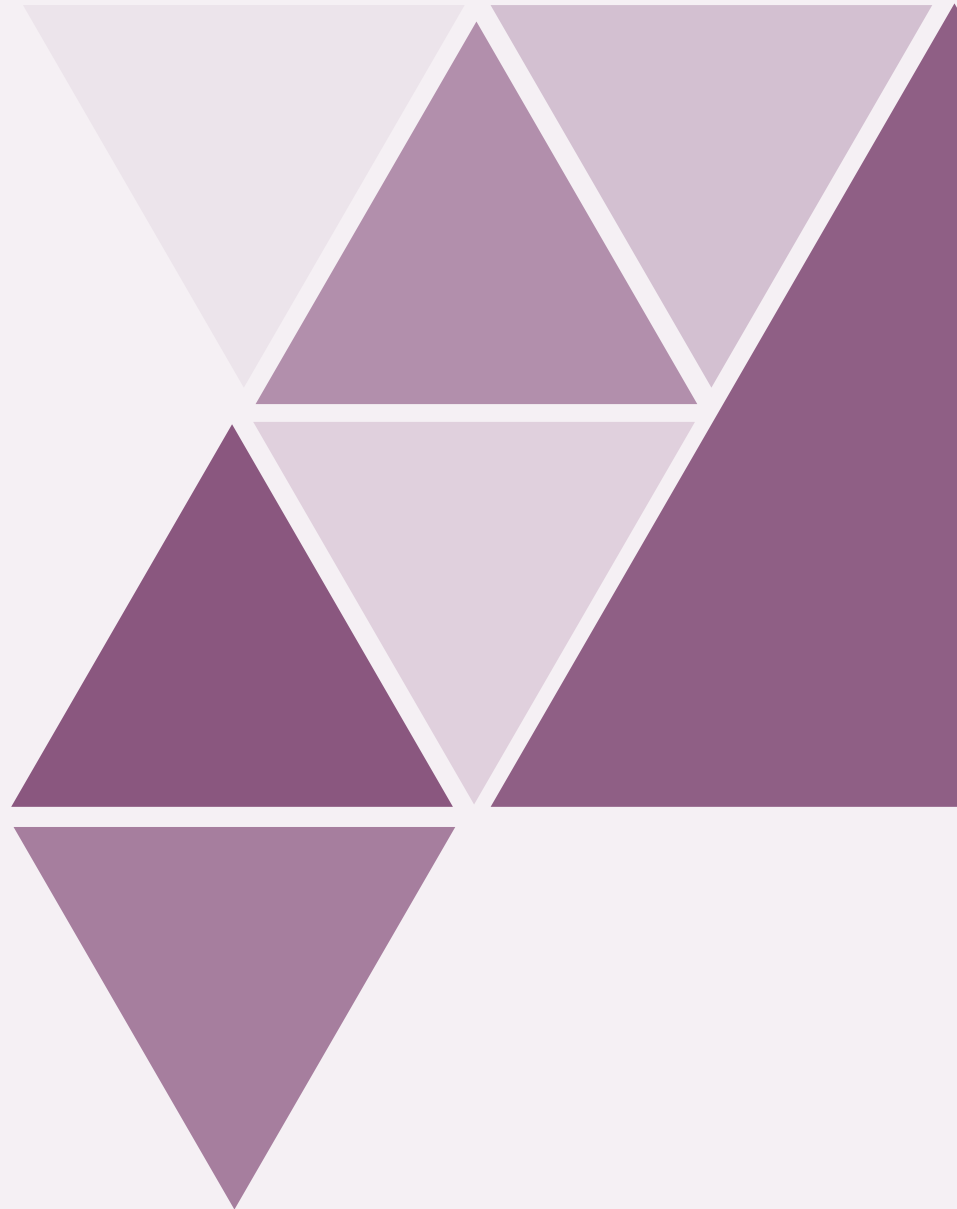


Corporate plan 2018–19

For the period 2018–19 to 2021–22



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Chair's statement



Dear Minister

As the accountable authority of the Australian Communications and Media Authority (ACMA), I present the 2018–19 corporate plan covering four reporting periods as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and section 56 of the *Australian Communications and Media Authority Act 2005*.

