

Corporate plan 2016–17

AUGUST 2016



communicating | facilitating | regulating

Canberra

Red Building
Benjamin Offices
Chan Street
Belconnen ACT

PO Box 78
Belconnen ACT 2616

T +61 2 6219 5555
F +61 2 6219 5353

Melbourne

Level 32
Melbourne Central Tower
360 Elizabeth Street
Melbourne VIC

PO Box 13112
Law Courts
Melbourne VIC 8010

T +61 3 9963 6800
F +61 3 9963 6899

Sydney

Level 5
The Bay Centre
65 Pirrama Road
Pyrmont NSW

PO Box Q500
Queen Victoria Building
NSW 1230

T +61 2 9334 7700 or 1800 226 667
F +61 2 9334 7799

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Written enquiries may be sent to:

Manager, Editorial and Design
PO Box 13112
Law Courts
Melbourne VIC 8010
Email: candinfo@acma.gov.au

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Introduction

From the Chair

I, Richard Bean, the accountable authority for the Australian Communications and Media Authority (ACMA), present this corporate plan, which has been prepared consistent with paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 56 of the *Australian Communications and Media Authority Act 2005*.

The reporting period of the corporate plan is four years, spanning 2016–17 to 2019–20.

As Australia’s sector regulator for communications and media, the ACMA’s purpose is to make communications and media work in Australia’s public interest. Because communications is an enabling technology that underpins many of the digital innovations occurring in Australia, over the life of this corporate plan the ACMA is focused on how regulation can support innovation, as well as respond to the disruptive effects of changing digital communications and content business models and practices for industry, consumers and citizens.

Further challenges in the ACMA’s operating environment are expected over the corporate plan reporting period as significant regulatory reform and policy review processes are implemented, arising from the Spectrum Review recommendations and outcomes from the review of the ACMA.

Across the four-year work program outlined in this corporate plan, the ACMA will continue to refine its performance criteria. Central to this is the development of a broader set of quantitative and qualitative performance metrics, which are integrated with the performance data requirements needed to support the Regulator Performance Framework assessments and are intended to achieve a more consistent and coherent approach across these various reporting mechanisms. This will enable the ACMA to better demonstrate the contribution of its projects and activities to achieving longer-term results. Finally, the revised reporting structure allows for better alignment between the agency’s Portfolio Budget Statement, corporate plan and annual performance statement.

Richard Bean
Acting Chairman

Purpose

The ACMA, a statutory authority within the federal government portfolio of Communications and the Arts, operates as a non-corporate Commonwealth entity subject to the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The ACMA's purpose

Making communications and media work in Australia's public interest.

The ACMA's purpose is achieved by fostering a communications and media environment that balances the needs of industry and the Australian community through education and advice, facilitation of access to resources, and regulation. By working closely with stakeholders in the context of the legislated regulatory framework to safeguard the public interest, address the broad concerns of the community and meet the needs of industry for access to public resources like spectrum, the ACMA supports and encourages an innovative communications and media sector. Where intervention is required, the ACMA aims to deliver these outcomes with the lowest cost and most effective measure to manage risks and protect the public interest.

The regulatory functions of the ACMA are set out in the *Australian Communications and Media Authority Act 2005*. The ACMA is responsible for the regulation of broadcasting, radiocommunications, telecommunications and online content in accordance with:

- > the *Australian Communications and Media Authority Act 2005*
- > the *Broadcasting Services Act 1992*
- > the *Radiocommunications Act 1992*
- > the *Telecommunications Act 1997*
- > other related legislation, including the:
 - > *Do Not Call Register Act 2006*
 - > *Spam Act 2003*
 - > *Interactive Gambling Act 2001*
 - > *Telecommunications (Consumer Protection and Service Standards) Act 1999*
 - > *Telecommunications (Industry Levy) Act 2012*.

Environment

The media and communications environment

The ACMA will continue to face a number of external pressures over the life of this corporate plan—some pre-existing, others novel. The media and communications landscape that the ACMA oversees is a fundamental component of contemporary Australia’s transition into a digital, internet-enabled economy and society. In 2016, global IP traffic is set to pass the zetabyte (one trillion gigabyte) threshold for the first time in history.¹

During the lifetime of this plan, this figure is set to double. Australia’s participation in global internet-enabled communications will be accompanied by a massive increase in the number of network connections and connected devices, and by continued innovation in services and applications along with the content and digital information generated over those connections. The ACMA observes that industry segments, as well as individual consumers and citizens, are at different stages in the transition to an internet-enabled communications environment. Australian regulatory settings and oversight, together with regulator actions, will need to recognise and adapt to support this complex communications environment.

Another key external development has been the commencement of a formal review of the ACMA by the Department of Communications and the Arts. The review aimed to examine the objectives, structure and operation of the ACMA to ensure it remains fit-for-purpose for both the contemporary and future communications regulatory environment. Implementation of the final recommendations of the review—due later in 2016—is expected to guide regulatory reform priorities over the period of this plan.

At the same time, there remains a complex set of transitional challenges for each of the industry sectors regulated by the ACMA. This is expected to require continued careful oversight and management over the next four years.

The ACMA faces a broad range of risks across its complex mandate where multi-layered technological and commercial changes raise operational, regulatory and strategic challenges. Known and new risks and challenges are assessed according to their strategic risk profile and the choice of response is calibrated to ensure effective delivery of the right results. These challenges vary across the sectors regulated by the ACMA.

