

# TSO Stakeholder Engagement Report 2018

## Consultation Response Paper

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20 May 2019



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## Introduction

This paper (the 'Consultation Report') sets out the feedback received to the TSO's public consultation on its Stakeholder Engagement Report 2018<sup>1</sup> which ran from 1 April 2019 to 10 May 2019 and the TSO's response to points raised by consultees.

Decision 9 of the Commission for Regulation of Utility's (CRU) Reporting and Incentives under PR4 (CER/18/087) sets out requirements which are intended to financially incentivise the TSO on the scope, quality and outcomes/impacts of its stakeholder engagement activities.

CRU set out that the TSO's performance in this respect shall be measured through an annual assessment of our strategy for stakeholder engagement, and the processes and activities undertaken pursuant to that strategy over the preceding calendar year, by the National Stakeholder Engagement Evaluation (NSEE) Panel established by the CRU.

The evidence to inform this assessment shall take the form of an annual submission by the TSO, consistent with guidance set by the CRU. The submission encompasses an annual Stakeholder Engagement Report, Consultation Report and presentation to the NSEE Panel.

In developing the 2018 Stakeholder Engagement Report, EirGrid was cognisant of this context and the criteria for assessment that was set out in Annex E of the CER/18/087 to guide Panel Members. The criteria set out a requirement to demonstrate, with evidence, the presence of the following:

- comprehensive, up-to-date stakeholder engagement strategy, and management systems and processes within the business to enable its delivery;
- a delivered set of channels and initiatives for engaging with stakeholders, consistent with the documented strategy; and
- demonstrable positive impacts on stakeholders, stakeholder groups or the business consequent to the delivered channels and initiatives.

In total we received three consultation responses, from the following consultees:

- Bord Gáis Energy (BGE)
- ESB Generation and Trading on behalf of the Electricity Association of Ireland (EAI)
- Tynagh Energy Limited (TEL)

In general, respondents acknowledged that EirGrid has quality processes for formal engagement in place. EirGrid welcomes this, and also accepts that there are areas which could be improved. In the following sections we seek to set out address the comments and feedback received as follows:

- **Section 2: Overarching themes.** Where there was commonality in the points raised on high level topics/themes we have sought to address these collectively in this section;

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<sup>1</sup> [http://www.eirgridgroup.com/site-files/library/EirGrid/202517-EirGrid-Stakeholder-Engagement-Report\\_LR10.pdf](http://www.eirgridgroup.com/site-files/library/EirGrid/202517-EirGrid-Stakeholder-Engagement-Report_LR10.pdf)

- **Section 3: Specific Consultee Comments.** The respective respondents raised a number of specific points, these are addresses in turn in this section ; and
- **Section 4: Next Steps.** In this section we summarises the report and set out the TSO's view of next steps.

EirGrid looks forward to continued engagement with stakeholders through consultation and the NSEE Panel on how we can further optimise our stakeholder engagement strategy in the coming years.

## Overarching themes

In general, respondents acknowledged that EirGrid has quality processes for formal engagement in place. EirGrid welcomes this, and also accepts that there are areas which could be improved. We believe that consultation and engagement is a core and essential business activity. It provides stakeholders with the information they need to participate in a meaningful way and helps EirGrid understand and where possible incorporate or address their concerns. It also provides an opportunity for EirGrid to explain to those interested, or indeed affected, how and when they can have input to the project.

We recognise that by further developing awareness and trust, and by ensuring we engage in an open and transparent manner with stakeholders, communities, and businesses EirGrid will be best placed to effectively and efficiently deliver on our objectives and strategy.

EirGrid notes however, that many consultations that pertain to the obligations and roles of EirGrid as TSO, and which may be of interest to customers and stakeholders are actually governed and many times hosted by CRU or the All Island Regulatory Authorities. While EirGrid actively engages with the CRU/RAs in the context of such consultations, including providing requested information to the Regulators and indeed formally responding directly to many, the process and outworking's of such consultations are foremost a matter for the CRU/RAs.

We have sought to address the differences in our direct consultation/engagement with those governed by the RAs, to provided clarity to the consultees and readers of this report, in our responses below.