This year we have focused on positioning the ACMA for what our world will look like in 2022. Over the next four years, we expect to see unprecedented innovation in the global communications and media environment driven by accelerating advances in technology. This has the potential to deliver great benefits for the community but also challenges, as new technologies and platforms test the boundaries of our regulatory frameworks.

As well as a new purpose, vision and mission statement, the *ACMA Corporate plan 2018–19* sets the following priorities for the next four years:

- > public confidence in media and communications services
- > spectrum management that benefits all Australians
- > a regulatory framework that anticipates change in dynamic communications and media markets.

These priorities recognise that a leading-edge and thriving communications and media sector is fundamental to Australia's economy and society, including maintaining our cultural identity. The ACMA plays a critical role in supporting an environment where the benefits are optimised and the community has access to, and confidence in, world class communications and media infrastructure and services.

We will continue to deliver the wide range of functions and responsibilities set out in the legislation that we administer. These are reflected in the activities outlined in this corporate plan. We have identified key pieces of work associated with these activities that we will be using as performance measures for delivering on our purpose over the next few years.

This year, we have come together as an agency and developed a new culture and values statement. This will encourage an outwardly orientated, collaborative, and learning culture. We are also reviewing our workplace capability over the next 12 months to ensure we have the right mix of skills and capabilities to meet the future demands of our changing environment.

The plan also reflects the ongoing implementation of recommendations of the 2017 review of the ACMA. The review recommendations aim to ensure that the ACMA delivers contemporary, fit-for-purpose regulation in a dynamic communications sector.

I look forward to bringing this corporate plan to life over the next year and beyond. 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', written over a light blue horizontal line.

Nerida O'Loughlin
Chair

Our environment

The communications and media sector continues to be transformed by new and emerging digital technologies, redefining how Australians connect, access and consume content and services. In responding to these changes, the government is reforming the legislative and policy framework that the ACMA administers.

Some of the changes we anticipate over the next four years include:

> ***Completion of the National Broadband Network (NBN) and the development of private sector ownership arrangements***

The rollout of the NBN network remains on track for completion in 2020 with a further four million homes and businesses expected to become active on the network. As network coverage, speed and reliability improve, new business models and opportunities will emerge, and consumers are likely to demand progressively higher speed plans from retail providers. Calls for private sector ownership arrangements will also become stronger as the network's longer-term profitability becomes clearer.

> ***The arrival of 5G and the momentum this will give to the 'Internet of Things'***

Beginning with the ACMA's auction of the 3.6 GHz band in late 2018, the next generation of wireless broadband technology known as 5G is expected to deliver a revolutionary jump in bandwidth, reliability and performance. The social and economic benefits of 5G are expected to be wide ranging. For example, we are already assisting stakeholders in preparing for autonomous vehicles, and the anticipated developments in machine-to-machine (M2M) communications associated with the Internet of Things promise to transform industrial and agricultural processes and other sectors of the economy like health and education. Throughout this period, the ACMA will work closely with industry, government and the community to make spectrum available in the 1 GHz to 6 GHz spectrum bands to maximise the benefits of 5G while minimising the impact on existing services and customers.

> ***Continued disruption and pressure on traditional media markets, business models and infrastructure***

Over the next four years, every layer of the Australian communications 'stack' (services, platforms, markets and infrastructure) will continue to be challenged and transformed by new internet-related technologies and business models. Specifically, we expect the technology transition paths for television and radio will become clearer, content creation will become ever more dispersed and the market penetration of subscription-based streaming services will increase significantly. It is also likely that exponential growth in the number of over-the-top (OTT)¹ service providers will exacerbate network infrastructure pressures and further challenge regulatory settings.

> ***Higher expectations that network infrastructure and service will be resilient***

As the use of online services grows, consumers and businesses (and as a result, government) across Australia will expect networks to be robust, always available wherever and whenever they want, at affordable cost, and with ever-increasing utility.

Recent modelling suggests that over the next few years demographic and technological changes will lead to a 60–70 per cent increase in the amount of data consumed by the average Australian household.² Much of this growth, and pressure on network infrastructure, will likely be driven by an increase in the number of OTT services.