In **telecommunications**, as the National Broadband Network rollout proceeds, there remains significant transition work to rationalise telecommunications regulatory structures, particularly addressing the legacy emphasis on fixed-line consumer regulation. There are also technical issues that require industry standards development or underpinning regulatory determinations.

The **broadcasting** sector is under pressure as business models come under challenge from the rise of over-the-top content providers, which offer complementary and to some extent substitutable viewing destinations for audiences. At the same time, there remains a demonstrable expectation among audiences that content will be guided by community standards, and that audiences will have access to advice about content and the ability to complain when they consider that community standards have not been met.

¹ [CISCO Visual Networking index, 2015.](#)

Spectrum management activity will be directed to the implementation of the recommendations arising from the 2015 [Spectrum Review](#). These recommendations include the creation of a more flexible licensing framework, better integration of public sector and broadcasting spectrum, and a stronger focus on the adoption of market-based mechanisms for spectrum management. Spectrum allocation decisions are also expected to increase in complexity during the period of this plan. Pressure for new spectrum uses will increasingly involve balancing of competing reallocation demands from existing high-value spectrum users, while addressing the spectrum demand from new users.

In **online content and communications**, ongoing innovation in spam and malware that target and exploit online consumers continues to require regulatory attention.

As part of its ongoing activities, the ACMA will also continue to pursue opportunities to reduce regulatory burden on industry and citizens, and to explore areas for continuous improvement identified under the Regulator Performance Framework (RPF) for Commonwealth regulators.

The resourcing environment

As in previous years, over the life of this corporate plan the ACMA will continue to carry out its work from a declining resource base. In addition, depending on the outcomes of the ACMA review, changes to the ACMA's remit and functions are expected, which will create consequential changes to the resourcing profile needed to support a revised remit.

The ACMA continues to support the operations of the Office of the Children's eSafety Commissioner, established as an independent statutory office within the ACMA. The Office is directed to promote online safety for children and persons at risk of technology-facilitated violence, through national leadership and administration of statutory schemes and educational and awareness activities.

Responding to changing industry and stakeholder demands, while delivering on its legislative remit in this context, requires that the ACMA continue to employ a mix of regulatory and non-regulatory strategies and service delivery methods. Workforce planning will assist the ACMA in determining the appropriate capabilities and staff required to meet future needs. In addition, targeted ICT investment continues to support a capability for industry and citizens to undertake online transactions and have a single point of contact through the ACMA's Customer Service Centre.

Performance

This corporate plan is framed around distinct strategic outcomes that the ACMA is seeking to achieve over the next four years, designated as Key Result Areas (KRAs). The ACMA's KRAs work to align performance reporting with the outcomes it needs to deliver, as specified in the Portfolio Budget Statements. The ACMA has also identified a strong alignment between its KRAs and key performance indicators required by the Regulator Performance Framework (RPF). This corporate plan specifies a four-year cycle of performance targets that assess the ACMA's performance against its KRAs, while also supporting an assessment of regulatory efficiency and effectiveness against the RPF.

Key Result Areas

The activities the ACMA undertakes to fulfil its purpose are consolidated under three KRAs. In line with changing requirements for performance reporting information, the ACMA's continuing commitment to improving accountability and transparency for its stakeholders, and changes in its regulatory responsibilities, the ACMA has revised its KRAs to better reflect current areas of responsibility. Implicit in the articulation of these KRAs are both the intended result the ACMA seeks to achieve and the strategy employed to do so. The KRAs are:

KRA 1 **That the planning, allocation and use of public resources maximises their value to the Australian community.**

KRA 2 **That consumer, citizen and audience safeguards are effective, and reflect community standards; and that national safety and security interests are appropriately supported in planning and delivery of communications services.**

KRA 3 **That the ACMA is an increasingly resilient, agile, efficient and knowledge-based organisation; and that regulatory settings are efficient, effective and evidence-informed.**

The ACMA's KRAs align with the outcomes described in its Portfolio Budget Statements for programs 1.1 and 1.2. The priorities and performance targets that assess the ACMA's progress in meeting the KRAs are also aligned with the performance measures in these programs. Figure 1 maps this relationship in more detail.

Performance targets have been designed to be fit-for-purpose and combine to provide a detailed demonstration of the ACMA's performance in achieving the outcomes sought under the KRAs. For this reason, targets include both quantitative measures and qualitative evidence that together provide a complete account of the ACMA's performance. Setting targets across the next four years allows the ACMA to account for its performance in areas with longer time frames. Annual performance targets acknowledge the continued importance of effectively managing operational business-as-usual activities.

Over the next few years, as part of its commitment to continuous improvement, the ACMA will undertake further benchmarking and revision of the performance targets to develop more refined targets for future performance reporting.

This corporate plan outlines specific programs and projects that comprise key elements of the ACMA's annual work program for the 2016–17 period. It also identifies

the major programs and projects that the ACMA anticipates delivering in the next four years that will contribute to the achievement of outcomes for each KRA.

