

# Corporate plan 2019–20

For the period 2019–20 to 2022–23



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# Chair's introduction



Dear Minister

As the accountable authority of the Australian Communications and Media Authority (ACMA), I present the 2019–20 corporate plan covering four reporting periods as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) and section 56 of the *Australian Communications and Media Authority Act 2005* (the ACMA Act).

This plan recognises that a thriving communications and media sector is fundamental to Australia's economy and society. With interconnectivity and mobility of communications services integral to the lives of all Australians there is continued demand by consumers for increasing amounts of data, and for faster and more reliable internet connections. This requires significant ongoing infrastructure investments by telecommunication companies.

Alongside this is a growing concern about the significant power and influence of digital platforms. As boundaries between traditional broadcast media and digital platforms increasingly blur, attention is turning to the appropriate regulatory framework for content delivered over all platforms.

In reviewing our environment, we consider our purpose, vision and mission and strategic priorities continue to be relevant in guiding our work and the benefits we aim to deliver. Over 2019–20 our focus will remain on the following priorities:

- > Public confidence in communications and media services through the provision of safeguards, information and advice.
- > Effective and efficient spectrum management arrangements that benefit all Australians.
- > A regulatory framework that anticipates change through monitoring our environment and influencing regulatory responses.

Our delivery of the wide range of functions and responsibilities in the legislation we administer are reflected in the activities outlined in this corporate plan. This year we have updated the key pieces of work that we will be using to measure our performance.

The new Authority arrangements we implemented last year provide a renewed focus on timeliness, transparency and clarity of decision-making. This year we will also keep up our focus on organisational culture and capability, to equip us to meet the future demands of the dynamic sectors we regulate.

I look forward to bringing this corporate plan to life over the next four years. I will report on our performance against the plan in our Annual Performance Statement in the ACMA's annual report.

A handwritten signature in black ink, appearing to read 'Nerida O'Loughlin'. The signature is stylized and fluid, with a long horizontal line extending to the right.

**Nerida O'Loughlin**  
Chair

# Our environment

Australia's communications and media landscape continues to undergo exponential change. In the past decade developments in digital products and services have reshaped business models, global markets, consumer experience and expectations. The ACMA, along with regulators around the world, is responding to this transformation in ways that both enable innovation and protect citizens.

Some of the changes we expect in the next four years include:

## **Demand for data-driven technologies will reshape the communications and media sector**

- > In the next four years, a suite of new technologies including 5G, software-defined networks, artificial intelligence (AI) and machine learning will redefine how individuals engage with each other and how business is done. Australians will be increasingly and continuously connected through Internet of Things (IoT) devices, supported by robust, reliable and secure communications networks.
- > We expect 5G and satellite technologies will more broadly deploy advanced AI which will significantly boost productivity, efficiencies and opportunities for innovation.
- > The future technology pathways for broadcasting will also need to be considered, in light of changing consumer behaviours and new technologies, such as the shift from AM to FM and DAB+ streaming.
- > Our *Communications report 2017–18* shows how consumer demand for more data is driving significant investments in underlying infrastructure by industry and government. However, returns on investment for telecommunications companies are becoming less certain, with large capital expenditures necessary for 5G services and the growing uptake of over-the-top services (OTT) and emerging micro-satellite technologies that bypass traditional operators' networks.

## **Changing consumer expectations**

- > Increasing interconnectivity and mobility, data sharing and exchange are all driving changes in consumer behaviour and expectations. Our latest research shows 96 per cent of Australians over 18 years have a mobile phone and are increasingly using it to access content and services online. Australians are also using the internet to access services like banking and bill paying (87 per cent), viewing videos (82 per cent), buying goods and services (79 per cent) and accessing news for free online (75 per cent).
- > Consumers will continue to demand faster and more robust internet connections across devices. Over the four years to 2018, the volume of data downloaded almost tripled over fixed-line services and increased five-fold over mobile networks. Modelling completed in 2018 suggests that over the next few years there will be a 60-70 per cent jump in the amount of data consumed by the average Australian household.<sup>1</sup>
- > Products and services are also technically more complex, including through the use of AI. While these developments are making everyday life more convenient for consumers, they can also present challenges in terms of navigating price, service quality and understanding terms and conditions. Our research has found that Australian consumer average satisfaction ratings were higher for mobile phone services in general (average rating of 3.7 out of 5) than internet services (3.3 out of 5).
- > We continue to invest in gathering data to build a strong understanding of the issues affecting consumers. This helps to inform the safeguards we develop and the outcomes they aim to deliver.

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<sup>1</sup> Bureau of Communications and Arts Research, *Demand for fixed-line broadband in Australia*, February 2018.

