

# ACMA Data strategy

Summary of our 2024–25 plan

February 2025

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## Chair's foreword



I am pleased to present the Australian Communications and Media Authority's 2024–25 data strategy. This strategy shows continued momentum in delivering the data capability uplift outlined in our inaugural 2019 strategy. It sets a vision that ACMA decision making and operations at all levels are informed by quality data, effective analytics, and evidence-based insights.

Data and analytics are critical in positioning the ACMA for the future – supporting and enabling evidence-based regulatory analysis and action, and giving greater insight and understanding of the communications and media sectors.

The ACMA has made significant progress in building digital, data and analytical capabilities across the agency with an increasing range of ACMA activities now being enhanced through data analytics and enhanced reporting.

This strategy maintains a holistic approach, with a continued focus on building our agency-wide enablers such as our people and skills, data governance, technologies and platforms so that our data can be leveraged for better operational and strategic benefit.

The strategy paves the way for us to do more, extending our capability to provide enhanced geospatial and data science-based services. It continues our journey to become a data driven and digital-first regulator including by harnessing the opportunities from innovations such as machine learning and generative AI. We are currently working on our new 4-year data strategy that will be in place from 2025–26.

I invite you to read our 2024–25 plan to learn how the ACMA will continue to leverage our data and analytics capabilities to help us achieve our purpose of contributing to maximising the economic and social benefits of communications infrastructure, services and content for all Australia.

A handwritten signature in black ink, appearing to read 'Nerida O'Loughlin', written in a cursive style.

**Nerida O'Loughlin PSM**  
**Chair**

# Building our data capability

## **Our data capability contributes to the delivery of our purpose**

We use data and analytics to support our regulatory activity and decisions-making to help us deliver our purpose:

**We contribute to maximising the economic and social benefits of communications infrastructure, services and content for all Australia.**

## **Our data capability enables us to make informed regulatory decisions**

Our [Corporate plan 2024–25](#) identifies data a critical capability for the agency. We will maintain our focus on increasing our data capability and maturity, by improving the discoverability, usability and security of our data. We will also prioritise building our advanced analytics capability while maintaining appropriate data governance, security and privacy settings.

## **Our data capability positions the ACMA for the future**

Our data strategy supports the Australian Government mission of being committed to a modern public service that puts people and business at the centre of its data and digital transformation.

# Our data strategy

Our data strategy defines our vision for data and analytics, data management and the roadmap for delivery. It aims to improve the discoverability, usability and safety of the ACMA's data. The data strategy has been updated and our 2024–25 plan sets out how we are maintaining momentum and describes how the ACMA's data and analytics activities are aligned to our key agency functions, priorities and strategies.

## Our vision for data and analytics

### Our vision

ACMA decision making and operations at all levels is informed by quality data, effective analytics, and evidence-based insights

Our data strategy is guided by the following key principles. Our data is:

- **discoverable** – we make our data visible and accessible within the ACMA and to the public (as appropriate)
- **useable** – we use our data to support our decision making and ensure it is fit for purpose
- **safe** – we ensure our data is protected and secure.

### Objectives

The objectives for achieving our data and analytics vision are to:

- efficiently and effectively manage and leverage data for strategic, regulatory and operational benefit
- build our people, governance, technology and data capability to capture, manage, use and share data
- deliver data analytics solutions that address challenges and embed data and analytics capability.

Since 2019, we have invested in building a solid foundation for data reporting and analytics, delivering tangible outputs through our Data Action Projects (DAPs), and uplifting our data literacy. We are committed to building on previous achievements and elevating our efforts to prepare our people and operations for new data and analytics technologies as well as meeting whole-of-government expectations.

# The ACMA's journey

## 2019

ACMA's first data strategy and governance framework was developed to build our data and analytics capability and improve the availability, usability, integrity and security of the ACMA's data.

Data Action Projects (DAPs) were identified and prioritised to address business challenges and incrementally improve the management and use of data across the organisation.

Agency enablers including people, data governance and technology identified as a key focus to efficiently and effectively manage and leverage data for strategic, regulatory and operational benefit.

## 2023–24

ACMA has successfully delivered a number of DAPs and established patterns of delivery that can be scaled to projects of different size and complexity. Multidisciplinary teams work together to deliver business value.

A cloud-based data platform provides supporting infrastructure to store, process, and analyse data. It is currently configured to support business intelligence requirements and can be extended to support advanced analytics.

A data literacy program has been tailored to meet agency requirements with high levels of demand and participant satisfaction.

A data governance program has delivered artefacts to support DAPs, data steward training, an updated data catalogue and established our Data Management Council.

## 2024–25 & the future

We will continue to build on our foundational data capability, ensuring that the data program supports agency priorities and objectives.