Regulator Performance Framework

As part of the government's deregulation agenda, the RPF was developed to measure the efficiency and effectiveness with which regulators undertake their roles, and in particular, their impact on regulated entities. This new framework commenced in July 2015, and the ACMA's first self-assessment report will be published in late 2016. The framework encourages regulators to:

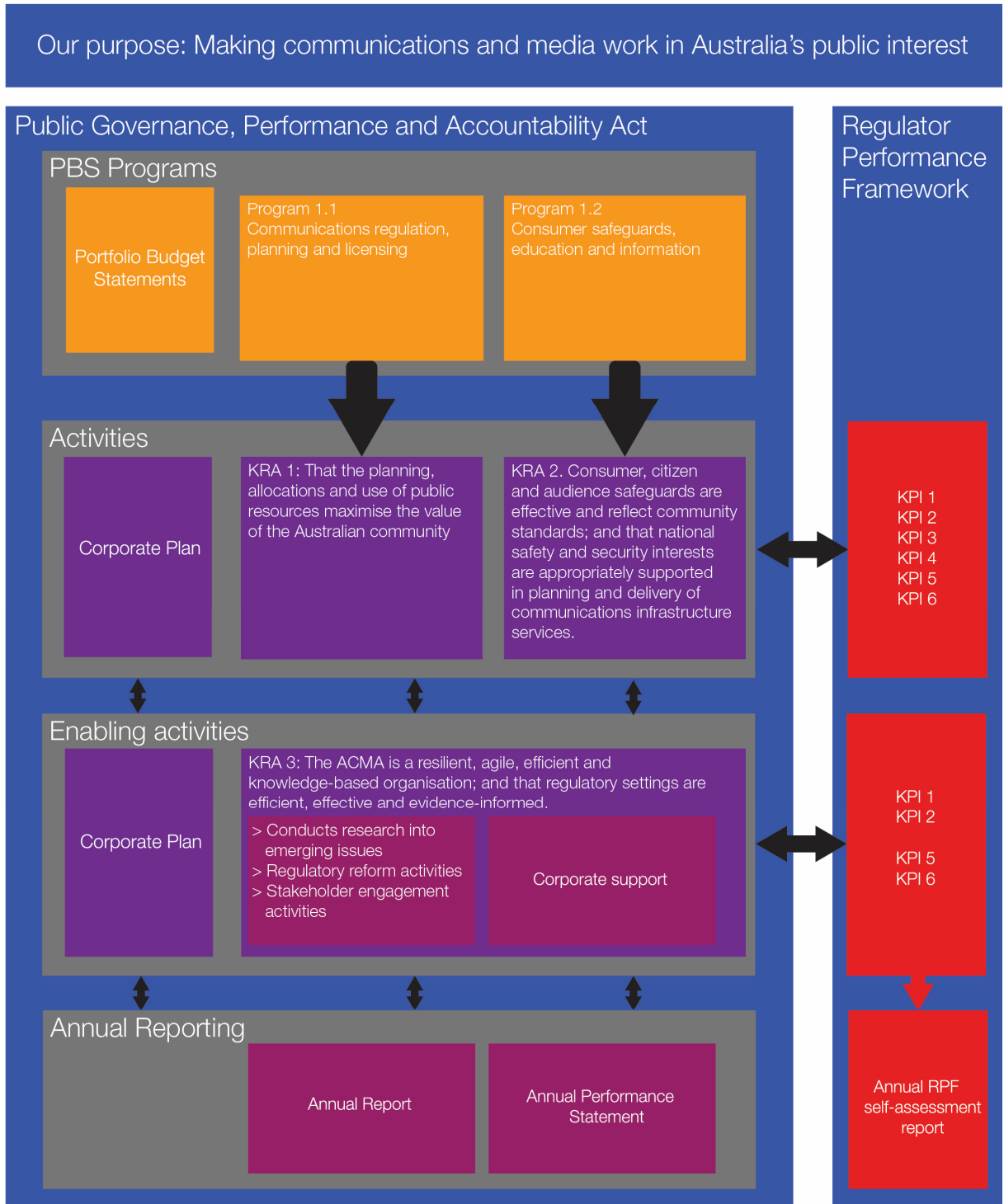
- > minimise the impact of regulatory burden on regulated communities
- > increase their transparency and accountability
- > focus on continuous improvement of regulatory frameworks.

This is achieved through assessing regulator performance against six key performance indicators (KPIs):

1. KPI 1: Regulators do not unnecessarily impede the efficient operation of regulated entities
2. KPI 2: Communication with regulated entities is clear, targeted and effective
3. KPI 3: Actions undertaken by regulators are proportionate to the regulatory risk being managed
4. KPI 4: Compliance and monitoring approaches are streamlined and coordinated
5. KPI 5: Regulators are open and transparent in their dealing with regulated entities
6. KPI 6: Regulators actively contribute to the continuous improvement of regulatory frameworks.

While the RPF focuses on regulatory efficiency and effectiveness, performance-reporting requirements under the PGPA Act require a broader assessment of the effectiveness of Commonwealth entities in achieving policy outcomes. Both aim to increase the accountability and transparency of government entities and make information clear, objective and publicly available. The ACMA has integrated the requirements of the RPF with our broader corporate performance reporting activities as outlined in Figure 1 below.

Figure 1: The ACMA's performance management framework



KRA 1



That the planning, allocation and use of public resources maximises their value to the Australian community

The ACMA is the custodian of two public assets—the radiofrequency spectrum and telephone numbers—that are critical to Australia’s future economic growth and the well-being, safety and security of its citizens. The ACMA’s public resource management functions cover spectrum planning, allocation and licensing, and the allocation and issue of telephone numbers.

Driven in large part by the ongoing digital transformation of the economy, the uses and value of radiofrequency spectrum and particular ranges of telephone numbers are changing rapidly. Against this background, the ACMA aims to maximise the efficient allocation and use of these public resources.