¹ Over-the-top (OTT) services are delivered over another carriage service. Common examples of OTT services are Facebook, Skype, Netflix, YouTube.

² Bureau of Communications and Arts Research, *Demand for fixed-line broadband in Australia*, February 2018.

> ***Heightened global concerns about the behaviour of digital platforms and a demand for stronger safeguards***

The scale and breadth of the economic and social impact of digital platforms and the technologies that underpin their business models, including data tracking and harvesting, is attracting scrutiny by jurisdictions across the world. Consumers are increasingly reacting to news that the data they provide in transacting on these platforms is being co-opted or exploited for purposes of which they were unaware. Recent issues such as targeted marketing using third-party data accessed without consent, 'fake news' and foreign influence in global political processes through social media platforms, have all resulted in calls for governments to step in and better protect their citizens.

For example, the Australian Competition and Consumer Commission (ACCC) is due to deliver its final report on its public inquiry into digital platforms in June 2019; while in Europe, governments have been developing laws to compel platforms to remove offensive content, and a parliamentary committee inquiry into 'fake news' in the UK delivered its interim report in July 2018.

We will continue to actively monitor developments such as these and contribute to developing solutions that will address consumer harms in this environment, including by examining more innovative partnering with our counterpart regulators, domestically and internationally.

> ***Greater uncertainty as consumers try to keep up with the speed of technology and the impact it has on their lives***

Consumer and user confidence is a prerequisite for participation in the new digital platform environment and helping to manage the uncertainty that new technologies bring is a key role for the ACMA. Our research, education and outreach programs are designed to be responsive to community needs. Over the coming years, we will need to be more closely aligned with our international counterparts to fully understand what future regulatory responses will be needed to ensure that Australians are able to maximise the benefits that new technologies bring.

> ***Major changes in our operating environment***

On 4 May 2018, the Prime Minister announced a review of the Australian Public Service (APS). It will examine the capability, culture and operating model of the APS in the context of global transformations in technologies and public policy. More than ever, government is expecting whole-of-government responses to broad community concerns. This is particularly important in sectors like communications and media, where we expect responses to emerging issues will increasingly require coordinated efforts across different government agencies.

The APS review will report in the first half of 2019. We look forward to its findings and recommendations, particularly in relation to attracting and retaining people with the skills and capabilities necessary to support our work. As a regulator in a highly technical and technology-driven sector, we increasingly compete in tighter labour markets for expertise in engineering, IT, data analytics and strategic planning. This requires us to develop more innovative strategies to recruit and retain the qualified staff that we need.

> **Regulatory reform**

Recommendations of the ACMA and Spectrum reviews are opening up significant reform opportunities for responding to harms and market inefficiencies in the communications and media sector. For example, the government's principles-based approach to drafting the new legislative and policy framework for spectrum management signals a shift away from prescriptive primary legislation. This will allow us to adapt spectrum regulation more effectively as technologies and markets change. There is also a greater emphasis on stakeholder involvement and empowerment to support confidence and innovation. Both reviews focus on improving the transparency, consistency and timeliness of our decision-making by streamlining and simplifying sometimes overly detailed processes.

Over the next few years we will be engaging closely with our stakeholders to progress and optimise the benefits of the government's reform agenda. This is likely to require balancing sometimes competing objectives such as flexibility and predictability. In the interim, we will continue to use our current regulatory tools in more agile ways.

> **International developments**

Communications regulators around the world are experiencing similar issues. Internationally, preparations are underway for further advances in emerging technologies such as Artificial Intelligence (AI), the Internet of Things, M2M and 5G. As mentioned above, a number of governments are examining new regulatory responses, particularly in the AI space and in response to digital platforms that are increasing their use of algorithms to deliver OTT services.

The ITU 2018 Global Symposium for Regulators recognised that flexible and innovative policy and regulatory approaches can support and incentivise the social and economic benefits of digital transformation. Best practice identified by the ITU includes ensuring secure and reliable ICT infrastructure, affordable access to and delivery of digital services, and protecting consumers while maintaining trust and confidence in the sector. There is also a major focus on future spectrum and infrastructure needs, particularly as the roll out of 5G networks gains momentum.