### Length of Consultations

All respondents queried the original length of the consultation window, with some suggesting that the duration and timing of the consultation process ran 'contrary to the spirit of constructive engagement'. The consultation windows can and do differ depending on the natures of the consultation and wider programme deliverable timelines or timeframes set out by the Regulatory Authorities. For example EirGrid ordinarily seek to provide a window of 12 weeks on consultation processes relating to grid development projects. On policy changes and developments, EirGrid is fully supportive of a general consultation window of six weeks.

In this instance however, timelines are condensed to meet hard end dates for decisions. This can occur for example in the tariff setting process, whereby tariff approvals are required by

September and as such the submission, RA engagement, Consultation and RA final decision and governance processes need to flex to meet this fixed end date. An example of this is the Imperfections Tariff process, governed by the RAs, which provides for a 4 week consultation window.

With regard to the specific consultation window on the 2018 Stakeholder Engagement Report; the original timeframe provided by the CRU initially envisaged the Panel holding its first meeting with the TSO in early to mid-May. While not ideal, in order to enable a consultation to take place and have time to compile a consultation report before the Panel meeting the window was initially set for four weeks (from 1 April to 1 May). Subsequently once the date for the Panel meeting was confirmed it became clear that there would be sufficient time to extend the consultation window which we did, providing a total consultation window of 6 weeks (closing 10 May).

### **How Consultation Responses are Utilised**

There was also a view among respondents that we could be clearer in terms of how consultation responses feed in to our final position, and also we should do more to engage on suggestions we do not take on board. EirGrid is constantly seeking to improve its processes for engagement and consultation. Our engagement and consultation processes across a broad range of topics in previous years have won awards including RGI awards for Communication and Participation for setting up the DS3 Advisory Council in 2015 and the forum for engagement that provided along with other network engagement related awards in 2016 and 2017. As mentioned in our report we also won an award from the Irish Planning Institute in the Participation and Engagement category for development of the six step process for network engagement.

In terms of consultations held by EirGrid, and how responses are utilised in this regard, we seek to hold an open and engaged consultation process whereby we invite the views of all interested stakeholders and ensure the consultation window is appropriate dependant on the nature of engagement. We will often extend consultation windows and hold events to attract stakeholder input during consultation periods.

At the end of consultation periods we will compile a consultation report setting out our responses to the feedback received and, taking on feedback from respondents where appropriate, and draft a final document/recommendations paper. Depending on whether a consultation is driven by EirGrid or is a Regulatory driven engagement, following internal review and sign off, these documents are provided to the relevant EirGrid executives or the CRU, along with copies of all consultations received, to allow for a fully informed final decision to be made.

We recognise that these consultation reports and or final recommendation papers are not always published. We will work to ensure these documents are made available, where possible, along with the final decision paper where EirGrid is hosting these documents. We will engage with the CRU on documents it hosts.

We believe at this time that this is the most effective and open process for taking on stakeholder feedback through our consultation process. If stakeholders believe there are more effective means of doing so we would be happy to engage further on this.

## Engagement with Industry

While respondents were predominantly complimentary in terms of the work we do in engaging with communities on network projects, all responses queried the lack of industry focus in the first section of our report and requested further clarity on how our engagement with industry could be further tailored and improved. As noted above we are cognisant that there can be a gap between the consultation and the publication of a final decision and will work to address this process. It is important to recognise that in many instances the nature and scope of the consultation, particularly industry engagement, is prescribed or governed by rule sets set out in licence, statute or under Regulatory Processes. Examples of a range of different arrangements are set out below:

### Transmission Development Plans (TDP)

EirGrid is required under Statute (SI 445/200 & Directive 2009/72/EC) (reflected in Licence) to prepare a draft TDP. EirGrid in preparing same must consult with SONI (TSO). The draft plan must be submitted to CRU for approval. The CRU then under its obligations under Directive 2009/72/EC must consult with 'all actual or potential system users'. EirGrid fully supports CRU in this process, providing a report to CRU on the consultation response and preparing a final updated version of the TDP for approval. The final approved plan must then be published on the EirGrid website.