Priorities

The ACMA’s priorities for achieving the aims of KRA 1 are:

1. Effective planning and allocation for the efficient use of the radiofrequency spectrum.
2. Minimising unacceptable interference to radiocommunications services.
3. Promoting efficiency and innovation in the administration of broadcast, telecommunications and radiocommunications licensing and numbering arrangements; and promoting competition in the Australian telecommunications and broadcasting industries.

Key activities contributing to annual work plan

The key activities that the ACMA will conduct over the next four years to support it in delivering KRA 1 outcomes are listed in Table 1. This list comprises significant projects and programs, which will be undertaken in addition to the ACMA’s core business-as-usual activities.

Table 1: Key activities to deliver KRA 1 outcomes—2016–17

Project description	Proposed timings
Stakeholder engagement and consultation activities:	
Update <i>Five-year spectrum outlook 2016–20</i> (FYSO)	July–September 2016
Update mobile broadband work program	July–September 2016
Establish priority compliance areas (PCAs)	July–September 2016
Spectrum planning and allocation activities:	
Review 1.5 GHz band	July–September 2016
Review 3.6 GHz band	January–March 2017
Conclude and publish review of 900 MHz GSM band	October–December 2016
Commence implementation of outcomes of review of 803–960 MHz band	July–September 2016

Project description	Proposed timings
Actively monitor Internet of Things spectrum requirements	October–December 2016
Complete review of pricing arrangements for the Ka-band (satellite)	October–December 2016
Update Low Interference Potential Devices class licence	April–June 2017
Commence implementation of government policy for allocation of residual 700 MHz band	October–December 2016
Auction remaining 1800 MHz spectrum in regional Australia	April–June 2017
Contribute to implementation of the government's Spectrum and Pricing Reviews	Consistent with the timelines set out by government
Commence AM to FM radio conversion in markets determined with industry consultation	July–September 2016
Facilitate industry-managed numbering	In accordance with government time frames

Table 2: Key activities to deliver KRA 1 outcomes—2017 and beyond

Project description	Proposed timings
Stakeholder engagement and consultation activities:	
RadComms conference 2017	July–September 2017
Update FYSO	July–September 2017
Establish PCAs	July–September 2017
Update mobile broadband work program	July–September 2017
Spectrum planning and allocation activities:	
Complete reissue of expiring spectrum licences in 2 GHz band	October–December 2017
Complete 400 MHz band arrangement implementation	October–December 2019
Contribute to implementation of the government's Spectrum and Pricing Reviews	Consistent with the timelines set out by government
Regularise digital radio licences in Canberra and Darwin markets	April–June 2018
Implement industry-managed numbering	Consistent with the time frames set out by government

Performance targets

The ACMA will monitor its performance in KRA 1 across the life of this plan against the performance targets in Table 3.

Table 3: KRA 1 performance targets, 2016–20

Target	2016–17	2017–18	2018–19	2019–20
CPI adjustment of apparatus licence tax is completed by April.	✓	✓	✓	✓
90% of interference management activities completed within published timeframes.	✓	✓	✓	✓
Interference Compliance and Enforcement Program is efficient and informed by a PCA program developed in consultation with industry.	✓	✓	✓	✓
Allocation of 90% of new apparatus licences allocated within required timeframes.	✓	✓	✓	✓
Telephone numbering provider meets milestone of 99% of numbering allocation applications processed within 5 seconds.	✓	✓	✓	✓
Undertake stakeholder engagement and consultation on the planning, allocation and use of spectrum, including by publication of updates to FYSO, the mobile broadband work program, and holding topic-specific seminars, where appropriate.	✓	✓	✓	✓
Contributions to and implementation of spectrum reform processes are effective; ACMA advice and support for the government's spectrum and spectrum pricing reviews meet the time frames set by government.	✓	✓	✓	✓
Participation in international spectrum and coordination harmonisation by attending and contributing to relevant preparatory meetings leading up to the 2019 World Radiocommunication Conference.	✓	✓	✓	
Administration and management of existing spectrum licensing and arrangements are effective and efficient; including update of low interference potential devices class licence completed by 30 June 2017.	✓			
Administration of numbering allocation and licensing arrangements is efficient; numbering provider meets 100% of contractual milestones.	✓			
Spectrum planning, allocation and pricing arrangements to maximise public value are effective and efficient, including: <ul style="list-style-type: none"> > commence consultation on the review of 1.5 GHz band by 30 September 2016 > completion of 900 MHz band review by 31 December 2016 > commencement of the implementation of 803–960 MHz band review by 30 September 2016 	✓			

Target	2016–17	2017–18	2018–19	2019–20
<ul style="list-style-type: none"> > licensees in the 400 MHz band meet the requirements of milestones 2 and 3 in metropolitan and regional areas > implement government policy for the allocation of remaining spectrum in the 700 MHz band. 				
Regularise digital radio licences in Canberra and Darwin.		✓	✓	✓
AM to FM conversion continues in markets determined from industry consultation.		✓	✓	✓
Completion of 400 MHz band arrangements by 2019.		✓	✓	

KRA 2



That consumer, citizen and audience safeguards are effective and reflect community standards; and that national safety and security interests are appropriately supported in their planning and delivery of services

The ACMA's aim is to enable innovation in markets, allow competition to flourish and to encourage investment by creating regulatory arrangements that are stable and predictable.