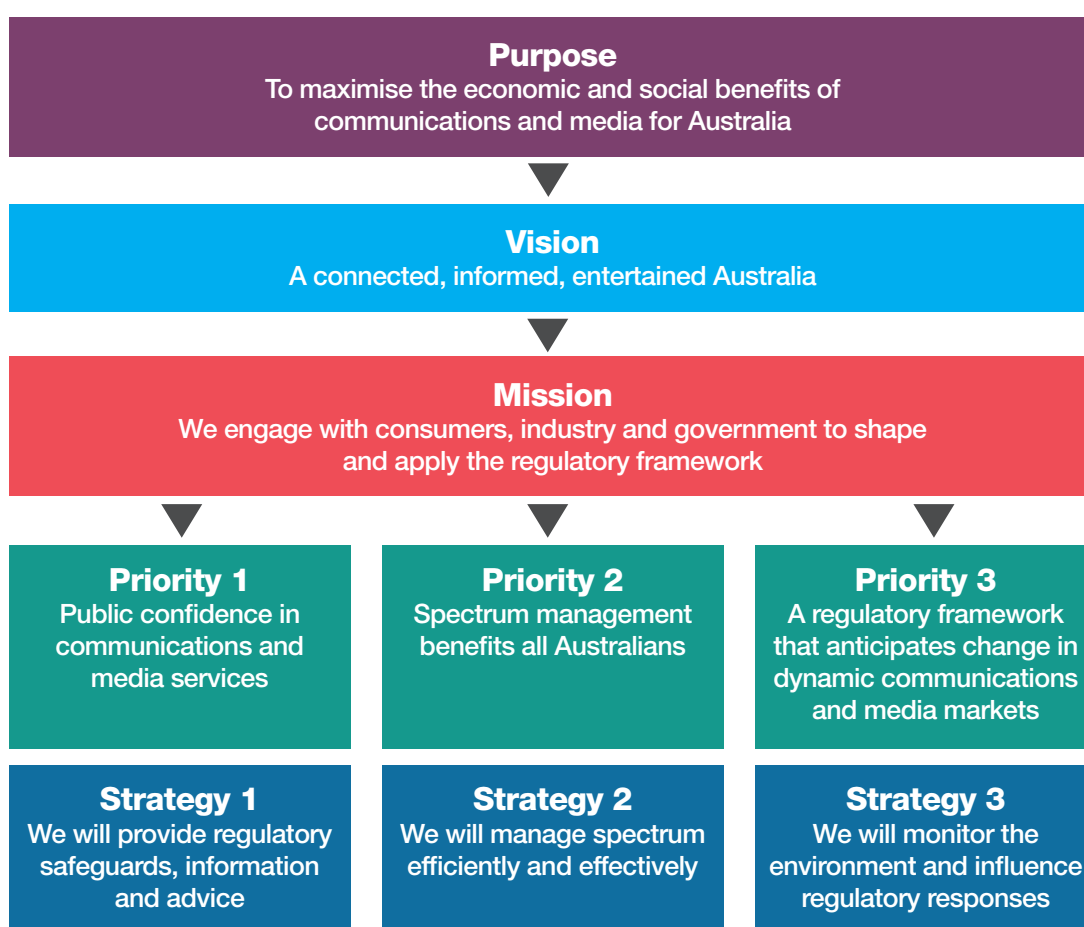
To be effective, the ACMA will need to keep pace with new business models and market entrants, and the needs, preferences and expectations of consumers, audiences and spectrum users. The government, through its reviews of the ACMA and spectrum management, has provided a blueprint to position the ACMA to operate in this environment. An important part of these reforms is the Statement of Expectations that the Minister for Communications will be providing to the ACMA and to which we will be responding. This statement will help to guide our work over the medium term.

Our purpose

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

- > a new 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 we will undertake and how we will measure our performance in delivering against these priorities is outlined in the *Our performance* section of this plan.



Please note that the ACMA has updated its Purpose statement since the publication of the Portfolio Budgets Statements (PBS) 2018–19 in May 2018.