### **Regulatory responses to the impact of digital platforms**

- > The regulatory framework, which largely pre-dates ubiquitous internet connectivity, is under increasing pressure to deliver outcomes that balance industry and consumer interests.
- > In the last two years there has been growing community and government concern that the regulatory frameworks within which OTT service providers operate are no longer fit for purpose. These concerns have been brought into sharp focus with the increased use of social media platforms for the live streaming of hate speech and graphic violence, including terrorism attacks, most recently in Christchurch, New Zealand. Regulatory concerns have also been raised internationally around competition issues, the impact of digital platforms on the news industry, spread of disinformation and breaches of individuals' privacy.
- > To be effective in holding such large global companies to account for the content distributed on their services, regulatory responses will need an international dimension, and content regulation overall may need to be broadly examined.
- > A related issue is the shift in revenue from traditional communications businesses to OTT services and digital platform providers which continues to reinforce the regulatory asymmetry between these businesses.
- > The ACMA is contributing to shaping regulatory responses and reform opportunities. Designing and implementing outcome-focussed regulation will be central to achieving public interest objectives in this environment of new and emerging technologies.

### **Collaboration between regulators is increasingly important to achieving public policy objectives**

- > The globalised nature of key market operators within the communications and media environment heightens the importance of international regulatory cooperation. Cross-jurisdictional partnerships will be key to developing effective mechanisms that reduce the spread of harmful and illegal content and to support other shared public policy objectives.
- > Collaboration with other Australian Government agencies and industry will be integral to developing effective approaches to evolving risks, such as scam call activities. This will include working closely with the Australian Competition and Consumer Commission (ACCC) and the Australian Cyber Security Centre to examine technological solutions to protect consumers from the use of communications and media technologies to cause harm. Consultation with other government agencies and industry forms an integral part of achieving good regulatory outcomes.

### **Spectrum demand**

- > Demand for new spectrum and changes to existing arrangements continue to evolve. International trends driving this demand include:
  - > wireless broadband for both mobile and fixed applications, particularly in the context of 5G services
  - > ongoing commercialisation of applications to support the IoT
  - > advances in broadcasting technology
  - > rapid innovation in satellite technologies
  - > new approaches to spectrum sharing.
- > The four-yearly World Radiocommunications Conference 2019 (WRC-19) will be held in October and November this year with several important international harmonisation issues being considered.

### **Australian Public Service reforms**

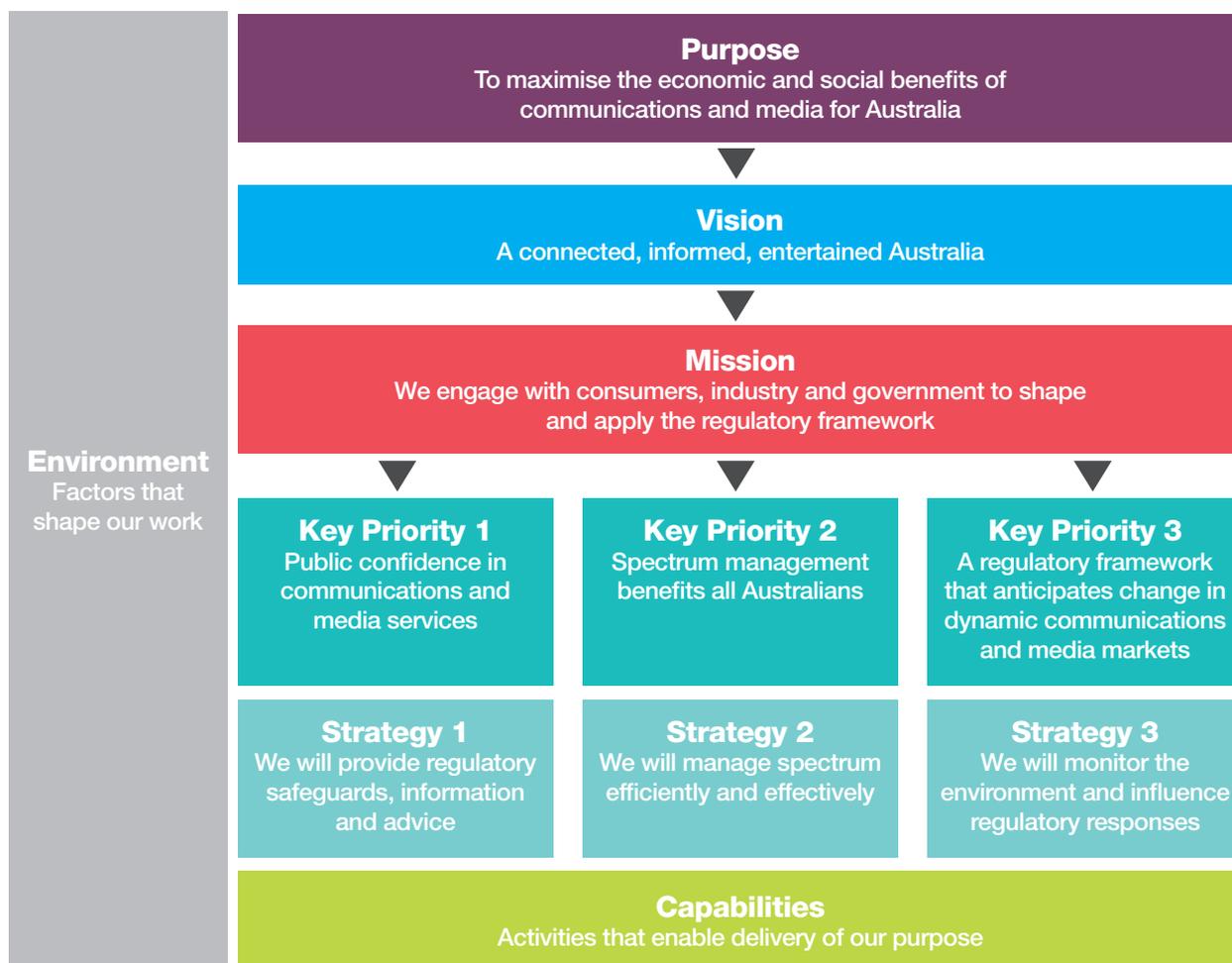
- > A Roadmap for Reform—to be implemented by Departmental Secretaries—focuses on short to medium-term strategies across the public service, while the Independent Review of the Australian Public Service (APS) aims to ensure the APS is fit-for-purpose for the coming decades. Together they identify a number of challenges relevant to the ACMA’s environment, including high expectations that complex problems will be solved; the acceleration of technology challenging existing regulatory frameworks; declining trust of public institutions; the importance of data; calls for greater transparency and accountability; global instability; and a new generation of workers with different workplace styles and expectations.
- > We have reflected these issues in the discussion and measures under *Our capability* and *Our performance* in this corporate plan.