The ACMA will apply direct consumer, citizen and audience safeguard measures when necessary to underpin the functioning of an efficient market, or when industry self- or co-regulation does not deliver a user experience aligned with community values and expectations. When intervention is required, the ACMA will apply the lowest-cost, most effective measure to safeguard the public interest.

The ACMA works with internet service providers (ISPs) to help home and small business users keep their computers and networks secure. The ACMA supports national safety and security interests through its targeted regulation of the telecommunications and internet industries, to ensure the accuracy of telephone identity and location information and enforce compliance with legislated safeguards.

Priorities

The ACMA's priorities for achieving the aims of KRA 2 are:

1. Fostering industry compliance with codes and other requirements to ensure effective telecommunications and broadcasting safeguards for citizens, consumers and small businesses.
2. Ensuring industry compliance with standards and legislative requirements, including the Do Not Call Register Act and the Spam Act, to ensure effective unsolicited communications safeguards for citizens, consumers and small businesses.
3. Partnering with ISPs, critical infrastructure providers and others to promote a secure online environment for consumers and businesses.
4. In partnership with industry, working to improve the performance of Australia's emergency call service, ensuring the security and reliability of critical communications services and providing appropriate support to law enforcement, emergency services and national security organisations.

Key activities contributing to annual work plan

The key activities that the ACMA will conduct over the next four years to support the delivery of KRA 2 outcomes are listed below. This list comprises significant projects and programs that will be undertaken in addition to the ACMA's core business-as-usual activities.

Table 4: Key activities to deliver KRA 2 outcomes—2016–17

Project description	Proposed timings
Review and code registration activities:	
Review the Telemarketing & Research Calls Industry Standard: <ul style="list-style-type: none"> > consultation > new standard 	July–September 2016 January–March 2017
Statutory review of captioning regulatory framework (Part 9D of BSA): <ul style="list-style-type: none"> > undertake review > report to minister 	October–December 2016 By 30 June 2017
Commercial Radio Broadcasting Code of Practice: <ul style="list-style-type: none"> > review and complete decision on registration 	October–December 2016 January–March 2017
Telecommunications Consumer Protections Code: <ul style="list-style-type: none"> > scheduled review of Communications Compliance arrangements 	April–June 2017
Commercial Television Code of Practice: <ul style="list-style-type: none"> > monitor and report on operation 	October–December 2016
Research-related activities:	
Undertake research to improve the ACMA's understanding of telemarketing, and fax, email and SMS marketing, in broader marketing environment	October–December 2016
Undertake research on end-users' experience of, and capability to respond to, malware infections and online service vulnerabilities	October–December 2016
Undertake research to inform regional broadcasting local content activities	April–June 2017
Revisions to legislative arrangements:	
Amend Telecommunications Identity Checks for Prepaid Mobile Services Determination	April–June 2017
Remake Telecommunications Integrated Public Database Scheme 2007	January–March 2017
Enhance the spam intelligence database to improve process and performance times	April–June 2017

Table 5: Key activities to deliver KRA 2 outcomes—2017 and beyond

Project description	Proposed timings
Australian Internet Security Initiative member survey	July–September 2019
Review and code registration activities:	
Review of Do Not Call Register administrative determinations	October–December 2018
Implement industry-managed numbering	Consistent with government timeframes

Performance targets

The ACMA will monitor its performance in KRA 2 across the life of this plan against the performance targets in Table 6.

Table 6: KRA 2 performance targets, 2016–20

Target	2016–17	2017–18	2018–19	2019–20
100% of telecommunications compliance investigations completed within an average of 6 months.	✓	✓	✓	✓
Do Not Call Register services are available for at least 99% of their scheduled hours.	✓	✓	✓	✓
90% of complaints about unsolicited communications completed within 15 days.	✓	✓	✓	✓
100% of unsolicited communications investigations completed within an average of 8 months.	✓	✓	✓	✓
100% of broadcasting compliance investigations completed within an average of 6 months.	✓	✓	✓	✓
99% of notifications of malware infections and vulnerabilities are made to AISI partners within 24 hours.	✓	✓	✓	✓
Facilitation of emergency call service obligations is efficient, with 100% of post-complaint investigations into compliance and other activities completed within an average of 6 months.	✓	✓	✓	✓
100% of interactive gambling complaints and investigations are completed within an average of 6 months.	✓	✓	✓	✓
Facilitate the efficient review of telecommunications operational codes to ensure effective operation. Decision to register all operational codes made within 2 months of receipt.	✓			
Engage effectively with industry on ACMA compliance decision-making principles, with the provision of published investigation reports and regularly updated investigation concepts papers.	✓			
Facilitate the efficient review of the Commercial Radio industry codes to ensure effective operation	✓			

Target	2016–17	2017–18	2018–19	2019–20
and that standards are representative of community values.				
Support law enforcement, emergency services and national security organisations, including through meetings of Emergency Call Service Advisory Committee (ESAC) and the Australia–New Zealand Emergency Communications Working Group (NECWG-A/NZ).	✓			
Undertake effective stakeholder consultation on current and emerging telecommunications matters via the Consumer Consultative Forum and by liaising with relevant government agencies, and industry and consumer representative bodies.	✓			
Undertake research to enhance the ACMA’s evidence base; research projects focussed on telemarketing, cybersecurity and regional broadcasting local content completed by 30 June 2017.	✓			
Implement ACMA review recommendations in line with government time frames.	✓	✓	✓	✓
Continuous improvement and revision of KPIs, reflecting more valuable and specific targets for future performance reporting.	✓	✓	✓	✓
AISI member survey is completed in 2019.			✓	

KRA 3



That the ACMA is a resilient, agile, efficient and knowledge-based organisation; and that regulatory settings are efficient, effective and evidence-informed

The ACMA aims to deploy people and resources to meet current and emerging business and consumer needs; and transform business processes, service delivery and stakeholder engagement through an increased use of knowledge technology and social media engagement. The ACMA seeks opportunities for continuous improvement by engaging with stakeholders on the progress and evaluation of regulatory initiatives to reduce regulatory costs over time.

