



Australian
Communications
and Media Authority



 eSafety Commissioner

Corporate plan 2024–25

For the period 2024–25 to 2027–28

Australian Communications and Media Authority

eSafety Commissioner

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Corporate plan 2024–25

For the period 2024–25 to 2027–28

Part 1

Australian Communications and Media Authority corporate plan 2024–25

Part 2

eSafety Commissioner corporate plan 2024–25

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Acknowledgement of Country

The Australian Communications and Media Authority and the eSafety Commissioner acknowledge First Nations peoples as the Traditional Owners and Custodians of Australia.

We respect and celebrate First Nations peoples as the original storytellers and content creators of the lands on which we work, and honour the enduring strength and commitment of Aboriginal and Torres Strait Islander peoples to the land, waters and their communities. We pay our respects to Elders past and present.



Introduction

About this corporate plan

The *Australian Communications and Media Authority and eSafety Commissioner corporate plan 2024–25* has been prepared by the accountable authority for the purposes of paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) and the *Australian Communications and Media Authority Act 2005* (the ACMA Act).

The Australian Communications and Media Authority (ACMA) Chair is the accountable authority for the ACMA. The ACMA is a non-corporate Commonwealth entity under the PGPA Act,¹ as a listed entity established under subsection 6 of the ACMA Act. For the purposes of the PGPA Act, the eSafety Commissioner is not a Commonwealth entity. The relevant Commonwealth entity relating to the eSafety Commissioner is the ACMA. Section 170 of the *Online Safety Act 2021* provides that the eSafety Commissioner is an official of the ACMA for the purposes of the finance law.²

Our corporate plan includes an introduction, our purposes, key activities, and our operating context and performance. The reporting period covers the 4 reporting periods from 2024–25 through to 2027–28, as required under the PGPA Act.

Australian Communications and Media Authority

The ACMA is the independent Commonwealth statutory authority for the regulation of communications and media services in Australia. Our purpose is to 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. We manage public resources to enable industry to deliver services to the community. This work underpins our vision: a connected, informed, entertained Australia.

eSafety Commissioner

The eSafety Commissioner (eSafety) is Australia’s independent regulator for online safety. eSafety fosters online safety by exercising powers under Australian Government legislation, primarily the Online Safety Act, to protect Australians from serious online harms and to promote safer, more positive online experiences. We achieve this through regulation, national leadership and coordination, research, and educational and awareness activities that promote online safety. eSafety leads and coordinates online safety efforts across government departments, authorities and agencies. The eSafety Commissioner is an independent statutory office holder. Under the Online Safety Act, the ACMA makes staff available to assist the eSafety Commissioner to perform their functions and exercise their powers to such extent as the eSafety Commissioner reasonably requires.

¹ The ACMA is a listed entity for the purposes of finance law under section 6 of the ACMA Act.

² The finance law comprises the PGPA Act and the Rules and any other instrument made under the PGPA Act, and relevant Appropriation Acts: section 8 of the PGPA Act.

Part 1

**Australian Communications and Media Authority
corporate plan 2024–25**

Message from the ACMA Chair



I am pleased to present the ACMA corporate plan 2024–25. This year our corporate plan has been combined with eSafety's corporate plan and is presented in 2 parts to reflect our functional separation.

The ACMA plan sets the foundations for our strategic priorities as we move towards the second half of the decade. We expect that the relentless pace of change experienced by the communications and media sectors will continue over the next four years. This not only has implications for those sectors but also more broadly for the Australian community and economy.

A volatile international environment and domestic cost of living pressures present Australia's communications industry with real challenges in maintaining investment in network infrastructure which underpin connectivity across the economy and society. Recent network outages have also raised public concerns about the reliability and resilience of such networks and the significant impact on consumers when they are disrupted.

Meanwhile, innovation, particularly in satellite technologies, may provide answers to long-standing communications coverage issues in remote areas of the country and require reconsideration of current regulatory arrangements.

The increasing use of AI in communications networks provides efficiencies and greater network capacity. However, AI can also be used in ways that exacerbate existing harms – such as its use in perpetrating scams and misinformation – and, as such, is a significant public policy matter currently under consideration by the Australian Government.

In the context of this environment, the ACMA has an integral role in supporting Australia's communications and media services by fostering innovation, competition and sustainability, while safeguarding consumer protections and minimising harms. To deliver on this role, our key activities for the next 4 years will:

- support an efficient and reliable communications infrastructure, and
- build consumer trust in the use of communications content and services.

The ACMA's overarching approach to the broader evolving environment is to utilise data, research and consultation to inform, develop and deliver effective, risk-based regulation. The specialised expertise and professionalism of our people is also fundamental to the successful delivery of the wide range of functions and responsibilities we administer.

We are committed to achieving important public interest outcomes through our compliance and enforcement actions, our consultation with relevant stakeholders, our industry and consumer education activities and our contribution to responses to emerging public policy issues.

The performance measures in this plan will ensure that we deliver on our purpose to contribute to maximising the economic and social benefits of communications infrastructure, content and services for Australia.

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.

See page 43 for the message from the eSafety Commissioner.