# Our purpose

In response to our analysis of the future environment, we have developed:

- > a statement of purpose that sets out the strategic objective we intend to pursue over the reporting period
- > a vision statement that encapsulates what we wish to achieve
- > a mission statement that sets out how we will go about our work.

We have also determined three key priorities for the term of the plan and related strategies. The activities that we will undertake under these strategic priorities and how we will measure our performance in delivering against them is outlined in the *Our performance* section of this plan.



# Our culture and values

Our culture and values support us in achieving our strategic priorities now and into the future. They shape how we work with each other and our stakeholders, and how we approach the opportunities and challenges in our environment. We are committed to the APS values of being impartial, committed to service, accountable, respectful and ethical. We embrace diversity and celebrate inclusion. These values underpin our role as an independent decision-maker, responsible for balancing public interest objectives, informed by a deep knowledge of the sectors we regulate. Complementing the APS values, we have developed our own ACMA-specific values outlined below.

## **We are purposeful**

We are committed to delivering tangible and significant benefits to all Australians. This provides direction and drives our work at every level of the ACMA. We are committed to maintaining and enhancing our expertise and our contribution to the work of the APS. We are outcomes-focused and strive for high performance, and we are timely, measured and transparent. We engage with and manage risk. We adapt quickly to changing expectations and priorities by being agile and flexible.

We contribute to a positive and professional workplace where we do our best work. We appreciate and support each other and take time to recognise, celebrate and communicate our accomplishments.

## **We are curious and questioning**

We look around us and into the future to explore new ways of addressing ongoing challenges and creating opportunities. We look deeply into issues from the various perspectives of our stakeholders to develop new understandings. We ask astute questions and interrogate the implications of matters relevant to our work. We gather and analyse data from multiple sources. We value critical thinking and analysis to support rigorous and innovative approaches to our work.

We value and invest in learning and opportunities for professional development. We seek out information and learn from international research and the experiences of other jurisdictions.

## **We are collaborative**

We collaborate within the ACMA, with the Department of Communications and the Arts (the Department), other regulators and relevant agencies as well as across all levels of government. We engage proactively and creatively with industry and the community, demonstrating a clear understanding of their issues and challenges. In doing so, as with all our work, we maintain the highest levels of integrity.

We articulate and promote the work of the ACMA to maximise awareness of what we do. We seek out and value diverse perspectives and ideas. We are respectful and share knowledge generously.

# Our capability

## Workforce

ACMA staff are highly dedicated and committed to delivering the best communications and media outcomes for the Australian community. Over the course of this plan, we will focus on ensuring that we have the right mix of skills and capabilities to meet the future demands of our changing environment. Our priorities for developing our workforce capabilities over the period of this corporate plan are set out below.

### Building capability for the future

Strategic workforce planning will be a high priority for the ACMA in 2019–20. In 2018–19 we examined how we were placed to deliver on our strategic priorities and future challenges. Our focus in 2019–20 will be on our leadership, strategy and delivery capabilities. Dedicated resources will be allocated to strategic workforce planning and development. This work will include formalising a workforce plan, finalising our diversity and inclusion plan, and reviewing our performance management mechanisms.

### Leadership

If we are to successfully deliver the priorities and strategies outlined in this plan, our leadership capability is critical at all levels of the organisation. Our leaders will promote the culture and values to which we aspire, and foster employee engagement by promoting innovation, empowerment, accountability and a safe, high performing and rewarding workplace.

To further build on our leadership capability, the ACMA will focus on a dedicated 360-degree feedback program for all Executive Level 2 (EL2) managers. This cohort, along with the Senior Executive Service (SES) of the ACMA, will also have access to a more comprehensive leadership development program aimed at embedding a stronger culture of leadership and accountability across the ACMA.

