, country, or organisation. These programmes are developed to meet clearly defined objectives, expectations, and requirements, and necessitate a higher level of engagement with the client.

Aside these there are two other categories:

- **Workshops and special courses:** workshops are typically focused on “hot” topics, and so far have been offered pro-bono to ERRA Members. Special courses are focused on innovative and “promising niche” topics, not included in the below in-house training course structure, and can stem out either from previous workshops (e.g. cybersecurity) or from research results (storage regulation) or can meet special needs of some members (e.g. course on “REMIT-light” monitoring program for ERRA members accessing EU).

The framework is depicted in the Figure 1 in two layers.

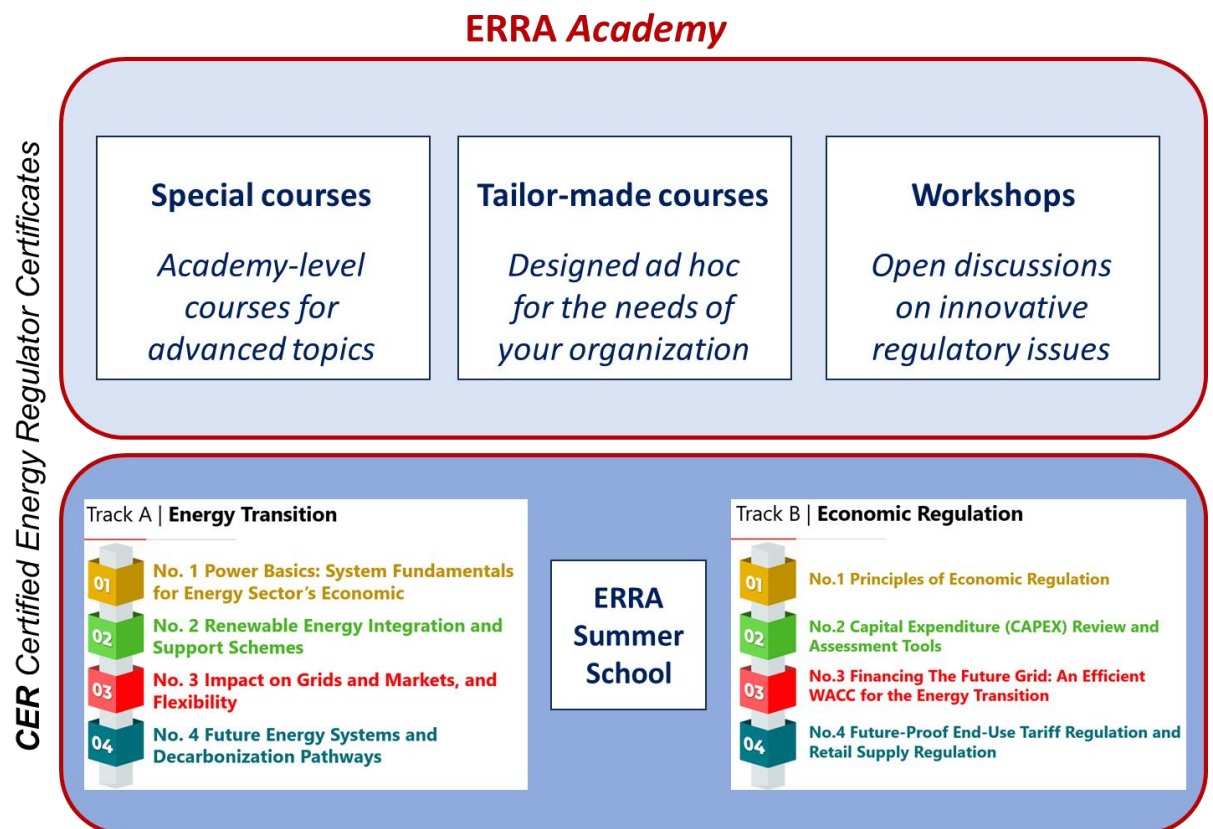


Figure 1 – New Framework for ERRA Training Activities

#### B.1.1 ERRA Academy: In-House Training course: Tracks

ERRA' new training approach to in-house course is based on the concept of “Tracks”, that is a series of in-house training courses of **four well-structured modules**, with each module building on previously acquired knowledge and skills, ensuring a strong foundation for capacity development.