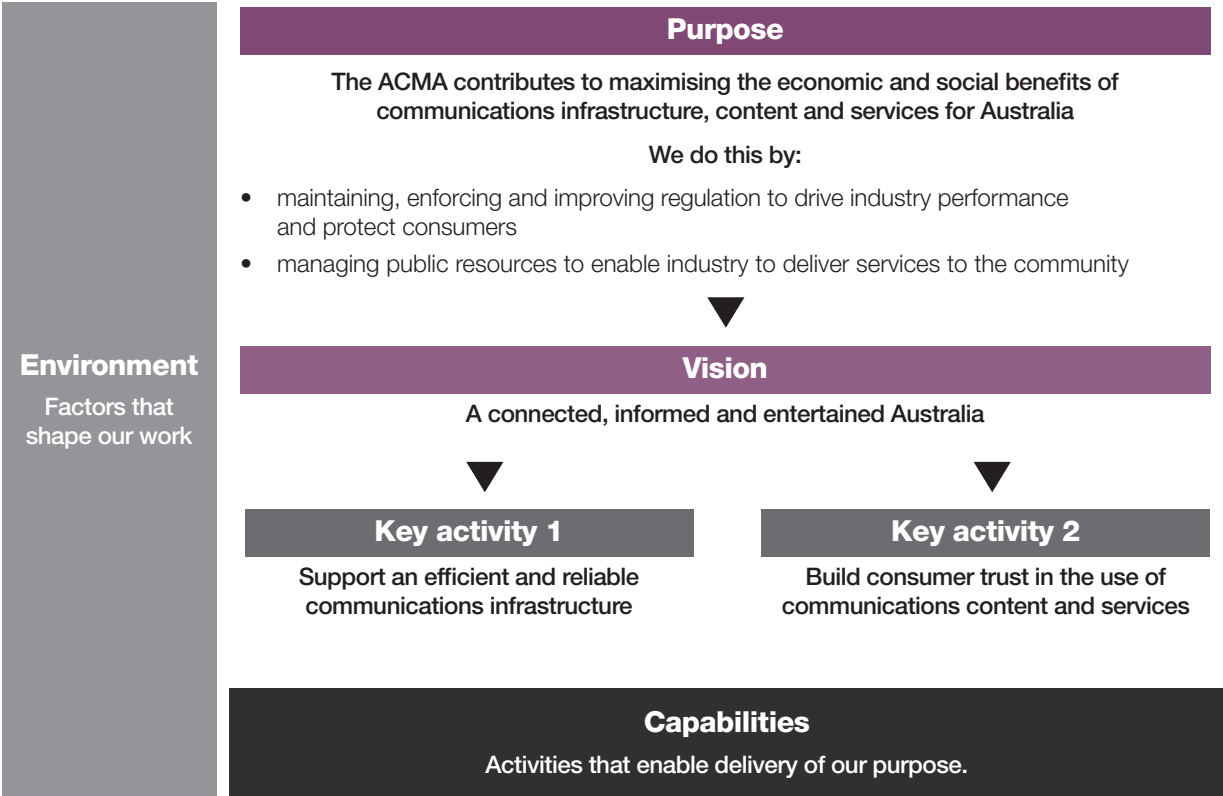
Nerida O'Loughlin PSM
Chair

Our purpose

The ACMA contributes to maximising the economic and social benefits of communications infrastructure, content and services for Australia.

Our 2 key activities will collectively deliver on our purpose over the time of this corporate plan. We have also included an externally focused vision statement to describe what we want to achieve through our work.

Our performance framework is illustrated below.



Our environment

Australia's communications and media sectors are integral to an inclusive, connected, cohesive, productive and creative society, and essential for government, businesses and communities.¹

As Australia's regulator for telecommunications, broadcasting, radiocommunications, unsolicited communications and some online content, the ACMA operates in an increasingly complex environment, characterised by evolving technologies, changing consumer expectations and preferences, and complex global supply chains. These challenges require an agile and informed response, working in collaboration with other international and domestic regulators, industry, government and the community.

Global factors

Australia continues to navigate volatile international conditions. The global economy continues to deal with the aftermath of the COVID-19 pandemic, ongoing international conflict and natural disasters. Ongoing supply chain disruptions and monetary tightening to combat decades-high inflation has seen a slowdown in global economic activity.² These global drivers contribute to Australian consumers experiencing increased and sustained cost-of-living pressures, including for communications services. They also affect the sector's sustainability and investment by decreasing industry advertising revenues.

Dealing with issues harmful to consumers, such as scams, misinformation and disinformation,³ and online gambling, has a global dimension that can challenge efforts to enforce Australia's rules. Emerging technologies such as AI also pose unique challenges for regulators, including, for example, where they are affecting the Australian news and media environment.

Supply chain issues continue to be a concern for the provision of telecommunications. Heightened demand for new technologies along with the global adoption of IoT and connected services resulted in an acute shortage of chipsets, which is only slowly abating in 2024. This in turn has affected the development and distribution of some radiocommunications services and equipment in the Australian market.

Conversely, global development of telecommunications technologies will likely create opportunities over the coming years, with Australian industries able to leverage innovations around 6G, Low Earth Orbit (LEO) satellites and private networks. Spectrum harmonisation means Australia can capitalise on global economies of scale. These issues will all come into play as we plan for spectrum use over the coming years.

¹ Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA), *Australian Communications and Media Authority Statement of Expectations*, DITRDCA website, 2022, accessed 27 May 2024.

² P Gourinchas, 'Resilient Global Economy Still Limping Along, With Growing Divergences', *IMF blog*, 10 October 2023, accessed 27 May 2024.

³ Australian Communications and Media Authority (ACMA), *Online misinformation*, ACMA website, 2024, accessed 27 May 2024.

Communications infrastructure

Telecommunications services are essential to our modern community. Being connected and accessing phone services and the internet is critical for people to work and connect to education, health and government services. Our reliance on communications infrastructure continues to grow, with mobile phone use now almost ubiquitous – 95% of us used them to go online, 97% to make calls and 96% for text (as of June 2023).

Our appetite for data continues to rise. Australians downloaded about 12.9 million terabytes of data across retail wired and wireless broadband services in the 3 months until 30 June 2023 – a 10.7% increase from the previous year.⁴

This increasing need for advanced connectivity and the uptake of communications devices across all of Australia's economic, social and public-interest activities are key drivers of the demand for spectrum, which supports wireless communications.