There will also be more focus on multi-disciplinary teams to achieve cross-agency collaboration on complex regulatory issues. This new way of working will be applied to examine issues related to news, radio futures, website transformation, consumer safeguards and the Portfolio Charging Review 2019.

### Graduate recruitment

Following the pilot graduate program in 2017–18, six graduates commenced in the agency in February 2019. The ACMA will continue with the graduate program in 2020 with a focus on generalist, engineering and indigenous candidates. The graduate program is a key step to improving our demographic and diversity profile and to support our longer-term succession management.

## **Critical capabilities**

We will continue to develop and invest in critical capabilities, manage knowledge, learning needs and succession planning as we position the ACMA for the future.

### **Engineering**

Engineering is one of our most critical capabilities and this year we will explore additional and flexible options for recruiting more engineers into the agency. To meet our future skills requirements, it is important that we continue to build our engineering capabilities and bench strength to allow for succession planning and to grow our expertise. Options that will be looked at include cadetships, internships, or student work experience placements.

### **Regulatory futures analysis**

We will continue to build our critical regulatory analysis skills to ensure that the ACMA is well placed to drive and lead the development of new regulatory frameworks in response to emerging new technologies and business models.

### **Data analytics**

We are also continuing to focus on growing our data analytical capability. The ACMA collects a diverse range of data and information from a wide array of sources, and there is potential to use it in ways that will better inform our regulatory decisions and yield valuable insights into the changes occurring within the communications and media sector.

Last year we established a Data Analytics Section to sit alongside our research unit and in the coming year we will develop a data strategy and governance framework that will underpin the safe and appropriate use and re-use of our data.

### **Understanding our charging environment**

The Department is conducting its five-yearly Portfolio Charging Review (PCR) during 2019, with the findings to be reported in Budget 2020–21. The ACMA represents a significant portion of the Communications and the Arts' portfolio charging revenue.

The ACMA component of the PCR will review all existing and potential charging activities, evaluate the performance of charging activities, identify opportunities to amend or discontinue specific charging activities and assess the effectiveness of stakeholder engagement strategies and opportunities for improvement.

### **Risk management**

The complex regulatory framework in which the ACMA operates comes with a corresponding risk environment that needs to be carefully managed. During 2019–20 a major uplift of the ACMA Risk Management Framework in conjunction with the refresh of ACMA corporate and business processes will ensure compliance with the Commonwealth Risk Management Policy.

## ICT and digital services

The ACMA's ICT and digital vision is to deliver, maintain and enable quality digital technology solutions and services to support the agency in achieving its organisational objectives. This year we will be undertaking a core infrastructure assessment and developing a service delivery strategy.

Core objectives for the coming years are:

- > consolidating our end-user and business applications, ensuring delivery of a consistent ICT experience and an integrated portfolio of software
- > strengthening core ICT system investments to ensure that up-to-date, secure, recoverable arrangements are in place for all ICT assets
- > building the ICT team with the necessary people, skills, systems and processes
- > stronger and more effective governance of cyber security matters, through enhanced strategies, policies, rules and guides, with risks managed within a more developed agency cyber security framework
- > improving data management practices and capacity for data analysis to enable improved understanding of regulatory and market developments
- > delivery of the Web Transformation Project to improve the accessibility of content for users
- > continue to explore, assess and where applicable leverage contemporary and emerging technologies that can provide operational efficiencies or drive new business outcomes.

## Governance framework

The ACMA is a statutory authority established by the ACMA Act.

The Authority is a collegiate decision-making body. It consists of at least three and not more than nine members including the Chair and Deputy Chair. Members are appointed by the Governor-General and Associate Members are appointed by the Minister. Members may be appointed on a full-time or part-time basis.

The 2017 review of the ACMA recommended cross-appointment arrangements be put in place between the ACMA and the ACCC. This recognises a need for the sectoral and economic regulators to work closely together, given the increasingly complex communications sector and its centrality to economic and social development. These arrangements have been finalised with the appointment of Delia Rickard (Deputy Chair, ACCC) and Cristina Cifuentes (Commissioner, ACCC) as associate members to the Authority, and Nerida O'Loughlin (Chair) and James Cameron (Member) appointed as associate members of the ACCC.

At 1 July 2019, the members of the Authority were:

- > Nerida O'Loughlin (Chair)
- > Creina Chapman (Deputy Chair)
- > Fiona Cameron
- > James Cameron
- > Chris Jose
- > Anita Jacoby (Associate Member)
- > Delia Rickard (ACCC Associate Member)
- > Cristina Cifuentes (ACCC Associate Member)

The ACMA Chair also serves as Agency Head with powers, functions and accountabilities under the PGPA Act, the *Public Service Act 1999* (PSA) and various other pieces of legislation.

The Authority is advised, guided and assisted by agency staff, who are (generally) employed under the PSA. Staff are ultimately accountable through their line managers and their General Manager to the Chair.

### **Authority Code of Conduct**

In April 2019, the ACMA published an updated Code of Conduct for Authority members and associate members. The Code sets out the Authority's strategic intent, approach to business, duties, responsibilities and culture and values to guide its work over the years ahead.