Our culture and values

Our culture and values support us in achieving our strategic priorities now, and in 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 sector we regulate. Alongside 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 in all we do. 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 to the future, and 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) and 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 passionate about 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

This year we will undertake a capability review to examine how we are placed to deliver on our strategic priorities and meet future challenges. The review will be forward-looking and extend across the whole agency to assess the ACMA's ability to meet our future objectives and challenges. The focus will be on the leadership, strategy and delivery capabilities that will be required to be successful. It will highlight our areas of strength and the areas where as an agency we can improve our capability, processes and practices.

Stakeholder views, the experience of other government agencies and contributions from our staff will be used to inform measures to improve how we operate. An action plan will be developed based on the findings of the capability review.

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 positive and rewarding workplace.

We will be building on the collaborative leadership program that all senior executives and managers undertook last year. The program's focus was on achieving greater collaboration through transformational leadership and diagnostic skills. We expect that the capability review being undertaken this year will identify further areas for leadership development, resulting in more flexible and adaptable approaches to our work. This will enable us to respond flexibly and quickly to new regulatory pressures as they arise in our rapidly evolving and complex operating environment.

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

Graduate recruitment

We will introduce a new graduate recruitment program in 2019–20. The program will be designed to build the capability that we require into the future. The program will specifically target high-performing candidates from a broad range of backgrounds and academic disciplines including engineering, law, economics, human resource management and finance. The introduction of the graduate program is a key step to improving our demographic and diversity profile and to support succession management.

Regulatory futures analysis

We will also invest in skills that provide the ACMA with the ability to analyse, develop and deliver a regulatory futures program that extends across our expanded remit, as recommended in the ACMA Review. Our remit will encompass all the layers of the communications and media markets, including infrastructure, transport, devices, content and applications. We will strengthen our strategic and regulatory capabilities to ensure that the agency is well placed to drive and lead the development of new regulatory frameworks in response to emerging new technologies and business models.

Data analytics

In the coming years, there will also be a focus on growing our data analytics capability. We collect 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 decisions and yield valuable insights into the changes occurring within the communications and media sector.

Information and communications technology

Information and communications technology (ICT) is a core enabler of our work. It is a capability that significantly enhances the efficiency with which we undertake our functions, responsibilities and deliver services to our stakeholders. We have developed a multi-year ICT strategy, which includes a major refresh of our ICT systems and processes to keep them contemporary, safe and protected from cyber threats.

The strategy aligns with whole-of-government policies to ensure a seamless experience for Australians engaging with government agencies online. Examples of broader government policies that the strategy will support include the Digital Transformation Agency's Government Digital Transformation Roadmap and Secure Cloud Strategy, the Department of Prime Minister and Cabinet's Cyber Security Strategy, and the Australian Signals Directorate's Cyber Security Instructions.

ACMA web transformation project

In 2018–19, we will be improving and transforming our external-facing website. The new website will be hosted in the cloud on the whole-of-government content management system (CMS) platform. We will undertake this upgrade in line with the Digital Service Standard, which was developed for all government websites by the Digital Transformation Agency. This standard aims to improve the delivery of digital services to the public, making them simple, clear and fast.

Using Human Centred Design, the transformation of our website will address issues identified in client surveys, as well as ensuring compliance with Australian Government requirements in relation to accessibility, security and usability.

Governance framework

The ACMA is a statutory authority established by the *Australian Communications and Media Authority Act 2005* (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 are being finalised.

At 1 August 2018, the members of the Authority were:

- > Nerida O’Loughlin (Chair)
- > Creina Chapman (Deputy Chair)
- > Fiona Cameron
- > James Cameron
- > Anita Jacoby (Part-time Member)
- > Chris Jose
- > Rosemary Sinclair AM (Part-time Member).

The ACMA Chair also serves as Agency Head with powers, functions and accountabilities under the *Public Governance, Performance and Accountability Act 2013* (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.

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 meets around four times a year.

At 1 August 2018, 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
- > Paul Miszalski, Internal Member.