We continue our work ensuring Australian spectrum planning reflects international trends and supports the take up of new technologies. Higher-speed, lower-latency connections are driving innovations, including in 5G/6G, Wi-Fi 6e and 7, and satellite direct-to-handset services using LEO satellite networks.

The take up of 5G is expected to continue to grow,⁵ along with refarming existing 3G/4G spectrum holdings to support future 5G deployment across a wide range of spectrum bands. As coverage expands, new services and applications will develop to capture the benefits of 5G, driving further growth. Radio local area network (RLAN) technology, specifically wi-fi, has become an integral part of everyday modern life and its use continues to expand as more diverse devices use these networks. This creates competing demand for mid-band spectrum, to the extent that demand for this spectrum exceeds supply.

The growing competition in the satellite communication sector has spurred innovation, prompting operators to explore non-traditional deployment models that challenge regulatory paradigms. Emerging direct-to-handset services, for example, represent a potential step-change for regional and remote area connectivity, but its convergence of radiocommunications services not previously envisaged in international and domestic regulations, may present challenges for regulators globally.

The increasing complexity of both satellite and terrestrial networks is also driving the integration of novel technologies such as AI and machine learning, which can optimise networks' service delivery at various levels, from cloud to consumer.

Australia continues to be a significant contributor to global radiocommunications, including long-standing involvement in the International Telecommunication Union Radiocommunications sector (ITU-R). In anticipation of the next treaty-level World Radio Conference in 2027, Australia will continue to support international cooperation on radiocommunications, providing regulatory certainty and interoperable, international regulatory arrangements and frequency harmonisation to support expanding present and emerging technologies.

⁴ Australian Competition and Consumer Commission (ACCC), *Internet activity report – for the period ending 30 June 2023* [PDF], ACCC website, 2023, accessed 21 May 2024.

⁵ Ericsson predicts that in the 6 years between the end of 2023 and 2029, global 5G subscriptions are forecast to increase by more than 330%, from 1.6 billion to 5.3 billion. 5G coverage is forecast to be available to more than 45% of the global population by the end of 2023 and 85% by the end of 2029.

Content and services

Multiple major telco network outages in the last year and the upcoming closure of all 3G networks in Australia have heightened attention on the effectiveness of Australia's emergency service ecosystem, including for the Triple Zero service. Expectations of governments and consumers include that the regulatory environment facilitates a highly reliable, effective, interconnected emergency service system that can be accessed when people need it.

Scams continue to present a significant threat to the economic and social wellbeing of Australians, with an 18.5% increase in reports in 2023, although reported losses decreased.⁶ Perpetrated mostly by criminal syndicates, existing and emerging technologies such as AI are used to create sophisticated scams that are increasingly difficult for Australians to identify. Scammers continuously test perceived and actual weaknesses in systems, processes, regulations and markets.

The ACMA plays an important role in the government's fight against scams and while the steps we are taking are seeing results,⁷ we will continue to regulate proactively, for example, by making it more difficult for scammers to impersonate well-known brands and agencies.

Illegal online gambling poses a range of serious harms for some consumers, including financial distress, relationship breakdown and mental health issues. With nearly a third of Australian adults undertaking some form of online gambling (in the 6 months to June 2023), the government continues to review the current regulatory framework for online gambling and gambling advertising and has introduced measures to protect consumers, such as banning credit card use.⁸

In 2023, Australians continued to shift to online sources for viewing and listening, reflected in declining audiences for free-to-air television and broadcast radio.⁹ Our research shows we are turning off terrestrial television to watch video-on-demand services, more of us are using smart TVs,¹⁰ and we're listening to more audio delivered online (and its accompanying increase in online audio ads).

These changing audience preferences, coupled with sustained economic pressures, continue to disrupt the Australian media landscape. For example, while TV advertising revenue in the second half of 2023 was down 9% compared to the previous year, Broadcaster Video on Demand (BVOD) revenue was up 12% to \$229 million for the same period.¹¹

In particular, these changes give rise to concerns around the long-term availability and sustainability of public interest journalism and media diversity in Australia.¹² They may also lead to further consolidation in the market at the same time as the industry considers the investment needed for longer-term technology choices for delivery of its services.

⁶ ACCC, *Targeting scams: reports on scams activity*, ACCC website, 2024, accessed 27 May 2024.

⁷ To the end of 2023, telcos blocked more than 1.8 billion scam calls and nearly half a billion scam SMSs under rules the ACMA put in place.

⁸ On 6 December 2023, the *Interactive Gambling Amendment (Credit and Other Measures) Act 2023* was passed.

⁹ ACMA, *Communications and media in Australia: Trends and developments in viewing and listening 2022–23*, 2023, accessed 27 May 2024.

¹⁰ ACMA, *Communications and media in Australia: Trends and developments in viewing and listening 2022–23*.

¹¹ Think TV, *Total TV advertising market records \$3.4 billion in ad revenue for 2023* [media release], Think TV website, 9 February 2024, accessed 16 May 2024.

¹² DITRDCA, *News Media Assistance Program (News MAP)*, DITRDCA website, n.d., accessed 28 February 2024.

Regulatory environment

In December 2022, the Minister for Communications, the Hon Michelle Rowland MP, issued a [Statement of Expectations](#) to the ACMA to provide greater clarity about government’s policies and objectives for the ACMA, in line with our statutory objectives, and the minister’s priorities. We responded to the Statement of Expectations with a [Statement of Intent](#) that sets out how we will meet these expectations and contribute to broader government policy priorities, including the APS Net Zero by 2030 commitment and deepening links and cooperation between Australia and the Indo–Pacific.

