

Corporate plan on a page 2023–24

For the period 2023–24 to 2026–27

Our purpose

We contribute to maximising the economic and social benefits of communications infrastructure, content, and services for Australia. We do this by:

- > maintaining, enforcing, and improving regulation to drive industry performance and protect consumers
- > managing public resources to enable industry to deliver services to the community.

Our vision

A connected, informed and entertained Australia.

Our culture and values

Our values support a purposeful, collaborative, and curious and questioning culture.

Our environment

Major changes that may shape our environment over the next 4 years include:

- > increasing appetite for advanced connectivity and the ubiquity of communications devices across all of Australia's economic, social, and public interest activities
- > continuing take-up of 5G, with increased refarming of existing 3G/4G spectrum holdings
- > expanding radio local area network (RLAN) technology, with more diverse devices using these networks.
- > increasing restrictions for online gambling
- > surging interest in generative AI
- > growing take-up of online audio options.

Our key activities

Support an efficient and reliable communications infrastructure

- > Our spectrum planning, allocation and licensing activities meet the needs of the communications industry.
- > Our contribution to the international spectrum framework supports the needs of the Australian communications industry.
- > Our activities contribute to telecommunications infrastructure providers having confidence that they are appropriately authorised and enabled to provide communication services.

Build consumer trust in the use of communications content and services

- > Our activities contribute to Australian consumers having confidence in the content and services available to them.
- > Our activities enable Australian consumers to access diverse media content and services.
- > Our activities contribute to Australians' access to a competitive telecommunications market.

Our capabilities

We recognise that our skills and expertise as a regulator are fundamental to achieving our purpose. During the period covered by the plan, we will continue strengthening the following key capabilities:

- > **Workforce capability:** through our People Strategy 2021–24, we will continue to build our diversity and inclusion agenda, improve processes and systems, develop our management and leadership capability, and ensure strong data governance practices.
- > **Regulatory capability:** our key regulatory capabilities include understanding, contributing to, and implementing broader policy and regulatory frameworks using the full range of regulatory tools and methods, and embedding regulatory best practice across our workforce.
- > **Data capability:** we will continue our work to increase our data capability and maturity, and improve the discoverability, usability, and security of our data through our data strategy and data governance framework.
- > **Digital and ICT:** we continue to build digital capability with the modernisation of key business systems supporting Australian content, spam complaints management and spam intelligence.