#### B.1.2 ERRA Academy: Tailor-Made Training Programs

To offset declining participation in standard in-house training programs, ERRA will offer 4 tailor-made training programs developed in cooperation with requesting regulators or other clients and tailored to their institutional needs. **Important note:** The current situation in the Gulf region can hinder the implementation of this target as many of ERRA traditional clients are either based in the Gulf region or have serious impacts by the crisis.

### B.1.3 ERRA Academy: Workshops

In conjunction with the October Chairman's meeting, a topical workshop on **AI impact on power system** will be organised. The research papers prepared by the Research Unit will form the basis for discussions with external experts invited (see C.1.3.1).

## C.1.0 Research Unit

### C.1.1 Scope of Work of the Unit

The ERRA Research Unit supports ERRA members through comparative regulatory research, policy analysis, and the preparation of analytical publications addressing emerging regulatory challenges.

The Unit also contributes to training programs, topical workshop preparation, advisory activities, and the dissemination of regulatory knowledge across the ERRA community.

### C.1.2 ERRA Energy Regulatory Specialists

The ERRA Research Unit includes one senior and one junior regulatory specialist responsible for analytical work, preparation of research publications, and technical support to ERRA activities and committees.

### C.1.3 Research Publications

ERRA Research Unit will continue publishing analytical papers addressing emerging regulatory challenges in energy systems.

#### C.1.3.1 Mapping of Energy Systems and Regulation in ERRA Member Countries

The ERRA Research Unit and Secretariat launched the Mapping project in September 2025.

The project includes interviews with 38 member organisations, analysis across 12 regulatory areas and preparation of 38 country fiches.

With preliminary findings presented during the ERRA Annual Conference, ERRA General Assembly and ERRA Committee meetings on April 27-29, 2026, the research Unit will continue to present main findings of the survey during various ERRA internal and external events.

The final report will be completed by 30 June 2026 and will include five analytical chapters and seven clusters of regulators based on geographical location.

**The ERRA Presidium will make the decision on the public availability of the report.**

#### C.1.3.2 Research papers prepared by the Research Unit

Planned research deliverable include the following research papers in the Workplan period:

- a research paper on the **Impact of Artificial Intelligence (AI development (and related data-centre growth) on Power Systems**, building on research conducted in FY 2025/26; the impact will be examined across Europe, US, Australia and if possible other region of interest for ERRA, looking at different analytical dimensions
  - a) predictability of demand growth (to avoid both stranded infrastructures in case of overrated forecasts and congestions in case of underrated forecasted)

- b) operational reliability in relationship to peculiar behaviour of AI data centres, considered “Large Inverter Based Loads” (LIBL) by recent draft regulation in Australia
  - c) affordability, not only with regard to the impact on transmission infrastructure but also on generation development (including the recent “BYOG”- Bring Your Own Generation Policy that are increasingly spreading out)
  - d) due discrimination, in respect of the typical principle “due to serve without discrimination” or “first in first served” for connection
  - e) environmental sustainability, for the effect that new large load can have on the reduction of CO2 emissions.
- A research paper on the **Role of regulator in E-mobility development**, extended with country case studies, building on the benchmarking study carried out by the Energy Transition Committee in the 2025/26 Workplan period. Country case studies could be selected with a cluster approach that helps identifying different kind of problems that regulators and policy maker have to cope with, for instance (list still under evaluation)
    - a) Forecasting EV Load and Planning Challenges
    - b) Grid Impacts, Planning process and Regulatory requirement for Integration
    - c) Managing EV Charging (both Home and Public Places) for Grid/System Benefits
    - d) Smart metering and Interoperability issues
    - e) Network tariff structure and exceptions for take-off of EV charging
    - f) Price transparency issues
    - g) Competition issues
  - Any other research topic arising on ad hoc basis.