As part of the 2024–25 Budget, the ACMA received funding to:

- bolster the national *Fighting Scams* initiative, oversee the review of and improve existing scam call and SMS codes for telcos and boost enforcement action to prevent, detect, and disrupt scams
- implement and administer a new prominence framework to support the availability of free-to-air TV on internet-connected television devices and oversee the expansion of the anti-siphoning scheme.

More broadly, there are several major government reforms or reviews underway that may influence our environment over the life of this plan. These include:

- whole-of-government requirements regarding integrity in the public service, including the establishment of the National Anti-corruption Commission (NACC) and the release of a new policy to combat fraud and corruption
- the expected passage of the Communications Legislation Amendment (Prominence and Anti-siphoning) Bill 2023, which will amend the *Broadcasting Services Act 1992* and the *Australian Communications and Media Authority Act 2005* to introduce a prominence framework for connected TV devices and reform the anti-siphoning scheme¹³
- the announcement of a Scams Code Framework that would introduce minimum, consistent obligations for all regulated businesses to prevent, detect, disrupt, and respond to scams, alongside sector-specific obligations¹⁴
- the draft Ministerial policy statement on expiring spectrum licences that guides the policies for certain licences due to expire between 2028 and 2032¹⁵
- consideration of the Communications Legislation Amendment (Combating Misinformation and Disinformation) Bill 2023, which would give the ACMA new powers to combat misinformation and disinformation on digital platforms
- the intended response to the House of Representatives inquiry into online gambling and its impact on those experiencing gambling harm, on which we continue to provide implementation advice
- the implementation of Australian content regulation for streaming services as part of the National Cultural Policy ‘Revive’
- the review process to reform the Universal Service Obligation
- whole-of-government activity considering the safe and ethical use of AI across the public service. We are contributing to these discussions from a regulatory policy perspective as well as looking into how AI may be more widely used to support agency outcomes.

¹³ Parliament of Australia, [Communications Legislation Amendment \(Prominence and Anti-siphoning\) Bill 2023 – Second Reading](#), Parliament of Australia website, 29 November 2023, accessed 9 April 2024.

¹⁴ Ministers for Infrastructure, Transport, Regional Development, Communications and the Arts, [Government takes next step in fight against scams \[media release\]](#), Ministers for Infrastructure, Transport, Regional Development, Communications and the Arts website, 30 November 2023, accessed 9 April 2024.

¹⁵ DITRDCA, [Ministerial Policy Statement—Expiring Spectrum Licences](#), DITRDCA website, 2024, accessed 9 April 2024.

Over the period of this corporate plan, several co-regulatory codes and regulatory instruments will be implemented or subject to review, including:

- the Telecommunications Consumer Protection (TCP) Code
- the Numbering Plan
- the Telecommunications (Emergency Call Service) Determination.

The ACMA also refreshes and updates the many legislative instruments that we administer under general 'sunsetting' obligations. For example, around 60 legislative instruments will be subject to sunsetting review processes and (if necessary) remaking by the end of 2025 alone.

ACMA's role in the changing environment

Access to efficient, reliable and secure communications infrastructure and services remains critical. We will continue to support the communications sector so that Australians can access the services they need while enforcing consumer safeguards.

We will continue to look for opportunities to proactively collaborate with stakeholders to explore and address new and emerging regulatory challenges. We will also continue to work with our international counterparts to collaborate on matters of mutual concern.

Our operating context

The ACMA's regulatory role

Under functions set out in Part 2, Division 2 of the Australian Communications and Media Authority Act (the ACMA Act), the ACMA is responsible for regulating broadcasting, radiocommunications, telecommunications and some online content in accordance with 4 principal Acts – the *Radiocommunications Act 1992*, *Telecommunications Act 1997*, *Telecommunications (Consumer Protection and Service Standards) Act 1999* and the *Broadcasting Services Act*.

There are other Acts that confer regulatory jurisdiction on the agency or are relevant to the ACMA such as the *Spam Act 2003*, the *Do Not Call Register Act 2006* and the *Interactive Gambling Act 2001*. The ACMA may also make legislative instruments in areas where primary legislation requires or permits.

eSafety Commissioner

The eSafety Commissioner (eSafety) is Australia's independent regulator for online safety. We continue to support the Commissioner as an independent statutory office holder. Details about the work of eSafety, including activities and performance information, are provided in the *eSafety Corporate plan 2024–25*, the 2023–24 ACMA Portfolio Budget Statement and eSafety's annual report.

Governance

The ACMA is a statutory authority established by the ACMA Act. The ACMA's Chair 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*, the *Safety, Rehabilitation and Compensation Act 1988*, the *Fair Work Act 2009* and various other pieces of legislation.

The Authority

The Authority is a collegiate, regulatory decision-making body of between 3 and 9 members, including the Chair and Deputy Chair. The Authority also has 2 associate members appointed under cross-appointment arrangements with the ACCC to support collaboration between the sectoral and economic regulators.

Members are appointed by the Governor-General and associate members are appointed by the Minister for Communications.

At 1 July 2024, the Authority comprised:

- Nerida O'Loughlin (Chair)
- Creina Chapman (Deputy Chair)
- Carolyn Lidgerwood (Full-time Member)
- Adam Suckling (Full-time Member)
- Samantha Yorke (Full-time Member)
- Anna Brakey (Associate Member)
- Catriona Lowe (Associate Member).

Authority members may lead an area of the ACMA's work and chair internal committees aligned with their relevant skills and expertise. Current internal committees are the:

- Content and Gambling Committee
- Telecommunications and Consumer Committee
- Spectrum Committee
- Compliance and Enforcement Committee.

The Authority is advised, guided and assisted by agency staff employed under the Public Service Act. The Authority may also delegate some decision-making to staff. Staff are ultimately accountable through their line managers and general managers to the Chair.

The *Code of Conduct for Authority members and associate members* sets out the Authority's strategic intent, approach to business, duties and responsibilities, and the culture and values that guide its work. The code is reviewed regularly by the Authority, most recently in 2023.