### Grid Code

The Grid Code is the technical document which establishes the rules governing the operation, maintenance and development of the transmission system and sets out the procedures for governing the actions of all transmission system users. Modification to the Grid Code is governed by the Grid Code Review Panel (GCRP). Each member of the GCRP represents the interests of the constituents of their appointing body and has the responsibility of engaging with their constituents and discussing their views. Full details of the Panel, Grid Code Modifications, Proposals and Meeting minutes are available on the EirGrid website<sup>2</sup>.

### Capital Project Development

Following a review of our public consultation process, we promised to improve the way we consult with the public and other stakeholders. In 2017 we published a guide (Have Your Say)<sup>3</sup> that summarises our improved consultation process. It explains why we develop the electricity grid, and how we consult with the public and other stakeholders to get feedback on our plans.

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<sup>2</sup> <http://www.eirgridgroup.com/customer-and-industry/general-customer-information/grid-code-info/index.xml>

<sup>3</sup> [http://www.eirgridgroup.com/\\_uuid/7d658280-91a2-4dbb-b438-ef005a857761/EirGrid-Have-Your-Say\\_May-2017.pdf](http://www.eirgridgroup.com/_uuid/7d658280-91a2-4dbb-b438-ef005a857761/EirGrid-Have-Your-Say_May-2017.pdf)

Further as set out above, many consultations that pertain to the obligations and roles of EirGrid as TSO, and which may be of interest to customers and stakeholders are actually governed and many times hosted by CRU or the All Island Regulatory Authorities.

We would welcome the views of the NSEE Panel on how these different types of engagements, recognising the difference scopes and remit of the TSO and the CRU could be managed.

### **Basis of EirGrid Stakeholder Strategy**

A further consistent theme in responses was a desire to understand the rationale for EirGrid's Stakeholder Engagement Strategy for 2018. EirGrid Group has in place, long term strategic objectives which are supported by specific business priorities from year to year. One core strategic objective for EirGrid is to be a respected and trusted organisation. This underpins all our activities, recognising that in order to achieve our objectives, we must have the respect and trust of our customers, stakeholders, communities and shareholder. This objective impacts on the company's effectiveness across the spectrum of our activities, on our ability to deliver infrastructure and our credibility to input on policy issues.

As part of our business planning processes, year on year each directorate lays out their priorities to be achieved, and a strategy for engagement and consultation is developed. This involves outreach tailored specifically to the diverse needs of the variety of stakeholders with whom each directorate must engage. EirGrid does not engage externally on an annual basis on its business plan. The majority of the projects which EirGrid work on are multi-year in nature. These include work on the DS3 Project, Network Codes Implementation and on network development projects. There is wide ranging public engagement on these multi-year projects throughout the stages of their development.

We note however that EirGrid is currently developing a new five year corporate strategy. Engagement has been a critical part of the approach taken to its development. Multiple industry stakeholders were engaged with in 2018 as part of this process. Their feedback provided not only an important context for our work, but also significantly shaped the direction of the strategy. Once the strategy has been completed, we will publish this document widely.

In terms of the 2018 Report we acknowledge that there was a specific and significant focus on engaging with communities on network projects in the first part of the 2018 Report. This reflected the fact that 2018 was the first full year of having the new six-step process for network projects in place and was not intended to infer that engagement with industry was not extensive. We will certainly take on board this feedback and endeavour to ensure future reports provide the scope that our stakeholders are seeking. In the interim we have included in Annex 1 further details on 25 consultations referenced in the 2018 Report, noting that this list excludes CRU hosted consultations, Grid Code modification panel and engagements etc.

We are happy to address any further queries that Panel members might have in this context at our presentation of 28 May.

## Specific Consultee Comments

As stated above, EirGrid received a total of three consultation responses on its Stakeholder Engagement Report 2018. Responses were received from energy stakeholders involved in the generation and supply of electricity.

This section provides detail on the aspects of the consultation responses not covered in the previous section and provides our replies to the feedback received.

### Bord Gáis Energy (BGE)

BGE noted that it had in general very positive engagement experience with the TSO in 2018 and EirGrid welcomes this feedback. Given its role on the NSEE Panel however, BGE advised that it felt that it should approach its consultation response by reference to the assessment criteria set out by the CRU in CER/18/087. Through that lens BGE made a number of points. EirGrid has set out its view of the main points made by BGE, along with our response below:

- BGE noted it would be helpful to understand when the relevant Liaison Officers were appointed; when was the consultation handbook and toolkit finalised, as well as; when was the National Advisory Committee set up? This information is necessary we believe to understand whether the assessment should view these as “initiatives” attributable to 2018 only?