#### **C.1.3.3 Research papers prepared by external researchers**

Research Unit invites external researchers and practitioners to publish their research on ERRA website. Publication is only possible after a thorough quality check of the paper and the author accepting required reviews if needed. It will give incentives to external researchers to extend their exposure to the public and it will enlarge the scope of regulatory research.

#### **C.1.4 Regulatory Stories**

ERRA intends to increase the frequency of publishing the ERRA Regulatory Story. While currently issued quarterly, the aim is to continue issuing regulatory stories every two months and publish them on the dedicated webpage of the ERRA Knowledge Section of the ERRA website.

Topics will be identified through cooperation with ERRA members and insights gained during the Mapping project.

The Secretariat will keep a list of potential topics to be developed as next regulatory stories with the active contributions of ERRA members.

### C.1.5 Committee Publications

Reports prepared by committees will be reviewed by the Research Unit for their publication and dissemination in Q2-Q4 2026.

The Research Unit will assist the newly forming Standing Committees in their workplan preparation process and will advise them on the selection of the main publications of the workplans.

### C.1.6 Periodical Literature Collection

The Research Unit will maintain a collection of periodical literature to monitor major developments in energy regulation and policy.

### C.1.7 ERRA Regulatory Podcast



The Research Unit and the Secretariat will record periodic podcasts featuring individuals or organisations leading noteworthy developments in energy regulation and policy.

### C.1.8 ERRA In-House Advisory



The ERRA In-House Advisory will operate as part of the Research Unit's activities and provide analytical and technical support to member organisations on regulatory issues.

The service will draw on ERRA's regulatory specialists' expertise and support members in addressing practical regulatory challenges and improving regulatory frameworks.

The advisory service will cover the following areas of regulatory expertise:

- Quality of service regulation
- Performance-based incentive regulation
- Retail market monitoring
- Protection of vulnerable customers
- Smart metering
- E-mobility regulation
- Regulatory enforcement
- Ancillary services
- Net metering and net billing frameworks
- Network tariff structures
- Short-term electricity markets
- Balancing markets
- Power system fundamentals for non-engineers

Two advisory formats will be available:

- **Ad-hoc advisory (mini advisory)** provides short analytical responses to specific regulatory questions or emerging issues.
- **Extended advisory engagement** provides deeper analytical support for more complex regulatory topics, including regulatory assessments, methodological guidance and strategic recommendations.

The ERRA Secretariat reserves the right to decline requests when the topic falls outside the Research Unit's expertise or cannot be addressed within the available analytical capacity.

## **D.1.0 Administration and Governance**

### **D.1.1 ERRA Secretariat**

When coordinating the implementation of the annual workplan and ensuring the effective functioning of the Association, the ERRA Secretariat is responsible – inter alia – for the following main tasks:

- supports the activities of the ERRA technical committees,
- facilitates cooperation among member organisations,
- schedules, plans and implements in-house and tailor-made training courses
- organises the Annual Conference
- provides organisational and analytical support for other ERRA initiatives and publications
- provides promotion and marketing activities for all events and projects
- coordinating the ERRA social media channels
- ensuring the maintenance, management, and efficient operation of one of ERRA's largest investment, the property serving as the Secretariat's premises
- overseeing and handling all administrative, maintenance, accounting, and human resources-related tasks
- reports to the Presidium.

### **D.1.2 Communications**

#### **D.1.2.1 Regular Communication Activities**

ERRA will continue maintaining regular communication with member organisations, partners, and stakeholders. Communication activities include the dissemination of research outputs, the announcement of training programs, the promotion of events, and updates on regulatory developments within the ERRA community.

#### **D.1.2.2 Seasonal Newsletters**

ERRA will publish a newsletter every six months covering regulatory developments and ERRA activities featuring a dedicated interview with select member organisations.

#### **D.1.2.3 ERRA 2026 Annual Activity Report**

Preparation of the ERRA 2026 Annual Activity Report summarising ERRA activities and achievements.