Audit and Risk Committee

In accordance with section 45 of the PGPA Act, the Audit and Risk Committee (ARC) helps the ACMA to comply with legal requirements and provides a forum for communication between the Chair, senior managers and internal and external auditors of the agency. The ARC provides independent advice to the Chair on the appropriateness of our financial and performance reporting, risk oversight and management, and system of internal control.

The PGPA Rule 2014 provides direction on the composition of audit and risk committees. Under subsection 17(4), all members of the ARC must not be officials of the ACMA and the majority must not be officials of any Commonwealth entity.

At 1 July 2024, members were:

- Ian McPhee AO PSM, Committee Chair
- Karen Michelle, external member
- Mark Ridley, external member.

The ARC meets at least 5 times each year.

Executive Management Committee

The Executive Management Committee (EMC) consists of the agency's senior leadership team – the Chair (as Agency Head), Deputy Chair (as Chief Executive Officer) and the 5 Senior Executive Service (SES) Band 2 general managers.

The EMC's core responsibility is to support the Chair in carrying out statutory responsibilities and provide collective advice and support to the Chair in areas including:

- setting strategic priorities and assigning associated resources and activities
- managing strategic risk
- establishing agency policies and procedures.

Major project boards

The Enterprise Project Group (EPG) is a sub-committee of the EMC and is chaired by the Deputy Chair (as Chief Executive Officer). Meeting monthly, the EPG supports the EMC by overseeing, coordinating and reporting on the ACMA's major projects.

In addition to the EPG, significant projects, such as major ICT developments, each have a project board to oversee, guide and govern their work.

Advisory committees

Part 7 of the ACMA Act enables us to establish advisory committees to assist with performing our functions. We have 2 advisory committees that bring together the telco industry, consumer organisations and government:

- Consumer Consultative Forum (CCF) – convened under section 59 of the ACMA Act, the CCF examines issues that affect consumers using mobiles, the internet and fixed-line phones.
- Numbering Advisory Committee (NAC) – established under section 58 of the ACMA Act, the NAC advises on telephone numbering including number rights-of-use, number porting and phone scam reduction activities.

Management and staff committees

Our principal body for formal consultation and discussions on workplace relations of national focus or significance is the National Consultative Forum (NCF). The NCF works collaboratively with employees and their representatives to identify and implement any major workplace changes or updates to relevant policies or procedures. The NCF meets 3 times a year and is chaired by the Chair as Agency Head.

The National Work Health and Safety Committee (NWHSC) provides a forum to consider 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 Division and meets 3 times a year.

Culture and Values Network

The Culture and Values Network is co-chaired by 2 ACMA senior staff. With members in each office location, the network aims to foster a committed, impartial, accountable, respectful and ethical workplace that embraces diversity and celebrates inclusion.

Our culture and values – including our organisational values of being curious and questioning, collaborative and purposeful – help shape our agency and are embedded in our priorities and activities.

Annual compliance priorities

Each year, the ACMA targets key areas for improved industry compliance. These are known as our annual compliance priorities. The Authority consults on and chooses areas that are of public interest or specific issues that are having a negative impact on the community, including consumer harm. These key areas guide our efforts to deliver effective compliance and, where necessary, targeted enforcement action.

In 2024–25, we will be focusing on:

- interactive gambling
- disrupting SMS impersonation scams
- addressing misleading spam messages
- combating misinformation and disinformation on digital platforms
- protecting telco consumers experiencing financial hardship
- supporting telco customers experiencing domestic and family violence
- safeguarding Triple Zero emergency call services
- tackling the online supply of dodgy devices.

This year, we have identified ‘enduring’ priorities – those areas we remain committed to. These enduring priorities will operate alongside, or sometimes underpin, our annual priorities and reflect our long-term focus on matters of significant and ongoing harm to the Australian community:

- protecting vulnerable telco customers
- minimising gambling harms
- combating spam and telco scams.

Risk oversight and management

Our risk management framework supports effective decision making and creates a shared understanding of our risks and mitigation plans. The framework is designed to identify our risks transparently and systemically through standardised processes.

Our framework is developed in accordance with section 16 of the PGPA Act and the Commonwealth Risk Management Policy. The key components of risk oversight are the quarterly consideration of strategic risk by the EMC and advice provided by the ARC to the Chair on the health of our risk management framework. We review our risk framework annually, so it remains relevant in our continually evolving operating environment.

We aim for a work culture that supports the identification of risks through business planning processes and risk management-enabled decisions consistent with our risk appetite.

Our risk appetite

When delivering on our purpose, we engage with risk to ensure our activities as a statutory regulatory authority are fit for purpose and that there is a willingness to pursue innovation in our systems and processes. As a result, our appetite for risk will vary according to the activities being undertaken.

We work towards ensuring all ACMA staff understand both the potential benefits and potential risks before activities start, and appropriately authorised controls are in place to mitigate and manage those risks.

Our appetite for engaging with opportunity and risks extends to the management of shared risks with other entities to deliver on the government's objectives.

Our risk appetite is outlined below. Internal documentation provides further guidance in developing and applying our risk appetite to the regulatory activities we undertake.

Area	Risk category
Work health and safety	We have no appetite for activities that could compromise workforce requirements including capability, safety and wellbeing.
Systems and infrastructure	We have no appetite for the loss or degradation of critical ICT infrastructure, applications and services.
Financial	We have no appetite for internal fraud. We have no appetite for non-compliance with accounting standards, government financial management orders and relevant regulatory requirements.
Trust	We have no appetite for behaviour or activities that are unethical, corrupt or illegal. We have a low appetite for action that may negatively affect stakeholder trust in the ACMA.
Data and information systems	We have a low appetite for compromises of the security of our data and information systems. We have a high appetite to use data and information systems for improved operational efficiency and decision making.
Strategy	We have a high appetite to pursue strategies that contribute to maximising the economic and social benefits of communications infrastructure, content and services for Australia. We have a high appetite to pursue strategies that minimise consumer harms through our regulatory activities.
Innovation	We have a high appetite for fostering innovation that contributes to better regulatory outcomes and continual improvement in our systems and processes.