**EirGrid Response:** The appointment of Liaison Officers was completed in 2018. Different positions were filled across a number of years. The consultation handbook and toolkit were completed in 2015, while the NAC was set up in 2013. While these were not all introduced in 2018, we felt it was important to point out that these are tools through which we have implemented aspects of our 2018 Engagement Strategy.

- BGE advised that it would welcome more information on the consultation handbook and toolkit.

**EirGrid Response:** We would be more than happy to share the consultation handbook and toolkit with Panel Members and have included it alongside this report.

- BGE requested more detail on all 25 consultations which were held and more clarity on why the 5 case studies were chosen.

**EirGrid Response:** A full list of consultations held is provided in Annex 1 of this document.

- BGE stated that the actual ‘impact’ of engagement is lacking. BGE suggest that additional information on impact of TSO consultations would be helpful.

**EirGrid Response:** Further information on the impact of stakeholder engagement on each of the 5 case studies will be provided as part of the presentation to the Panel.

- BGE raised concerns with the gaps in process for going from RfG consultation response to recommendations to CRU decision.



**EirGrid Response:** We held the RfG consultation for a period of seven weeks from 20 December 2017 to 16 February 2018, and hosted an industry webinar in that time period. We believe we ran a fair and open consultation process which allowed for significant industry engagement. We received 13 responses, 12 of which were non-confidential, and where appropriate we took on board feedback when making our recommendations to the CRU. Ultimately the CRU makes the final decision. We provide our recommendations along with all consultation responses received. This allows CRU to come to a decision which takes account of not only our recommendations but any other points made by CRU which it feels have merit.

- BGE raised concerns with the lack of engagement on a wider plan for Dublin Security of Supply.

**EirGrid Response:** While EirGrid is responsible for operating, maintaining and developing, where necessary, a safe secure efficient transmission system, Security of Supply is a statutory duty of the CRU. EirGrid works closely with CRU in this regard providing information, analysis or carrying out actions prescribed from time to time by CRU.

In regard to the plan for Dublin Security of Supply, EirGrid notes that the CRU published a plan in this regard in May 2018 ([CRU/18/228](#)). In this document the CRU set out 8 key areas of work. EirGrid continues to actively support the CRU in the advancing these objectives. However, queries in this regard are in the first instance a matter for the CRU.

Where EirGrid is tasked with delivery of actions, such as advancing Flexible Demand Contracts in the Dublin Region, we are regularly engaging with industry in this respect.

- BGE raised concerns regarding the lack of transparency or engagement on LRSAs with Viridian.

**EirGrid Response:** Again we would refer BGE to the CRU published paper ([CRU/18/228](#)), which sets out in section 2 the activities undertaken by EirGrid in this regard. As with all contracts the nature and content of same are confidential and commercially sensitive and are outside of the scope of this assessment Panel. The level of detail disclosed in this regard is a matter for the CRU and is not within the scope and assessment of the NSEE Panel.

- BGE asserted that the DS3 Protocol decision lacked supporting evidence and included decisions on areas that were not consulted on.

**EirGrid Response:** While the consultation window for DS3 Protocol was opened in 2018, the consultation did not close until 2019. While we are seeking to engage with BGE on the concerns raised in this regard, for the purposes of assessing EirGrid's 2018 performance in stakeholder engagement, any issues with events that occurred in 2019 must fall outside the scope of such an assessment.

- BGE suggested that a "Consultation register" on EirGrid website would be helpful.

**EirGrid Response:** Any consultation driven by EirGrid is available on the EirGrid website and all stakeholders on our mailing list are notified when a consultation opens. This does

not include regulatory driven consultations which EirGrid feeds into. We acknowledge however that there is not a specified section on the site which holds all open consultations. We will take BGE's points into consideration when setting our business planning for 2020 in relation to website updates.

### Electricity Association of Ireland (EAI)

EAI recognised the quality of our formal consultation processes and our stakeholder engagement through the codified governance structures and EirGrid welcomes this feedback.