The ACMA's activities continue to recognise the evolving character of the communications and media environment, and that the way citizens and businesses engage with government agencies is changing. The ACMA adopts a range of strategies and tools to deliver services and communicate with citizens and with regulated entities.

Priorities

The ACMA's priorities for achieving KRA 3 are:

1. Enhancing organisational capability through development of efficient and effective corporate planning, performance reporting, and risk management and governance arrangements.
2. Contributing to maintaining an agile and knowledge-based organisation supporting achievement of ACMA outcomes through effective workforce planning and people management.
3. Enhancing ICT capability, and designing efficient and effective capital investment programs.
4. Delivering productive and effective engagement with external ACMA stakeholders.
5. Enhance the effectiveness and efficiency of regulatory design and administration settings through continuous improvement and research to ensure evidence-informed decision-making.

Key activities contributing to annual work plan

Key activities that the ACMA will conduct over the next four years, which will support it in delivering KRA 3 outcomes, include:

Table 7: Key activities to deliver KRA 3 outcomes—2016–17

Project description	Proposed timings
Update researchacma program	August 2016
Consultation on:	
Regulator Performance Framework—2015–16 assessment report	July–September 2016
Developing Australian positions on key issues for the 2016 ITU World Telecommunication Standardization Assembly (WTSA)	July–September 2016
Fees and charges review for cost recovery activities	September–December 2016
Workforce planning and capability activities:	
Develop estimates of likely affordable staffing numbers	October–December 2016
Implement 2015–2018 ACMA Learning and Development Strategy	
Develop and implement a Talent Management program to support the ACMA’s Workforce Plan	
Strategic review of the ACMA’s property management plan, following the workforce planning review of staffing numbers.	January-June 2017
Cloud migration strategy implementation commences:	
Complete system consolidation work—including upgrading core systems and retiring legacy applications as required by 30 June 2017	April–June 2017
First phase of retirement or cloud-based replacement of end-of-life physical ICT infrastructure by 30 June 2017	
Implement improved, cost-effective disaster recovery arrangements by 30 June 2017	
Customer experience and business process improvements:	
Implement TELLER—an online portal for the telecommunications industry to transact with the ACMA on their Eligible Revenue Return reporting obligations	April–June 2017
Commence ACMA website refresh project	

Table 8: Key activities to deliver KRA 3 outcomes—2017 and beyond

Project description	Proposed timings
Release of the researchacma program update	August 2017
Consultation on:	
Regulator Performance Framework—2016–17 self-assessment report	July–September 2017
Develop Australian positions in key issues for 2020 ITU World Telecommunication Standardization Assembly (WTSA)	July–September 2020
Workforce planning and capability activities:	
Continued focus on span of control and affordability of staffing numbers to ensure the ACMA maintains a sustainable workforce	Ongoing
Implementation of cloud migration strategy finalised:	
Core desktop services fully migrated to Software as a Service (SaaS) model	April–June 2018
Implement Infrastructure as a Service (IaaS) arrangements to complete the consolidation and replacement end-of-life IT infrastructure	
Corporate website migrated to Platform as a Service (PaaS) model	
Implement ACMA 2018–22 International Engagement Strategy	By 30 June 2018
Implement strategic review of property management plan	At lease expiry for current leases

Performance targets

The ACMA will monitor its performance in KRA 3 across the life of this plan against the following performance targets in Table 9.

Table 9: KRA 3 performance targets, 2016–20

Target	2016–17	2017–18	2018–19	2019–20
Publish updated research acma program by August.	✓	✓	✓	✓
Complete performance reporting requirements within required time frames.	✓	✓	✓	✓
Publish update of the international operational plan by September.	✓	✓	✓	✓
ACMA Customer Service Centre resolves 95% of customer enquiries within 3 working days.	✓	✓	✓	✓
Research published in accordance with the research acma program.	✓			
Revise performance reporting mechanisms to address changes to PGPA Act reporting requirements, and implement risk management strategy to meet time frames for 2016 and 2017 reporting requirements.	✓	✓		
Implement customer experience and business process improvements by June 2017.	✓			
Commence preparation for 2016 ITU World Telecommunication Standardization Assembly (WTSA) by June 2016.	✓			
Implement workforce planning and capability strategy objectives, including: > development of staffing number estimates by December 2016 > implementation of options to further enable internal job agility.	✓			
Commence migration of ICT services to support implementation of an initial phase of cloud migration in line with agency strategy, by 30 June 2017.	✓			
Implement cloud migration strategy by 30 June 2018, principally: > delivery of a Software as a Service (SaaS) migration for core desktop services > Infrastructure as a Service (IaaS) deployment to complete the consolidation and replacement end-of-life IT infrastructure > Platform as a Service (PaaS) arrangement to maintain the corporate website in the future.		✓		
Revise performance measures to improve quantitative and qualitative reporting in 2017–18 performance reporting by March 2018.		✓		
Implement workforce planning and capability strategy objectives is completed by 30 June 2018.		✓		
Implement ICT service delivery review outcomes commences 1 January 2018.		✓		