The following table sets out key risks that must be managed to meet the ACMA's functions.

Key risk	How we will manage risk
Reduction in public confidence in the communications and media services we regulate	<ul style="list-style-type: none"> • Monitoring and researching industry and consumer behaviours to inform decision making • Improving regulation where possible to respond to market changes and emerging harms • Taking compliance and enforcement actions proportionate to harms caused by non-compliance • Identifying and actively addressing regulatory gaps and redundancies
Reduction in workforce cohesiveness that reduces collaboration, innovation and effective decision making	<ul style="list-style-type: none"> • Delivering enhanced communication platforms to strengthen communication within the workforce while hybrid work options are being utilised • Monitoring the balance of hybrid work arrangements to ensure they continue to support an engaged and cohesive workforce, while providing flexible options to attract, support and retain staff • Providing increased opportunities for in-office engagement to encourage staff to come together to share information and collaborate
Loss or degradation of critical ICT infrastructure	<ul style="list-style-type: none"> • Maintaining cyber security enhancements to meet essential government controls • Testing and detecting internal intrusion • Investing in ICT infrastructure • Enabling effective disaster recovery capability

Our culture and values

Our culture and values support us to achieve our purpose, now and into 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 Australian Public Service (APS) values of being impartial, committed to service, accountable, respectful and ethical. We also embrace diversity and celebrate inclusion. These values underpin our role as an independent decision maker, responsible for balancing sometimes competing public interest objectives and informed by a deep knowledge of the sectors we regulate.

Complementing the APS values, we have developed ACMA-specific values, which are outlined below. We continue to embed our culture and values in all our priorities and activities.

We are purposeful

Our commitment to delivering tangible and significant benefits to all Australians provides direction and drives our work. We are committed to maintaining and enhancing our expertise and contribution to the work of the APS. We are outcomes-focused and strive for high performance. We are timely, measured and transparent. We engage with and manage risk, and adapt quickly to changing expectations and priorities by being agile and flexible.

We contribute to a positive and professional workplace that encourages us to do our best work. We appreciate and support each other and take time to recognise, communicate and celebrate our accomplishments.

We are curious and questioning

We look around us and into the future to explore new ways of addressing ongoing challenges and maximising opportunities. We look deeply into issues from the 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, and externally with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, other regulators and relevant agencies, and across all levels of government. We engage proactively and creatively with industry and the community and demonstrate 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.

Diversity and inclusion

We aim to foster and maintain an inclusive and accepting culture at the ACMA.

With the ACMA's inaugural *Reconciliation Action Plan* (RAP) now in place, we will focus on implementing its actions over the coming year to sustainably and strategically take meaningful action to advance reconciliation. We currently participate in the Australian Government Indigenous Apprenticeships Program, managed through Services Australia.

We will also begin implementing our Diversity and Inclusion Strategy 2024–2026, which was developed using research and recommendations from a previous graduate cohort and consultation with staff. The strategy builds on our existing initiatives to further diversify our workforce and ensure an inclusive workplace.

Critical capabilities

We recognise that our skills and expertise as a regulator are fundamental to achieving our purpose. We will continue to develop our most critical capabilities and respond to our changing operational context.

Workforce capability

Supporting our people to deliver the ACMA's purpose remains critical.

A key activity for 2024–25 will be the implementation of our new enterprise agreement, alongside supporting policies, guidelines and information. Our agreement includes several new employment conditions that will improve our workplace flexibility and provide conditions to attract and retain key staff to support our work. Clear policies and guidelines help staff and managers to understand requirements and effectively implement and utilise these employment conditions.

Following the implementation of a new recruitment system in the past year, we have the foundation to expand our recruitment capacity and support business areas to maximise recruitment outcomes. We will focus on enhancing the quality and quantity of candidates, working with managers to ensure recruitment processes are efficient and generate strong outcomes.

We will continue our workforce planning activities to develop a plan that ensures our agency has the right human resources to deliver its purpose now and well into the future. We'll do this by considering current and emerging skills gaps, trends in the labour market and the skills required to underpin capability against our developing strategic agenda.

We continue to engage with whole-of-government initiatives such as the APS professional streams and entry-level programs to support developing critical skills, such as regulatory capability, digital and data literacy, and engineering.

In 2024–25, the ACMA will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024–25 focus on reduced outsourcing of core work, which will bring reductions in our 2024–25 outsourcing expenditure.

Regulatory capability

Our key regulatory capabilities include understanding, contributing to, and implementing broader policy and regulatory frameworks using the full range of regulatory tools and methods. We continue to strengthen our strategic and regulatory capabilities in response to emerging technologies, business models, and consumer behaviours and expectations.

Developing and improving our regulatory capability is a key focus of our Capability Framework. We provide a range of learning and development opportunities to embed regulatory best practice across our workforce, and also partner with the APS Academy for regulatory practice training.

Research and data capability

As an evidence-based regulator, our decisions are informed and supported by research. Our research program provides strategic and regulatory analysis of consumer, market and regulatory developments in the evolving communications and media environment. It allows us to examine the effectiveness of regulation and informs regulatory and program design, as well as advice to government.

We continue to build our data capability as part of our 2024–25 to 2028–29 Data Strategy and Governance Framework. We will maintain our focus on increasing our data capability and maturity, and improving the discoverability, usability and security of our data. We will also prioritise scaling and building our advanced analytics capability, and maintaining appropriate data governance, security and privacy settings.