We will seek to incorporate more advanced analytical techniques to better take advantage of our data assets, and to keep pace in a dynamic regulatory environment.

We also seek to establish an enterprise-wide geospatial practice that is fit-for-purpose and tailored to meet the current and future geospatial demands across the ACMA.

We will work towards an enterprise-wide approach using a federated data governance model. This will extend to governing data across the data lifecycle.

# Supporting our activities and priorities

We will use data and analytics to support the ACMA's key activities and priorities as set out in our corporate plan.

## Corporate plan 2024–25

## Role of data analytics

<b>Purpose</b>	The ACMA contributes to maximising the economic and social benefits of communications infrastructure, content and services for Australia	Data drives better decision making across the ACMA
<b>Vision</b>	A connected, informed and entertained Australia	ACMA decision making and operations at all levels are informed by quality data, effective analytics and evidence-based insights
<b>Key activities/priorities</b>	<b>Key activity 1:</b> Support an efficient and reliable communications infrastructure <b>Key activity 2:</b> Build consumer trust in the use of communications content and services	Data helps us to: <ul style="list-style-type: none"><li>• make enhanced evidence-based decisions and derive insights</li><li>• empower consumers to make informed choices</li><li>• improve regulatory development</li><li>• proactively target non-compliance</li></ul>
<b>Context</b>	A rapidly evolving communications and media landscape	Analytics helps us to understand the market and proactively monitor emerging trends and changes
<b>Enhancing capability</b>	Continue developing and investing in the critical capabilities of digital and technology services and data	Data capability allows us to improve the availability, usability, integrity and security of our data

\* Includes compliance priorities for 2024–25.

Sources includes: Corporate plan and compliance priorities.

# Using data and analytics within our key functions

<b>ACMA</b>	<p><b>Compliance and enforcement</b></p> <p>Are regulated entities complying with obligations? Is the ACMA using its compliance and enforcement powers and functions effectively?</p>	<ul style="list-style-type: none"> <li>• Compliance monitoring</li> <li>• Compliance activity, e.g. audits, shadow-shopping, informal compliance alerts</li> <li>• Investigation</li> <li>• Enforcement</li> </ul>
	<p><b>Industry performance monitoring &amp; reporting</b></p> <p>Are industry providers consistently meeting the standards and community expectations?</p>	<ul style="list-style-type: none"> <li>• Monitoring content</li> <li>• Monitoring spectrum usage</li> <li>• Performance benchmark reporting</li> <li>• Activity and cost reporting</li> <li>• Accessing industry reports</li> <li>• Early diagnosis of emerging issues</li> </ul>
	<p><b>Regulatory strategy &amp; delivery</b></p> <p>How does ACMA ensure that regulation remains effective and fit-for purpose in supporting the interests of the Australian public?</p>	<ul style="list-style-type: none"> <li>• Regulatory development</li> <li>• Regulatory advice and analysis</li> <li>• Community education</li> <li>• Program delivery</li> <li>• Market analysis and insights</li> </ul>
	<p><b>Licensing &amp; authorisations</b></p> <p>Who has authorisation to use spectrum frequencies, supply services and equipment in Australia? What are the terms of use/supply?</p>	<ul style="list-style-type: none"> <li>• Spectrum auctions and allocation</li> <li>• Spectrum licensing design</li> <li>• Carrier licensing</li> </ul>
	<p><b>Spectrum management &amp; planning</b></p> <p>What spectrum arrangements maximise value to the Australian community?</p>	<ul style="list-style-type: none"> <li>• Spectrum planning, allocation, compliance, interference management</li> <li>• Contributing to international harmonisation</li> <li>• Emerging technology studies</li> <li>• Spectrum monitoring</li> </ul>
	<p><b>Corporate services</b></p> <p>How can we improve operational efficiency?</p>	<ul style="list-style-type: none"> <li>• Workforce analytics</li> <li>• Financial reporting</li> <li>• Project reporting</li> </ul>

Key beneficiaries: Australian consumers, industry, providers and other stakeholders

# Stages in data analytics



# Our vision for 2024–25 and beyond

Our 2024–25 plan builds on our initial [4-year data strategy](#). It recognises that data capability remains a critical capability to position the ACMA for the future, as identified in our 2024–25 corporate plan.

This strategy focuses on applied analytics, supporting by the key enablers of people, data governance and technology.