Target	2016–17	2017–18	2018–19	2019–20
Develop ACMA 2018–22 International Engagement Strategy commences 1 July 2017 to facilitate international collaboration.	✓	✓		
ACMA contributes to meeting portfolio regulation reform targets	✓	✓	✓	
Implement 100% of ACMA-wide CRM system.				✓

Capability

Workforce planning

The ACMA's workforce planning outlines strategies to ensure that the ACMA workforce has the capabilities and skill sets required to deliver against the agency's mandate, within the context of a changing environment and an expected decline in appropriation funding.

The ACMA faces a challenging operating environment. Most notably, it faces an increasingly constrained budget outlook, as well as increasing stakeholder scrutiny and expectation as digital technologies drive significant shifts in the media and communications sector.

Workforce analysis highlights many workforce strengths for the agency. These include a highly skilled and professional workforce, good gender balance, and an average age of 44, which means that the Australia-wide trend of an ageing workforce will not have a broad immediate impact on our agency staff numbers, or cause significant loss of corporate knowledge in the short to medium term. Including APS service, the ACMA's staff tenure is sound, with an average of seven years and an average overall turnover rate of 10.3 per cent.

Workforce planning enables the ACMA to determine which job families and job roles may require additional attraction and retention strategies to meet our business priorities. Workforce analysis helps with this identification by considering the impact of a range of factors on job families and job roles, and enabling the identification of business-critical roles (roles where a vacancy will have a significant tangible impact on the ability of the agency to meet its priorities). The factors considered include the:

- > number of positions in the agency (internal supply)
- > difficulty to recruit (external supply)
- > time it takes to achieve full competency (level of specialisation)
- > voluntary turnover
- > age demographic, including number and percentage of staff aged 55 and over.

The ACMA has also taken a strategic view of its learning and development needs with the implementation of the ACMA's Learning and Development Strategy 2015–18, which will help ensure that the agency focuses on those capabilities considered strategically important. The strategy aims to establish a learning culture to facilitate personal career and capability development. It aims to ensure that learning and development activities are relevant and practical, both to meet team business outcomes and match to individual requirements.

During this reporting period, the ACMA will continue workforce planning across business units to ensure that it focuses its efforts on maintaining the capability to meet its responsibilities in an affordable manner.

The focus of our workforce planning during the reporting period will be on two key areas:

1. **Workforce affordability and agility**—so the ACMA has the right numbers of suitably skilled and affordable staff, and can use them flexibly in response to changing priorities or circumstances.
 - > As part of the three-year budget process and discussions around longer-term resourcing of the agency's strategic priorities, develop more granular

- estimates of likely affordable staffing numbers by division, by strategic priority, and by job family and job role.
- > Use these more granular estimates to continue to use and refine the agency's agility processes to manage affordable and appropriately-skilled staffing levels.
 - > Implement options to further enable internal job agility and to manage agency-wide 'surge' or 'swing' capacity. This includes the implementation of the talent pool, whereby staff can register their interest in internal project work, and 'stretch' opportunities to enable them to gain new skills as a development option.
2. **Agency capability**—to continue to build agency-wide capability so that the ACMA's staff have the skills to deal with the agency's rapidly changing, challenging and sometimes uncertain environment. This will include continued implementation of:
- > strategies to build agency capability in those areas considered critical
 - > the ACMA Learning and Development Strategy 2015–18, which will focus activity and resources to provide quality, relevant, 'just-in-time' learning aligned to performance outcomes.

Capital investment strategy

The ACMA's capital investment program covers ICT, technical equipment and the property portfolios. The ACMA considers all capital investment decisions on a return on investment and continuation of capacity basis.

The ACMA's ICT capital investment strategy is designed to leverage previous investment in technologies that the agency has already successfully deployed, rather than purchasing new. The focus is on improving how we use technology and data already available within the agency to improve processes and ensure maximum value from our existing investment.

During the reporting period, the ACMA is planning to commence the migration of a number of systems that are identified as priorities for cloud migration. This is based on key business drivers, including:

- > the need to break the ICT infrastructure reinvestment cycle—the ongoing process of purchasing and maintaining physical hardware onsite and then refreshing this each time it reaches the end of its useful life
- > the requirement for continuous improvement of our disaster recovery arrangements, and to achieve this on a cost-effective basis
- > a 'final push' to complete system consolidation work, including upgrading core systems and retiring legacy applications as required.

The migration to cloud-based computing is also expected to deliver benefits for workforce planning, mobility, and overhead and cost management.

The ACMA's capital investment strategy is endorsed by its Executive Group. Sound management of the ACMA's capital investment strategy is achieved by an appropriate capital management framework, and policies including the use of asset registers, capital budgeting prioritisation frameworks, time-recording and reporting.

ICT capability

The ACMA's ICT capability approach is articulated in our Information and Communications Technology Strategic Plan, which builds on the five-year ICT transformational roadmap. The key results of the ACMA's ICT transformation to date have been the establishment of a modern and resilient infrastructure layer, the delivery of core business improvement applications, and enhanced and modern customer interaction initiatives.