### **Government's Statement of Expectations and the ACMA's Statement of Intent**

The ACMA Review recommended that the government provide the ACMA with a Statement of Expectations (SoE) and that the ACMA respond with a Statement of Intent (Sol). The Minister for Communications and the Arts issued the government's SoE to the ACMA on 19 September 2018 and the ACMA provided its Sol in response on 17 December 2018. The full [Statement of Expectations](#) and [Statement of Intent](#) are available on the websites of the Department and the ACMA.

### **Executive Management Committee**

The Executive Management Committee (EMC) consists of the ACMA's senior leadership team—the Chair (as Agency Head), Deputy Chair (as CEO) and the four Senior Executive Service (SES) Band 2 General Managers. The EMC's core responsibility is to support the Chair in discharging her statutory roles in relation to the operations of the ACMA.

### **Audit and Risk Committee**

The Audit and Risk Committee helps the agency to comply with legislative obligations and provides a forum for communication between the ACMA Chair, senior managers of the agency and the internal and external auditors of the agency. The committee also provides critical input to the assurance of agency business planning processes. The committee meets five times a year.

At 1 July 2019, the members of the committee were:

- > Ian McPhee AO, Committee Chair
- > Jeremy Chandler, External Member
- > Fay Holthuyzen, External Member
- > Michael Parkinson, External Member
- > Allan Major, Internal Member
- > Patrick Belton, Internal Member.

Renewal of external members will commence in September 2019.

**Management and staff committees**

The National Consultative Forum (NCF) is the ACMA's principal body for formal consultation and discussions on workplace relations matters of a national focus or significance. The NCF meets three times each year and is chaired by the Chair as Agency Head.

The National Work Health and Safety Committee (NWHSC) provides a consultative forum for identification and consideration of broad workplace health and safety issues that may need to be addressed at an organisational level. The NWHSC is chaired by the General Manager, Corporate and Research and meets three times each year.

**Major project boards**

On the establishment of a large-scale project which is likely to impact a high proportion of the Agency and staff a governance board will be established. Current boards of this nature are:

- > the Web Transformation Board
- > the Data Governance Board.

# Our stakeholders

We work to achieve outcomes that are in the long-term interests of all our stakeholders—including the millions of Australians who use and rely on communications and media networks, devices and services, together with the businesses that supply them. Our work also supports defence, security, emergency and law enforcement services. In addition, we work with organisations to monitor and review co-regulatory approaches to delivering communications and media regulation.

Transformative technologies driving new markets and business models are redefining the needs and expectations of existing consumers and spectrum users and giving rise to new groups of stakeholders. This requires a greater focus on active and regular engagement so that we remain informed about current trends and issues and continue to be effective in influencing behaviours and outcomes.

The accelerating pace of change means that our stakeholders are expecting quicker regulatory responses and decisions and a greater understanding of our decision-making processes and priorities. Our new Authority Code provides an increased focus on transparency, timeliness, clarity of decision-making and the role of Authority members in actively engaging with our stakeholders. Authority members now have a role in ‘leading’ an area of the ACMA’s work and chairing internal committees aligned with their relevant skills and expertise:

- > Content Committee—Creina Chapman
- > Telecommunications and Consumer Committee—Fiona Cameron
- > Spectrum Committee—James Cameron
- > Compliance and Enforcement Committee—Chris Jose.

In April 2019, we announced our whole-of-agency Compliance Priorities for 2019–20 to give greater guidance to industry about our work. This is the first time that the ACMA has developed and announced its ACMA-wide compliance priorities and we will review and publish our priorities on an annual basis.

We will continue to examine ways to better manage risk across our work and where appropriate streamline and simplify our processes to improve timeliness of our decision-making.

Our relationships also extend to other government agencies and regulators. We work closely with the Department in progressing improvements to the legislative framework within which we operate, and with other government regulators and agencies to address issues as they arise in our operating environment.

Our work with the ACCC is an example of how collaboration between agencies can better serve the interests of our broader stakeholder base and benefit decision-making. Cross appointment arrangements have recently been established through agreement by government which will further strengthen that collaboration.

We continue to have strong relationships with international spectrum and telecommunications regulators. The increasingly global nature of other aspects of our work also means we need to continue to find new and innovative approaches to collaborate with overseas regulators and organisations, for example, in giving effect to the online gambling laws.

## Our performance

The following tables set out key activities that we will be undertaking over the next four years, and their intended benefits, in relation to our priorities and strategies. The performance measures are the basis for assessing the contribution of these activities towards meeting our purpose and will be reflected in our Annual Performance Statement in the following financial year.

Our Audit and Risk Committee provides advice and assurance to the Chair on the appropriateness of our performance reporting.