An important way we are delivering on our data and analytics vision is through data action projects (DAPs). By applying analytics to solve business problems, the projects lay a foundation for building our capabilities.

As we build our data and analytics capability, we will continue to collaborate across the APS, including with the Data Professional Stream and the Data Champions Network, to align with APS data reforms and outcomes under the Australian Data Strategy.¹⁶

¹⁶ Department of Finance, *Australian Data Strategy: The Australian Government's whole-of-economy vision for data*, Department of Finance website, 2022, accessed 27 May 2024.

Digital and ICT

We maintain critical business systems that:

- allocate, manage and sell spectrum
- manage spectrum interference
- support International Telecommunication Union (ITU) processes
- regulate media diversity
- provide compliance and enforcement functions for scams, spam, gambling, content and other areas.

Services to the Australian public will be enhanced as we implement a new end-to-end digital spectrum management platform in 2024, which is scheduled to be online by 2026. This joins other online systems for consumer and content regulation, designed and built in consultation with stakeholders.

As service delivery via online systems becomes business as usual, we have updated our Digital and ICT Strategy 2024–28 to deliver advanced technologies that can help us regulate more efficiently, in line with the Data and Digital Government Strategy.

Understanding our charging environment

We collect revenue on behalf of the Australian Government through broadcasting, radiocommunications and telecommunications taxes, levies, fees and charges.

We operate within the Australian Government Charging Framework for the regulatory activities we cost-recover from industry, including the Annual Carrier Licence Charge, BetStop – the National Self-Exclusion Register, and Do Not Call Register access-seeker fees. All charges, levies and taxes collected from industry are returned to the government's Consolidated Revenue Fund.

During the period of this plan, our focus will be on the implementation of new cost recovery arrangements as approved by government, and continuing efficiency and refinement of cost attribution processes.

External cooperation and partnerships

In undertaking our regulatory role, we work with government, industry and international colleagues to achieve outcomes that are in the long-term interests of all our stakeholders. This includes the millions of Australians who use and rely on communications and media networks, devices and services, together with the businesses that supply them. Our work also supports defence, security, emergency and law enforcement services in their use of spectrum.

Domestic collaboration

Our domestic relationships include working closely with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts to progress improvements to the regulatory framework within which we operate, as well as with other government agencies and regulators, industry, industry bodies and consumer advocacy groups to enhance collaboration and deliver better outcomes for Australians.

We work closely with the ACCC and have members cross-appointed to enhance collaboration between agencies. These arrangements exemplify how collaboration between agencies can better serve the interests of our broader stakeholder base and benefit decision making. We also support the ACCC-led National Anti-Scam Centre (NASC), including through being a member or observer on 7 NASC committees.

We enter into memorandums of understanding (MoUs) with other government agencies and regulators to facilitate information sharing and collaboration. We have MoUs with a range of domestic organisations, including the:

- Office of the Australian Information Commissioner (OAIC)
- Australian Securities and Investments Commission (ASIC)
- Australian Cyber Security Centre (ACSC)
- Australian Financial Crimes Exchange
- ACCC
- Telecommunications Industry Ombudsman
- Northern Territory Department of Industry, Tourism and Trade
- Department of Defence
- Australian Defence Force
- Australian Radiation Protection and Nuclear Safety Agency
- Australian Space Agency.

Our MOUs with these agencies support collaboration and facilitate information exchange to promote industry compliance and consumer protection.

We work collaboratively with other government agencies, industry, not-for-profits and organisations from across the economy to address the challenge of protecting Australians from online and telecommunications harms.

We are one of 4 government regulators, along with the ACCC, the eSafety Commissioner and the OAIC, to form the Digital Platform Regulators Forum (DP-REG). DP-REG gives members the opportunity to share information, collaborate and coordinate on cross-sectoral issues such as digital platform regulation. DP-REG also engage across areas of the government as part of its work to support the responsible use of AI within government.

In addition, we work closely with industry, industry bodies and consumer advocacy groups to consult on priorities, work programs and proposed regulatory changes. This includes consulting on our annual five-year spectrum outlook and annual compliance priorities to ensure that our regulatory efforts are proportionate to the problem at hand and meet the needs of industry, government and the community.

International collaboration

We work closely with international regulators and take part in global forums to help deliver the best results for Australians and the Australian communications industry. By building strong co-operative relationships and partnerships, we can promote and protect Australian interests and support broader government policies and activities.

We have strong relationships with international spectrum and telecommunications regulators. We continue to participate in the work of the Asia–Pacific Telecommunity and the ITU and are involved in preparatory activity supporting the World Radiocommunication Conferences and other international spectrum matters. We provide technical expertise for Australian engagement in international spectrum management forums and through international consultative frameworks.

We are particularly focused on strengthening our relationship and cooperation between Australia and the Indo–Pacific to support broader government policies and activities. In the past year, we have welcomed delegations from the Papua New Guinea National Information and Communications Technology Authority, the Office of the National Broadcasting and Telecommunications Commission of Thailand, the Solomon Islands Telecommunications Commissioner, and the Korean Communications Standards Commission to our offices for an information exchange program.

The increasingly global nature of our work also means we must continue to find new and innovative approaches to collaborate with overseas regulators and organisations; for example, in our work examining Australia's online gambling laws, scam reduction, captioning quality, media diversity and digital platforms.

We have MoUs in place with overseas gambling regulators, including the Netherlands Gaming Authority and New Jersey Division of Gaming Enforcement (NJDGE). We are also a member of the International Association of Gaming Regulators (IAGR), a global forum for gaming regulators to exchange information and discuss policy issues. We are a member of IAGR's Statistics Advisory Committee and recently became a member and co-chair of the Compliance and Enforcement Sub-Committee.