## Applied analytics

The practical application of data analytics to enhance decision making, improve the efficiency or effectiveness of activity and uplift data capability



### Data Action Projects

Deliver practical solutions that address ACMA business challenges using data and analytics



### Data science

Establish advanced analytics, machine learning and AI techniques to further unlock the value of our data



### Geospatial

Use authoritative geospatially-enabled data and visualisation to support agency outcomes

## Key enablers

To build our people, processes, technologies, and data capability to efficiently and effectively manage and leverage data for strategic, regulatory and operational benefit

### People

We will improve staff skills, data literacy and analytical capabilities along with our data culture to support evidence-based decision making

### Data governance

We will continue to embed our data governance and management framework to promote the discoverability, usability and safety of ACMA data

### Technology

We will ensure the right tools and platforms are available to support and enable data access and utilisation

## Applied analytics



**Data Action Projects (DAPs):** Applied analytics projects aimed at enhancing decision making or improving efficiency or effectiveness of activity. DAPs are 3 to 9 months in duration depending on complexity. Projects can be staged as required.



**Data science:** Development of foundations for delivery of data science use cases that apply statistical and advanced analytical techniques to derive insights from ACMA data. It can support predictive and prescriptive analytics as well as analysis of unstructured data.



**Geospatial:** Development of foundations and analytics solutions that support geospatial data analysis and processing in line with best practice and standards including location-based data visualisation.

Both data science and geospatial are new areas of focus for capability uplift at the ACMA. A key focus in 2024–25 will be to establish an operating model and core enablers around people, data governance and technology.

## Key enablers

Agency enabler	Objective	Key focus areas	Expected benefits
<b>People</b>	ACMA will improve staff data skills and analytical capabilities and will foster a strong data culture to support evidence-based decision making and to improve efficiency and effectiveness	<ul style="list-style-type: none"> <li>• <b>Enhanced hub and spoke:</b> extend and optimise the current hub and spoke operating model; add new specialist skills into the central data team to support data science and geospatial analytics</li> <li>• <b>Data literacy:</b> continue to deliver the data literacy program to improve data analytics skills and data stewardship. Data outcomes will be showcased. Expand the program to support a Community of Practice, data science literacy and geospatial analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced capacity and competency to support agency outcomes</li> <li>• Fit-for-purpose operating model that supports efficient and effective program delivery</li> </ul>

Agency enabler	Objective	Key focus areas	Expected benefits
<p><b>Data governance</b></p>	<p>ACMA will continue to embed a data governance framework to improve the discoverability, usability and safety of ACMA data</p>	<ul style="list-style-type: none"> <li>• <b>Stewardship and accountability:</b> appropriate governance structures and accountabilities are in place at the strategic and operational levels</li> <li>• <b>Policies and legislation:</b> policies and procedures provide guidance to ensure we uphold our obligations relating to the collection, use, and supply of data</li> <li>• <b>Analytics and data use:</b> governance processes are consistently used for internal and external data analytics and reporting</li> <li>• <b>Metadata and master data management:</b> Our data is understood and discoverable through the creation and application of metadata across the data lifecycle</li> <li>• <b>Data quality:</b> The quality of our data is appropriate for use, documented and understood to ensure confidence in its use and application of analytics</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency and accountability of data management and governance</li> <li>• Increased efficiency and robustness in the management of data across its lifecycle</li> <li>• ACMA staff can access and use data to support decision making</li> <li>• Improved discoverability of enterprise data</li> </ul>

Agency enabler	Objective	Key focus areas	Expected benefits
<b>Technology</b>	ACMA will ensure our technology and data architecture support and enable data access and use	<ul style="list-style-type: none"> <li>• <b>Data platform enhancement (data science):</b> extend the ACMA's existing cloud-based data platform to enable delivery of data science use-cases</li> <li>• <b>Federated data governance model:</b> develop an operating model to embed data governance into all digital builds</li> <li>• <b>Data protection:</b> enhance and promote key policy documents around storage, security, privacy and data access</li> </ul>	<ul style="list-style-type: none"> <li>• Secure by design, cloud-based data science service with tooling to enable advanced analytics techniques</li> <li>• Fit-for-purpose digital systems and processes that are well governed and enable data project/product delivery</li> </ul>

## Success measures – benefits realisation and measurement

The ACMA data program comprises applied data analytics and enabling activity comprising data governance and data literacy.

A measurement framework has been developed to measure benefits realised across key data program activities. It is intended to provide insight into the benefits of the overall performance of the program.

The framework considers the following dimensions:

- **Data culture:** measures progress in establishing a data culture in line with our vision that ACMA decision making and operations at all levels are informed by quality data, effective analytics and evidence-based insights.
- **Data products:** measures how effective data products are at delivering organisational value.
- **Data capability:** measures the effectiveness of ACMA staff capability building initiatives.

We will continue to refine our measurement framework and measure the effectiveness of the ACMA data program to monitor benefits realisation.



[acma.gov.au](http://acma.gov.au)