Key Priority 1 Public confidence in communications and media services						
Strategy 1 We will provide regulatory safeguards, information and advice						
Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
<b>1.1 Deliver safeguards that meet the needs of Australians using media and communications services</b>	Broadcasting and online gambling advertising rules are effective in protecting children				Monitor compliance: > audits and complaint data Monitor awareness: > audience surveys	Appropriate and relevant safeguards are available to Australians consuming content and using media and communications services
	NBN migration rules assist consumers to move seamlessly to the NBN				Review effectiveness: > quantitative and qualitative consumer research Monitor compliance: > audits > complaint data	
	Evidence of telecommunications consumer experience informs advice to government and rule-making processes				Research: > quantitative and qualitative consumer research Monitor: > complaint data	

Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
<b>1.2 Promote compliance with communications and media safeguards and public interest outcomes through compliance monitoring, complaints-handling, investigating, enforcement and program delivery</b>	Consumers and audiences have effective and efficient avenues for complaints				Monitor targets: > complaint web forms available at least 99 per cent of the time  Assess awareness raising: > online information > media releases > responses to complainants  Monitor regulated entities: > provision of complaint avenues	Compliant businesses, confident consumers and assured audiences
	Annual compliance priorities: > address regulatory needs > are developed within broader compliance program > are widely understood by stakeholders  The ACMA takes compliance and commensurate enforcement action where appropriate				Identify priorities: > complaint data > stakeholder feedback > consumer research > prioritisation matrix  Assess awareness raising: > priorities published > stakeholder information campaign > reporting on compliance activities  Assess appropriate actions: > compliance activities > investigations > enforcement actions > information and awareness activities	
	Effective and efficient investigations and enforcement outcomes				Monitor investigation performance targets: > six months or less per investigation > an average of four months for all investigations  Publication of enforcement outcomes that address compliance issues	

Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
<b>(continued)</b>	Contractual service levels for Do Not Call Register are met				Monitor and report on service provider delivery of contractual milestones	Australians can easily opt out of unwanted telemarketing calls
	Efficient and effective delivery of the Regional and Small Publishers Innovation Fund grants	As for previous year			Monitor program milestones: > grants made within published timeframes  Monitor applications: > proportion of eligible applications received increases from previous round  Monitor funding committed: > proportion of available funding committed increases from the previous round  Evaluate program: > independent evaluation undertaken > report published by 31 October 2019	Innovation by public interest journalism businesses is promoted
<b>1.3 Build consumer, audience and industry understanding of risks, rights, responsibilities and safeguards</b>	Information is made available to consumers and audiences about their rights and available safeguards Information is made available to businesses about their responsibilities				Monitor awareness-raising activities: > timeliness, accessibility and relevance of information > outcomes of investigations and enforcement activities	Targeted advice and information is provided to consumers, audiences and regulated entities in a clear and timely manner

Key Priority 2 Spectrum management benefits all Australians						
Strategy 2 We will manage spectrum efficiently and effectively						
Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
<b>2.1 Plan the availability of Australia’s radiofrequency spectrum to optimise its value to the Australian community</b>	Effectively represent, promote and support Australia’s spectrum interests at international spectrum meetings and through treaty arrangements	As for previous year	As for previous year	As for previous year	<p>Provide technical support and attendance at meetings:</p> <ul style="list-style-type: none"> <li>&gt; International Telecommunication Union (ITU) World Radiocommunication Conference 2019 (WRC-19) in October–November 2019</li> <li>&gt; Regional spectrum management forums for the WRC-23 cycle</li> <li>&gt; All Asia-Pacific Telecommunity’s (APT) Conference Preparatory Group meetings in 2019</li> <li>&gt; Conference Preparatory Meeting (CPM23-1) in November 2019</li> <li>&gt; International radiocommunications forums including Study Group and Working Party, and the APT Wireless Group meetings</li> </ul> <p>Monitor and report on outcomes of meetings:</p> <ul style="list-style-type: none"> <li>&gt; alignment with Australian Government spectrum objectives</li> </ul>	<p>Spectrum planning balances the needs and interests of stakeholders and the broader community</p> <p>Australia’s needs and interests are addressed in international harmonisation processes</p>

Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
(continued)	Spectrum planning priorities are transparent and take account of stakeholder input	As for previous year	As for previous year	As for previous year	Seek and use stakeholder input: <ul style="list-style-type: none"> <li>&gt; consultation on draft Five-year spectrum outlook (FYSO) and work program</li> <li>&gt; stakeholder input referenced in work program</li> </ul> Publish FYSO and work program: <ul style="list-style-type: none"> <li>&gt; draft published in fourth quarter of the financial year</li> <li>&gt; final published in first quarter of the following financial year</li> </ul>	(continued)
<b>2.2 Allocate and license access to the radiofrequency spectrum, using both administrative and market-based methods, ensuring adequate provision for defence, public safety and community purposes</b>	Effective and efficient preparation and delivery of major spectrum band allocations				Timeliness of delivery: <ul style="list-style-type: none"> <li>&gt; timelines published in FYSO and work program</li> <li>&gt; publish six-monthly progress reported</li> <li>&gt; published timelines met</li> </ul>	Spectrum access terms and conditions are responsive to changing demand and spectrum value  Sufficient spectrum can be accessed for defence, public safety, law enforcement and community uses
	Rights to access spectrum are developed and revised according to user needs				Evidence and response to changing needs: <ul style="list-style-type: none"> <li>&gt; monitor domestic and international band use</li> <li>&gt; re-plan bands to take account of developments</li> </ul>	
	Spectrum pricing promotes efficient use by being transparent and taking account of market developments				Evidence of stakeholder engagement, monitoring developments and transparency: <ul style="list-style-type: none"> <li>&gt; annual review and consultation on apparatus licence taxes September–October</li> <li>&gt; publish all determined charges and taxes</li> <li>&gt; process timelines published in FYSO and work program are met</li> </ul>	

Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
<b>(continued)</b>	Effective and efficient international satellite coordination services				Responses to applications are in accordance with ACMA procedures	(continued)
	Effective and efficient licence administration and allocation arrangements				Published targets and processing times are met	
<b>2.3 Manage the risk of interference and other harms through investigation and other compliance and enforcement activities and education programs</b>	Annual compliance priorities: > address regulatory needs > developed within broader compliance program > widely understood by stakeholders The ACMA takes compliance and commensurate enforcement action where appropriate				Identify priorities: > complaint data > prioritisation matrix Assess awareness raising: > priorities published > stakeholder information campaign > reporting on compliance activities Assess appropriate actions: > compliance activities > investigations > enforcement actions > information and awareness activities	Compliance and enforcement activities are commensurate with risk and harm and are supported by targeted information and advice
	Address unlawful operation in the 5.6 GHz and 400 MHz bands				Monitor compliance: > extension of the licensing integrity compliance program	
	Confirm that mobile network operators are unlikely to exceed their Electromagnetic Energy (EME) exposure obligations				Monitor compliance: > audits of small cell deployments to test carrier modelling	

<b>Key Priority 3</b> A regulatory framework that anticipates change in dynamic communications and media markets						
<b>Strategy 3</b> We will monitor the environment and influence regulatory responses						
Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
<b>3.1 Conduct qualitative and quantitative research to enhance the ACMA's understanding of consumers and audiences</b>	Research the effectiveness and efficiency of existing regulation				Plan, publish and deliver on annual research program	The ACMA, the government and the community are informed about communications and media markets and issues relevant to public interest objectives
	Research and develop strategic and regulatory analysis of the evolving communications and media environment.				Plan and deliver regulatory futures work program	
	Commission annual telecommunications consumer survey	As for previous year	As for previous year	As for previous year	Research consumer experience: > conduct survey in May/June of each year > monitor trends in community behaviours and attitudes	
	Prepare annual Communications report	As for previous year	As for previous year	As for previous year	Communications report: > addresses performance of carriers and CSPs in meeting regulatory obligations > published in February each year > informs stakeholders	
	Research on the impact of digital platforms on news				Research undertaken in line with project plan	

Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
<b>3.2 Build ACMA capacity for data analysis to enable improved understanding of regulatory and market developments</b>	Data strategy and governance framework developed Data analysis and reporting is improved Data literacy is enhanced agency-wide	Data management and analytical expertise and skills are embedded Data governance program is established and implemented Data sharing is enhanced	Data science and analytics culture is created Accessibility to data-driven insights is operationalised Data maturity and capability is enhanced	Data is embedded in business processes and practice	Assess baseline maturity and data needs Develop inventory of data assets Implement Microsoft Power BI	The ACMA has the capacity to make optimal and safe use of data to inform evidence-based regulatory analysis and action
<b>3.3 Engage with stakeholders and government to support regulatory frameworks and obligations that are fit-for-purpose now, and as markets evolve</b>	Consultations and stakeholder forums as well as the annual stakeholder survey inform rule-making				Monitor: > stakeholder engagement activities > outcomes of stakeholder engagement enhancing regulatory responses and evolving frameworks	ACMA engagement supports regulatory frameworks to evolve with contemporary markets and consumer and audience needs
	Authoritative advice is provided to reviews of communications and media regulatory frameworks				Monitor: > contributions to external review processes	

Activities	Performance measures				Method and data sources	Benefits sought
	2019–20	2020–21	2021–22	2022–23		
<b>3.4 Improve regulatory practices to reduce regulatory burden, increase transparency and timeliness, and ensure actions are proportionate to risks</b>	Improvements to stakeholder interactions with the ACMA are informed by annual customer service user satisfaction survey	As for previous year	As for previous year	As for previous year	Customer survey: > stakeholder satisfaction > use findings to improve service delivery	Regulation administered by the ACMA does not impose unnecessary burden on industry or the community
	Improvements to regulatory practice are informed by annual Regulator Performance Framework (RPF) assessment process	As for previous year	As for previous year	As for previous year	Produce RPF report: > seek stakeholder validation of self-assessment report against RPF KPIs > publish final RPF report addressing stakeholder feedback by 31 December	

# Our risk oversight and management

## Risk appetite statement

We are an agency that engages with and manages risk with a view to improving or accelerating the achievement of our purpose. In doing so, we will identify and manage associated risks, including disclosing relevant risks to the appropriate levels of decision-makers.

ACMA staff are encouraged to seek out and take advantage of opportunities to improve regulatory practice and operational efficiency.