The ACMA's ICT priorities for this reporting period are to:

- > **Maximise value from system investment**—the ACMA's focus will be on leveraging the existing hardware and software that the agency has successfully deployed, to ensure maximum value is obtained from our existing investment.
- > **Deliver manageable, agile projects**—the use of an agile project methodology (specifically 'Scrum' in concert with PRINCE2) has proven to be very successful for the ACMA. Based on lessons learnt over the past four years, projects under \$1 million and with a duration of less than nine months have delivered successful outcomes when this more flexible methodology is deployed. Over the life of this plan, the ACMA will continue to implement this methodology to optimise the benefits realised from ICT projects.
- > **Migrate to cloud IT services**—over this reporting period, the ACMA is planning to commence the migration of a number of systems that are identified as priorities for cloud migration in line with the whole-of-government cloud computing policy. Key considerations for the ACMA include an opportunity for:
 - > a migration for core desktop services, primarily Microsoft Exchange, which represents the option with the highest benefit, lowest cost and involving the least risk
 - > an Infrastructure as a Service (IaaS) deployment to complete the consolidation and replacement of end-of-life IT infrastructure for core business applications and to improve disaster recovery arrangements
 - > a Platform as a Service (PaaS) deployment to maintain the corporate website in the future.
- > **Improve operation of the information management framework**—over this reporting period, increased focus on information management will improve the operation of the ACMA's endorsed information management framework. The purpose of the framework is to ensure that the ACMA's information management governance instruments (strategy, policy, procedures and other related documents) are aligned with the government's requirements. The ACMA will continue delivery of the strategic and operational outcomes required by the framework.

Risk appetite and management

ACMA risk management approach

The ACMA faces a broad range of risks. These reflect its complex mandate and role in regulating complex technological and commercial changes in an internet-enabled communications environment. The ACMA is committed to promoting a positive risk-aware culture that makes decisions based on a structured, rigorous approach to risk management. Integrating informed risk management into business practices has enabled the ACMA to identify categories of strategic risk and opportunities to more effectively deliver on its purpose and objectives. The ACMA has identified seven categories of strategic risk that are aligned to its KRAs, and reviewed and reset on an annual basis:

Strategic risks

1. **Environmental responsiveness**—the ACMA fails to identify and develop relevant responses to a rapidly changing and evolving media and communications environment.
2. **Regulatory strategy**—the ACMA's regulatory strategy, priorities and approach are not consistent with the expectations or objectives of the government's media and communications regulation and strategy.
3. **Relationship with government**—the ACMA fails to provide well-considered and timely advice to government to support sound media and communications regulation outcomes for all Australians.
4. **Relationship with industry**—the ACMA is perceived as ineffective or irrelevant by key regulated entities in industry, hampering its ability to achieve regulatory outcomes.
5. **Relationship with consumers/citizens**—the public lose confidence in the ACMA's ability to perform its statutory role in the communications and media sectors, reducing its effectiveness.
6. **Organisational capability**—a failure of the ACMA's organisational capability (research, engagement, response, corporate support) affects its ability to achieve effective regulatory outcomes; or leads to a perception that the ACMA does not make a relevant contribution to the Australian media and communications environment, reducing its effectiveness.
7. **Ineffective regulatory delivery**—the ACMA's regulatory strategy and/or delivery (use of components of regulatory toolkit) is either inappropriate or ineffective.

A number of internal controls underpin the ACMA's risk management approach. These ensure that a consistent approach to risk management is adopted across the agency. Agency committees with risk oversight include:

- > the Executive Group, which has regular visibility of risks associated with the ACMA's corporate plan objectives
- > the Audit Committee, which monitors the agency's risk management framework and its fraud risks and business continuity arrangements
- > the Strategic Finance Committee, with oversight of finance risk.

The ACMA's risk tolerance is based on the principle of managing risks to a level that is 'as low as reasonably practical' (or ALARP). The ALARP principle applies to action taken to reduce risk until the cost of further measures is unlikely to deliver cost-effective benefits.

The ACMA assesses risk using a rating assessment scale (ranging from low, medium, high to extreme) which informs its tolerance to risk and associated actions. Risk is assessed on a case-by-case basis. Under this approach, a risk with a rating of 'extreme' or 'high' is considered to be beyond the ACMA's level of tolerance. These risks are therefore treated with control measures to reduce the level of risk to a rating of 'medium'. In exceptional circumstances, certain 'high' risks are permitted to be carried for strategic, operational or regulatory reasons. In such cases, appropriate risk controls are required, including a documented risk assessment, entry onto a risk register and quarterly monitoring of risk controls and treatments.

Feedback

The ACMA welcomes feedback on the *Corporate plan 2016–17*. Please email us at Governance@acma.gov.au.

Canberra

Red Building
Benjamin Offices
Chan Street
Belconnen ACT

PO Box 78
Belconnen ACT 2616

T +61 2 6219 5555
F +61 2 6219 5353

Melbourne

Level 32
Melbourne Central Tower
360 Elizabeth Street
Melbourne VIC

PO Box 13112
Law Courts
Melbourne VIC 8010

T +61 3 9963 6800
F +61 3 9963 6899

Sydney

Level 5
The Bay Centre
65 Pirrama Road
Pyrmont NSW

PO Box Q500
Queen Victoria Building
NSW 1230

T +61 2 9334 7700
1800 226 667
F +61 2 9334 7799

theacma