

# Corporate plan on a page 2025–26

For the period 2025–26 to 2028–29

## 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 culture that is purposeful, curious, questioning and collaborative.

## Our environment

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

- The rollout and adoption of advanced technologies such as 5G, 6G, Wi-Fi 6e/7, and low earth orbit satellite (LEO) direct-to-device services, are increasing demand for spectrum and driving connectivity innovation.
- Artificial intelligence is introducing new regulatory challenges, particularly in relation to scams, misinformation and disinformation.
- Persistent and sophisticated scams, often perpetrated by criminal syndicates using emerging technologies such as AI, are becoming increasingly difficult to detect and pose significant threats to Australians' economic and social wellbeing.
- Growing consumer expectations for reliable, secure and accessible communication services are prompting stronger consumer protections and effective emergency services.
- The shift from traditional broadcast media to online platforms is disrupting the media landscape, raising concerns about the sustainability of public interest journalism and media diversity.
- Government reforms and scheduled reviews of legislative and regulatory instruments across multiple areas are reshaping the regulatory environment so it remains effective and relevant.

## 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 capabilities

Our skills and expertise as a regulator are fundamental to achieving our purpose. During the period covered by the plan, we will focus on:

- Enhancing staff skills through learning, development, and workforce planning to address emerging skill gaps and support strategic goals. Focus areas include regulatory, digital, data and engineering capabilities.
- Strengthening strategic and operational regulatory expertise to respond to evolving technologies, business models and consumer expectations, supported by partnerships and training programs.
- Expanding evidence-based decision making through research, advanced analytics, geospatial tools and improved data governance aligned with the Australian Data Strategy.
- Upgrading core systems for spectrum management, scam prevention and content regulation. Key projects include a new digital spectrum platform (by 2026) and SMS scam protection system (by December 2025).
- Implementing new cost recovery arrangements and refining processes to ensure efficiency and alignment with government frameworks, including for the Sender ID Register and BetStop – the Self-Exclusion Register™.