There are however limits to our agency's risk appetite. The ACMA will not accept a risk that:

- > puts the safety and wellbeing of ACMA staff or any other member of the Australian public in danger
- > would be inconsistent with our legal or ethical obligations
- > places ACMA staff operating outside of the normal process and expectations of the APS or the Australian Government
- > jeopardises achievement of our purpose.

The ACMA recognises that not all the risks we face will be within our control, and we accept this as an unavoidable reality of our operating environment. However, we seek to mitigate the potential adverse impacts by regularly monitoring these risks and responding quickly when incidents occur.

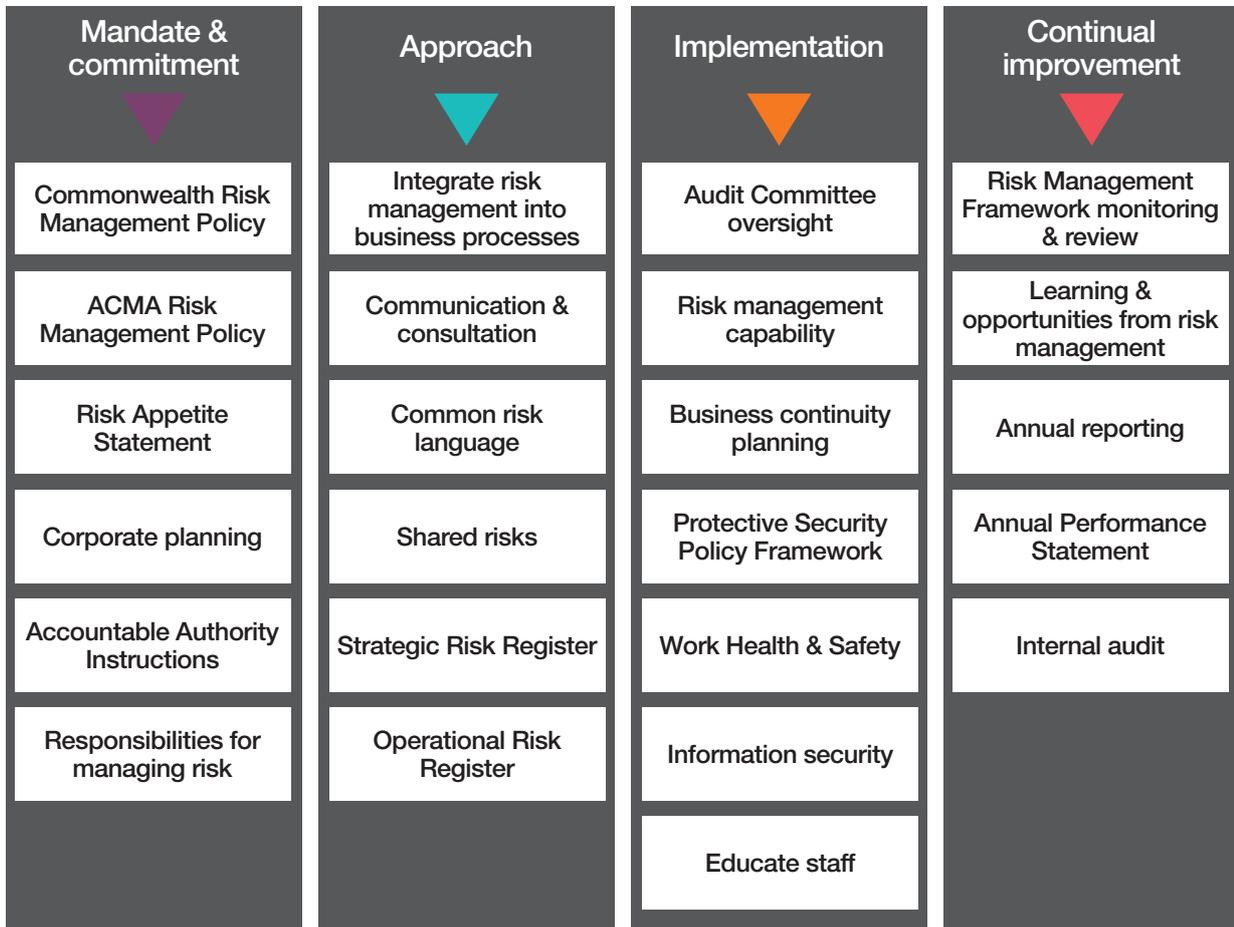
## Our risk management framework

Our risk management framework enables effective decision making that supports the ACMA's strategic plans and objectives. This is achieved through to building a shared understanding of the agency's risks and plans to mitigate them.

We regularly review and improve our governance systems, with our Audit and Risk Committee and external auditors providing advice to the Chair. We remain informed about better practice through consultation with stakeholders, and other Commonwealth entities, particularly those with regulatory responsibilities.

Our risk framework is designed to support staff to embed risk management in a transparent and systematic way into business processes. As we put new ideas into practice, our risk framework assists staff to confidently identify and manage risks.

The following diagram represents the ACMA risk management framework. This framework has been developed to meet the requirements under the Commonwealth Risk Management Policy and the PGPA Act.





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