Management and staff committees

The National Consultative Forum (NCF) is the principal body for formal consultation and discussions on workplace relations matters of a national focus or significance. The NCF meets three times per 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.

Our stakeholders

We work to achieve outcomes in the long-term interests of all our stakeholders. They include the millions of Australians who use and rely on communications and media networks, devices and services, as well as the businesses that supply them. Our work also supports public and community users, providing defence, security and emergency 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 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 also means that our stakeholders are expecting quicker regulatory decisions and responses. We are responding to these pressures by examining ways to better target and calibrate our risk management and, where appropriate, streamline and simplify our processes to improve timeliness. With increasing convergence, greater consistency and transparency in our decision-making is also becoming more important for our stakeholders. We are currently implementing recommendations in the ACMA and spectrum reviews to better address these issues.

We also expect government reforms will enhance opportunities for greater stakeholder involvement. Changes in our process for developing our five-year spectrum work program are an example of engaging our stakeholders earlier and more directly on our work.

Over the period of this corporate plan, we will be developing and refining a new stakeholder engagement strategy that reflects the importance of our existing and new stakeholders in achieving our purpose. It will also serve to guide our Authority members and the contribution they will be making to deepening and strengthening the ACMA's external relationships.

Our relationships also extend to other government agencies and regulators. We will continue to work closely with the Department in progressing reforms 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 where collaboration between agencies can better serve the interests of our broader stakeholder base.

We have always had 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 EMC will be undertaking quarterly monitoring of our progress against the performance measures during the reporting period. A combination of qualitative information and quantitative data will be presented at these meetings to demonstrate our actual and forecasted performance against the measures in this corporate plan. This mix of qualitative and quantitative supporting data will ensure our performance information is relevant, reliable and complete.

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

Priority 1 Public confidence in communications and media services					
Strategy 1 We will provide regulatory safeguards, information and advice					
Activity 1.1	Deliver safeguards that meet the needs of Australians using media and communication services				
	Performance measures				Benefits sought
	2018–19	2019–20	2020–21	2021–22	
Review and reform measures	New rules to protect consumers migrating to the NBN are implemented	Effectiveness of the NBN rules is monitored			Appropriate and relevant safeguards are available to Australians using communications services
	New broadcasting and online content rules for gambling advertising are implemented	Effectiveness of the online gambling rules is monitored			
	Research on the effectiveness and efficiency of existing regulation undertaken				

Activity 1.2		Promote compliance with communications and media safeguards and public interest outcomes through monitoring, complaints-handling, investigating, enforcement and program delivery			
	Performance measures				Benefits sought
	2018–19	2019–20	2020–21	2021–22	
Compliance measures	Annual priority compliance areas for telecommunications, spam, Integrated Public Number Database and Do Not Call regulatory frameworks are developed, published and acted upon				Compliant businesses and confident consumers
	Effective and efficient avenues for consumer complaints are available				
	Effective and efficient investigations and enforcement outcomes are delivered				
Program delivery measures	The Regional and Small Publishers Innovation Fund grants program is implemented	Evaluation of the Regional and Small Publishers Innovation Fund grants program is conducted and published			Programs deliver public interest outcomes
	Regional and Small Publishers Innovation Fund grants are made within published timeframes				
	Contractual service levels for Do Not Call Register are met				
Activity 1.3		Build consumer and industry understanding of risks, rights and responsibilities			
	Performance measures				Benefits sought
	2018–19	2019–20	2020–21	2021–22	
Communication and education measures	Prompt and efficient responses to consumer and citizen enquiries through the Customer Service Centre are provided				Confident use and responsible provision of communications services
	Accessible and timely information is available about the rights of consumers and the responsibilities of businesses, including through transparency of investigation and enforcement outcomes				

Priority 2 Spectrum management benefits all Australians					
Strategy 2 We will manage spectrum efficiently and effectively					
Activity 2.1	Plan the availability of Australia’s radiofrequency spectrum to optimise its value to the Australian community				
	Performance measures				Benefits sought
	2018–19	2019–20	2020–21	2021–22	
Optimising spectrum use measures	Effective Australian participation in the International Telecommunication Union Radiocommunication Sector (ITU-R) and regional spectrum management forums is supported for the WRC-19 cycle	Effective Australian participation in the ITU-R and regional spectrum management forums is supported for the WRC-23 cycle			Planning arrangements enable spectrum to be used for the greatest possible benefit to Australians Australia’s needs are addressed in international spectrum harmonisation processes
	Five-year spectrum outlook and annual work program for spectrum management is developed annually in consultation with spectrum users and government				