#### **D.1.2.4 ERRA Communication Strategy**

ERRA will further strengthen its communication strategy by increasing its focus on digital visibility and engagement. This includes expanding the social media presence, improving the online dissemination of publications and research outputs, and enhancing the visibility of ERRA activities internationally.

#### **D.1.2.5 ERRA Social Media Channels**

ERRA will continue managing the social media channels, including LinkedIn, Facebook, YouTube and Instagram.

#### **D.1.2.5 ERRA Website and Library**

ERRA will continue managing the website and its online library including a public and an internal part for its visitors.

#### **D.1.3 General Assembly**

The General Assembly remains the primary decision-making body of ERRA. It provides strategic direction for the Association and approves key institutional decisions, including work programs, membership matters, and governance arrangements. ERRA will convene an Ad Hoc General Assembly Session organized in conjunction with the October ERRA Chairmen Meeting in order to approve the 2027 Calendar Year Workplan and Budget (January – December 2027).

#### **D.1.4 ERRA Presidium**

The Presidium provides strategic oversight of ERRA activities and supervises the implementation of the Association's workplan. It supports the Secretariat in guiding the organisation's development and ensures alignment between ERRA activities and the priorities of member regulators. The Presidium has been extended to 8 members.

#### **D.1.5 ERRA Strategic Advisory Board**

The Strategic Advisory Board provides expert guidance on long-term strategic developments in energy regulation and supports ERRA in identifying emerging regulatory challenges and opportunities.

### **E.1.0 International Outreach**

#### **E.1.1 World Forum on Energy Regulation (WFER IX)**

ERRA will actively participate in the IX World Forum on Energy Regulation (WFER IX) in Tbilisi, Georgia on September 21-24, 2026. ERRA will delegate speakers to the event and contribute to organising Day 1 mini training courses.

#### **E.1.2 Participation in International Conferences and Platforms**

ERRA will participate in international regulatory and energy sector events where relevant. For example, ERRA has been invited to contribute to a Round Table at CIRED 2026 in Brussels, one of the leading global conferences focused on electricity distribution systems.

#### **E.1.3 Cooperation with International Organisations**

ERRA will continue engaging with international organisations and regulatory platforms in order to strengthen cooperation and exchange regulatory experience. ERRA will participate in the RETA Steering Committee and maintain cooperation with relevant international institutions and initiatives. ERRA membership in ICER is to be re-considered. Additional international engagements may take place on an invitation basis.

## Annex: Tracks of in-house courses

The ERRA Academy includes a systematically structured, modular capacity-building program, ranging from introductory courses to highly specialized training. It is designed to help practicing energy regulators and other professionals in the energy sector acquire foundational regulatory skills and stay updated on the latest developments in regulation.

The Academy also features a comprehensive certification system, the Certified Energy Regulator (CER), to formally recognize participants' expertise and achievements.

The training portfolio entails ERRA Summer School and two major training tracks:

- A. Regulation in Energy Transition**
- B. Economic Regulation of the Energy Sector**

Each track consists of **four well-structured modules**, with each module building on previously acquired knowledge and skills, ensuring a strong foundation for capacity development.

The modular approach allows participants to:

- **plan ahead** and schedule the different modules in advance;
- **support career path planning**;
- **obtain the ERRA Certified Energy Regulator Certificate** through a well-structured and planned learning trajectory.

### ERRA Track A | Regulation in Energy Transition



#### **No. 1 Power Basics: System Fundamentals for Energy Sector's Economic**

The "Power Basics" course is mainly intended for non-engineers, to grasp the essential of the power and gas systems functioning. It covers all the technical basics of power systems, generation mix evolution (from thermal to renewables), system operation challenges with variable generation, grid stability and frequency management, balancing mechanisms and flexibility requirements. It includes two sessions, for power system and for gas system, that can be attended jointly or separately (2 days each; the full course covers 5 days with a site visit included).