- EAI requested further information on How has the TSO sought to establish the needs of stakeholders at the outset of a year and how will these needs be met? Proposal of a benchmarking exercise through reference of other comparable market and/or industries to establish the extent to which TSO stakeholder engagement compares to what might reasonably be expected.

**EirGrid Response:** As mentioned in the overarching themes section, EirGrid does not carry out an assessment of stakeholder needs on an annual basis as the majority of EirGrid's projects of strategic importance are multi-annual in nature. We will certainly look into adopting a benchmarking exercise to assess our performance for future years.

- EAI queried if it is possible that the TSO's selection of case studies has cherry picked the strongest examples and does not reflect a balanced view of the TSO successes and/or shortcomings in stakeholder engagement. To combat this, it was proposed that we should incorporate a section on the key TSO projects/ engagements planned for the next 12 months, along with the related engagement strategy in future reports. In the meantime for the forthcoming Panel, EAI proposed that it would be beneficial if a better insight into "how" stakeholder's views influenced decisions in all 5 examples in this Report is presented.

**EirGrid Response:** We note the point EAI has made in this regard. We have included a list of all consultations held in 2018 as part of this submission (Ref. Appendix 1). Our forthcoming presentation to the Panel will provide details on how input from stakeholders influenced its decisions for the 5 Case Studies.

- EAI noted that a view from the TSO in their performance carrying out BAU activities (grid code and balancing market and capacity market modifications committees) would be welcome.

**EirGrid Response:** EirGrid has set out details in relation to Grid Code meetings held in 2018 above. Capacity Market Modifications Working Groups occur every two months and details on what was brought forward by stakeholders and whether these were taken on board can be found on the SEMO website<sup>4</sup>. In regards to our activities in the balancing market, the Balancing Market Principles Statement (BMPS) was consulted on and implemented in 2017, a revised version was consulted on and implemented in 2018. The consultation report and final decision documents were published. In accordance

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<sup>4</sup> <https://www.sem-o.com/rules-and-modifications/capacity-market-modifications/>

with our licence requirements the BMPS will be reviewed annually further to consultation with industry.

- EAI raised concerns regarding transparency in the process of decision making from after a TSO consultation through to the TSO making recommendations to CRU for decision. Example cited of the DS3 Protocol consultation process.

**EirGrid Response:** While the consultation window for DS3 Protocol was opened in 2018, the consultation did not close until 2019. While we are seeking to engage with BGE on the concerns raised in this regard, for the purposes of assessing EirGrid's 2018 performance in stakeholder engagement, any issues with events that occurred in 2019 must fall outside the scope of such an assessment.

### **Tynagh Energy Limited (TEL)**

TEL submitted a brief response supporting EAI's submission. The TEL response covered two points; that the original consultation window was insufficient, and that the report was lacking in terms of setting out engagement with industry, or generators this are addressed in the preceding sections of this report.

## **Next Steps**

In conclusion, we welcome all feedback received from our stakeholders. The points made are very useful and will inform our presentation to the NSEE Panel and how we will approach our Stakeholder Engagement Strategy in future years, particularly in relation to adopting a more industry focussed report and benchmarking our performance against comparators.

We look forward to engaging with the Panel at its first meeting on 28 May and hope this report, along with our Stakeholder Engagement Report 2018 and our presentation to the NSEE Panel, will provide all the necessary information being sought by Panel members and the CRU.