Activity 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			
	Performance measures				Benefits sought
	2018–19	2019–20	2020–21	2021–22	
Efficient allocation of spectrum measures	The auction of the 3.6 GHz band is conducted	Reformed arrangements for spectrum management under the new legislative framework are effectively implemented in a timely manner			Access to spectrum is on terms and conditions that encourage its use to be optimised and is managed as efficiently as possible Defence, public safety and community users enjoy access to sufficient spectrum
	Rights to access spectrum are developed and revised to respond to, and anticipate, changing user needs				
	Pricing and allocation mechanisms for spectrum access are transparent, take account of market developments and promote efficient use				
	International satellite coordination services are effective and provided in accordance with ACMA procedures				
	Licence administration and allocation arrangements are efficient and meet published performance indicators				
Activity 2.3		Manage the risk of interference and other harms through investigation and other compliance and enforcement activities, and education programs			
	Performance measures				Benefits sought
	2018–19	2019–20	2020–21	2021–22	
Compliance measures	Annual priority compliance areas are developed, published and acted upon				Credible compliance and enforcement supports and underpins the value of spectrum allocation and licensing arrangements

Priority 3

A regulatory framework that anticipates change in dynamic communications and media markets

Strategy 3

We will monitor the environment and influence regulatory responses

Activity 3.1					
Conduct qualitative and quantitative research to enhance the ACMA's understanding of communications markets and consumer interests					
	Performance measures				Benefits sought
	2018-19	2019-20	2020-21	2021-22	
Consumer and market related research measures	Annual research program is developed in consultation with stakeholders and delivered as planned				The ACMA, the government and the community are informed about the development of communications markets, including against relevant public interest objectives
Activity 3.2					
Build ACMA capacity for data analysis to enable improved understanding of regulatory and market developments					
	Performance measures				Benefits sought
	2018-19	2019-20	2020-21	2021-22	
Evidence-base development measures	Data collection, maintenance and analysis capacity plan is developed	Data collection, maintenance and analysis capacity plan is implemented	The ACMA's data analytics capability is further refined and enhanced		The ACMA is making optimal and safe use of information to inform evidence-based regulatory analysis and action

Activity 3.3	Engage with stakeholders and government to ensure regulatory frameworks and obligations are fit-for-purpose now, and as markets evolve				Benefits sought
	Performance measures				
	2018–19	2019–20	2020–21	2021–22	
Responsive regulation measures	<p>Annual Regulatory Futures work program is developed and implemented in consultation with government and stakeholders</p> <p>ACMA engagement with spectrum reform helps to shape improved statutory frameworks</p> <p>Consultations, stakeholder forums and working groups are used to gather evidence and inform rule making</p> <p>Authoritative advice is provided to reviews of media and communications regulatory frameworks including the Consumer Safeguards Review</p>	<p>Authoritative advice is provided to reviews of media and communications regulatory frameworks</p>			<p>Regulatory frameworks within which the ACMA operates and associated regulatory measures are appropriate to contemporary market and consumer needs</p>

Activity 3.4	Improve regulatory practices to reduce regulatory burden, increase transparency and timeliness, and ensure actions are proportionate to risks				Benefits sought
	Performance measures				
	2018–19	2019–20	2020–21	2021–22	
Regulatory practice measures	<p>Annual customer service user satisfaction survey is undertaken to guide improvements to services for stakeholder interaction with the ACMA</p> <p>Annual Regulator Performance Framework self-assessment with stakeholder validation is undertaken to inform our better regulatory practice initiative</p>				Regulation administered by the ACMA does not impose unnecessary burden on industry or the community
		<p>Biennial stakeholder survey is undertaken</p> <p>Report is made to the minister on initiatives to reduce regulatory burden</p>		<p>Biennial stakeholder survey is undertaken</p> <p>Report is made to the minister on initiatives to reduce regulatory burden</p>	

Our risk oversight and management

Risk appetite statement

We are an agency that engages with rather than avoids risk. Where we take actions, they will be 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 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 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.