#### **No. 2 Renewable Energy Integration and Support Schemes**

The course on renewable energy integration and support schemes is an advanced course covering renewable energy technologies and cost structures, feed-in tariffs vs auctions vs contracts-for-difference, capacity remuneration mechanisms, grid connection frameworks, regulatory frameworks for managing curtailment and negative prices, renewable PPAs between RES producers and corporate off-takers. Duration is 3 days.

#### **No. 3 Impact on Grids and Markets, and Flexibility**

The Flexibility course is an advanced ERRA course focusing on the impact of renewables on grids and regulatory considerations in several related topics as: demand-side flexibility and demand response programs, energy storage technologies and business models, market design for storage and flexibility services, carbon pricing and emissions trading, electric vehicles and smart charging, prosumer participation and distributed energy resources. Duration is 3 days.

#### **No. 4 Future Energy Systems and Decarbonization Pathways**

Traditional "vertically-oriented" sectoral regulation risks to be inadequate for modern power systems under the challenge of energy transition. This new ERRA course looks at "on-the-edge" issues, like role of hydrogen and synthetic fuels, future of natural gas networks, sector coupling (power-to-heat, power-to-gas), long-term system planning for net-zero, regulatory frameworks for innovation, just transition considerations. Duration is 2 days.

### ERRA Track B | Economic Regulation of the Energy Sector



### No.1 Principles of Economic Regulation

The tariff regulation course is the central anchor of the economic regulation training package. It covers all of the topic in the training programme on a higher level, while focusing on the principles of economic regulation, applied regulatory models, the building-block approach to revenue-setting and revenue determinants. It also provides introductory principles of cost-allocation, tariff structure and tariff design.. Duration is 4 days

### No.2 Capital Expenditure (CAPEX) Review and Assessment Tools

The course on capital expenditure review and assessment tools is an advanced course covering regulatory measures to review and approve the reasonableness of capex plans submitted by licensees. The course covers RAB valuation methods, integration of RAB in the Allowed Revenues of licensees, financial and economic tests applied to capex plans and efficiency analysis used in economic regulation. Duration is 2 days

### No.3 Financing The Future Grid: An Efficient WACC for the Energy Transition

The WACC course is an advanced ERRA course focusing on regulatory considerations in assessing the weighted average cost of capital for regulated infrastructure. The course covers methods applied to assessing the cost of debt, appropriate levels of gearing and regulatory approaches towards estimating the cost of equity with a specific focus on CAPM.. Duration is 2 days.

### No.4 Future-Proof End-Use Tariff Regulation and Retail Supply Regulation

Traditional tariff structures are increasingly inadequate for modern power systems, which are accommodating increasing shares of renewable energy. Electrifying end-users and accommodating distributed energy resources. The ERRA course on electricity tariff design covers will guide participants through the key principles of modern tariff design – looking beyond cost recovery, cost reflectivity and economic efficiency – into fairness, capacity tariff, dynamic tariffs and alternative structures adequate for grids of the future. Duration is 3 days

**Important:** The building block approach does **not** require participants to take all modules, nor does it prevent them from enrolling in a specific module without completing the previous ones. The program remains flexible, allowing participants to choose the modules that best fit their needs.

#### Announcement of annual course calendar and pre-booking

- The courses will be announced based on an annual training calendar published well in advance
- Registration will be based on a pre-booking system as courses are subject to a minimum number of participants. Pre-booking shall be made by a certain deadline (available in the course calendar). Decision about the launch of the course will be made based on the status of pre-booking. Pre-booking will be available on preferential, early bird rates.

*For internal purposes – proposed schedule (2 tracks fully implemented within 18 months period)*

2026 June	Package B / N.3 WACC
2026 September	Package A / N.1 Power and Gas Basics
2026 November	Package B / N.2 CAPEX
2027 March	Package A / N.2 RES Integration and Support Schemes
2027 April	Package B / N.4 End-Use Tariff Regulation
2027 June	Package A / N.3 Grids, Markets, Flexibility
2027 September	Package B / N.1 Principles of Economic Regulation
2027 November	Package A / N.4 Future Energy Systems