## Appendix 1 – EirGrid Consultations 2018

Strategic objective	Consultation	Description	Link to further information
Quality efficient operations	Tomorrow's Energy Scenarios: Consultation on the TES 2017 location Report	Analyses assumptions about where various demand and generation technologies may connect in the future.	<a href="http://www.eirgridgroup.com/customer-and-industry/energy-future/">http://www.eirgridgroup.com/customer-and-industry/energy-future/</a>
Effective and timely delivery of Grid infrastructure	North Connacht	Period to decide on the technology option took place between June 2018 and August 2018	<a href="http://www.eirgridgroup.com/the-grid/projects/north-connacht/related-documents/">http://www.eirgridgroup.com/the-grid/projects/north-connacht/related-documents/</a>
Effective and timely delivery of Grid infrastructure	CP0966	Period to narrow down the five possible technology options for the project began on 23 November until Monday 04 Feb	<a href="http://www.eirgridgroup.com/the-grid/projects/capital-project-966/related-documents/">http://www.eirgridgroup.com/the-grid/projects/capital-project-966/related-documents/</a>
Effective and timely delivery of Grid infrastructure	Celtic Interconnector	Continuous consultations with stakeholders (Government etc)	<a href="http://www.eirgridgroup.com/the-grid/projects/celtic-interconnector/related-documents/index.xml">http://www.eirgridgroup.com/the-grid/projects/celtic-interconnector/related-documents/index.xml</a>
Effective and timely delivery of Grid infrastructure	Consultation on Draft Grid Implementation Plan 2017-2022 and associated Strategic Environmental Assessment and Natura Impact	Consultation to ensure our approach to developing the grid is sustainable and in line with best environmental practice.	<a href="http://www.eirgridgroup.com/about/in-the-community/environment/">http://www.eirgridgroup.com/about/in-the-community/environment/</a>  <a href="http://www.eirgridgroup.com/site-files/library/EirGrid/Draft-Grid-Implementation-Plan-2017-2022_for-consultation.pdf">http://www.eirgridgroup.com/site-files/library/EirGrid/Draft-Grid-Implementation-Plan-2017-2022_for-consultation.pdf</a>

	Statement		
European integration	Electricity Emergency and Restoration Consultation – Ireland	One of a suite of consultations related to the integration of European Network Codes, see link.	<a href="http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/">http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/</a>
European integration	HVDC Consultation on Parameter Selection – Ireland	One of a suite of consultations related to the integration of European Network Codes, see link.	<a href="http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/">http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/</a>
European integration	Consultation for Ireland/Northern Ireland – Synchronous Area Operational Agreement (SOGL Art.118) & LFC Block Operational Agreement (SOGL Art.119)	One of a suite of consultations related to the integration of European Network Codes, see link.	<a href="http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/">http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/</a>
European integration	DCC Consultation on Parameter Selection – Ireland	One of a suite of consultations related to the integration of European Network Codes, see link.	<a href="http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/">http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/</a>
European integration	RfG Consultation on Parameter Selection Ireland	One of a suite of consultations related to the integration of European Network Codes, see link.	<a href="http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/">http://www.eirgridgroup.com/customer-and-industry/european-integration/integration/</a>
World Leader in smart grids and the integration of renewables	Offshore Wind-Substation and Cable Functional Specification Revisions		<a href="http://www.eirgridgroup.com/customer-and-industry/becoming-a-customer/generator-connections/offshore-wind-substation/">http://www.eirgridgroup.com/customer-and-industry/becoming-a-customer/generator-connections/offshore-wind-substation/</a>

World Leader in smart grids and the integration of renewables	DS3 System Services – Fixed Contracts Recommendation	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 Programme Transition Plan Q4 2018 – Q4 2020	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services – Protocol Consultation	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services – Volume Uncapped, Procurement –Phase 2-outcome	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables World Leader in smart grids and the integration of renewables	DS3 System Services – Volume Uncapped, Procurement –Phase 1-outcome	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>

World Leader in smart grids and the integration of renewables	DS3 System Services – Fixed Contract ('Volume Capped') Process	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services Volume Capped Procurement Process – Recommendation Paper	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services- Recommendation Addendum – Market Ruleset	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Non-Synchronous Penetration – Definition and Formulation	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services – Recommendation – Market Ruleset Paper	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the	DS3 System Services – Conference - Volume	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>

integration of renewables	Uncapped Phase 2 Contracts and Bidders		<a href="http://www.eirgridgroup.com/pub/index.xml">pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services – Consultation – Volume Capped Procurement Process	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services- Consultation – DS3 System Services Market Ruleset	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services – Protocol clarification – frequency events and performance assessments of POR, SOR, TOR1 and FFR	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>
World Leader in smart grids and the integration of renewables	DS3 System Services – Marked Up Agreements	Part of suite of consultations in relation to development of the DS3 Programme, see link.	<a href="http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml">http://www.eirgridgroup.com/how-the-grid-works/ds3-programme/ds3-consultations-and-pub/index.xml</a>