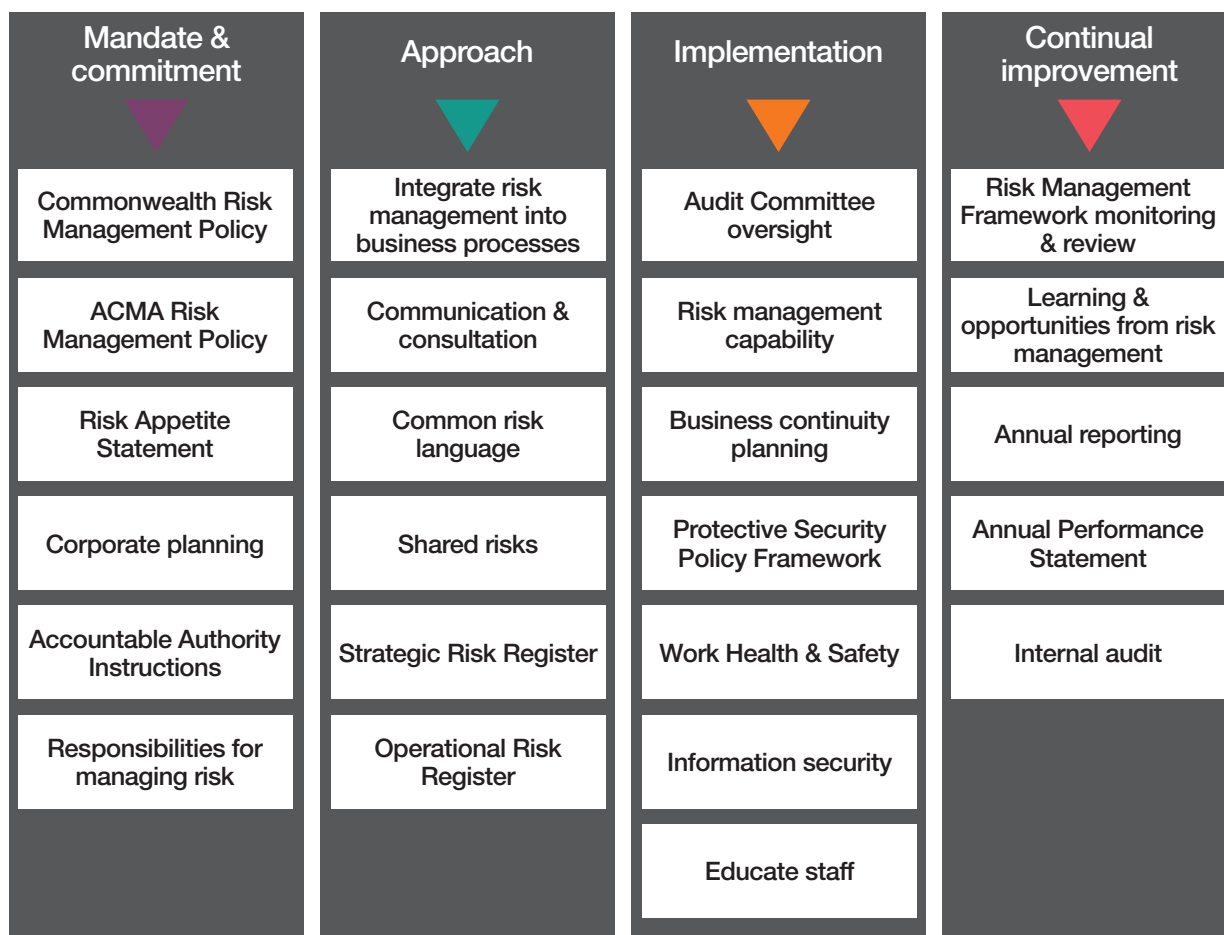
Our risk management framework

Our risk management framework helps to build 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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