We continue to enter into MoUs with international regulators and networks to combat scams, including with the UK Office of Communications (Ofcom), the Infocomm Media Development Authority of Singapore, New Zealand's Department of Internal Affairs, Canada's Radio-television and Telecommunications Commission (CRTC), the US Federal Communications Commission, and the Unsolicited Communications Enforcement Network.

The ACMA is a founding member of the Media and Online Regulation Forum (MORF) – a collaboration mechanism between media regulators, including Ireland's Coimisiún na Meán, Ofcom and CRTC. MORF provides a forum for regulators to share knowledge and experiences on content and media regulation.

As part of our DP-REG membership, we also participate in the International Network for Digital Regulation Cooperation (INDRC). The INDRC brings together regulators from Australia, the Netherlands, Ireland and the United Kingdom to examine coherence across digital regimes and gather insights into how overseas jurisdictions approach domestic regulatory coherence and cooperation.

We also meet with international digital platforms and organisations to stay abreast of important technological developments, particularly as they pertain to misinformation and disinformation.

eSafety Commissioner

The eSafety Commissioner (eSafety) is Australia's independent regulator for online safety.

eSafety supports positive online experiences through national leadership and administering statutory schemes and awareness activities that promote online safety to all Australians. It fosters online safety by exercising powers under Australian Government legislation, primarily the *Online Safety Act 2021*, to protect Australians from serious online harms.

We continue to support the eSafety Commissioner as an independent statutory officer.

Our performance

Our corporate plan is the ACMA's primary planning document and covers a rolling 4-year period. It sets the direction for how we will work, build our capability and engage with risk to deliver our purpose.

We have a streamlined and focused performance framework with 2 key activities that are underpinned by reliable and robust measures, supported by enabling activities. We will continue to refine our performance framework to better assess performance in reliable and meaningful ways.

The Portfolio Budget Statements 2024–25 set out our purpose and how we will measure our achievement. Our performance measures are also aligned with the best practice principles detailed in the Department of Finance's guidance, Regulator Performance (RMG 128). We will report on our success in achieving our purpose and outcomes in this plan in our Annual Performance Statement. Full details of how we will measure our success over the life of the plan, including the relationship between performance measures and regulator best practice principles, are in this plan.

The following tables provide a summary of the performance measures that we will measure our success against in 2024–25 and across the forward years to 2027–28.

Our assessment methodology

The ACMA's performance measurement framework is a key component of the agency's annual performance measurement and reporting, in accordance with the Commonwealth Performance Framework. It allows us to report on the outcomes we achieve and our effectiveness in achieving our purpose. It encompasses:

- key activities – the significant areas of work that we undertake to achieve our purpose
- performance objectives – the high-level organisational strategies that underpin our vision and purpose and inform our planning and performance
- performance measures – how we will assess our success in delivering our key activities, consistent with our performance objectives and, ultimately, our purpose
- methodologies and data – the sources of information and approach we'll use to monitor our progress and assess ourselves against the measures.

Our performance measures have a target for 2024–25, and targets for the 3 forward years covered by this plan. However, the target for future years may be adjusted for a range of reasons, including as a result of significant changes in our operating environment.

In assessing our performance, we report whether measures have been met, partially met or not met. The description, rationale and method for each performance measure is provided in the section *Detailed performance measures*.

The performance framework used in this corporate plan has changed from our previous corporate plan, which used a combination of 2 or more individual targets to assess performance. While we have mostly retained the targets from previous years, these are now assessed on a stand-alone basis. This provides greater objectivity and transparency in our performance reporting. We have also made some amendments to performance measures and targets, which are explained at Appendix A.

Key activity 1: Support an efficient and reliable communications infrastructure

We manage Australia’s Radiofrequency Spectrum Plan and the Telecommunications Numbering Plan to make spectrum and numbers available for existing and new communications services. Our spectrum allocation decisions support the rollout of new communications technologies, bringing benefits to Australians using communications services. Our licensing, authorisations, rulemaking, and compliance and enforcement activities underpin reliable communications networks. Efficient management of numbering allows telecommunications providers to supply services to new customers and promote competition.

Key activity 1: Support an efficient and reliable communications infrastructure	
Performance objective 1: The ACMA’s spectrum planning, allocation and licensing activity meets the needs of the communications industry	
Performance measure 1.1	The spectrum management work program is informed by ACMA’s consultation with spectrum users, industry and government
Performance measure 1.2	Apparatus licensing issue and renewal decisions meet the statutory requirements
Performance measure 1.3	The ACMA’s communications infrastructure compliance activities are informed by a risk-based assessment of harm
Performance measure 1.4	Major spectrum allocations are held effectively
Performance objective 2: The ACMA’s contribution to the international spectrum framework supports the needs of the Australian communications industry	
Performance measure 2.1	Australia’s international engagement strategies are informed by the ACMA’s consultation with industry and government
Performance objective 3: The ACMA’s activities contribute to telecommunications infrastructure providers having confidence that they are appropriately authorised and enabled to provide communication services	
Performance measure 3.1	Telecommunications carrier licensing and submarine cable permit activities meet statutory requirements
Performance measure 3.2	Equipment regulation appropriately mitigates the risk of harm to communications networks and people using or working on those networks
Performance measure 3.3	Numbering services are available 99% of the time and 99.9% of numbering transactions are processed within 5 seconds

Key activity 2: Build consumer trust in the use of communications content and services

We undertake compliance and enforcement of rules relating to communications content and services. We educate consumers on the protections they can expect, and industry on their obligations. This contributes to consumer confidence in industry's performance in delivering communication content and services.

We also maintain BetStop – the National Self-Exclusion Register™ (NSER) and a number of other registers that contribute to consumer protections, such as the Do Not Call Register (DNCR).

Key activity 2: Build consumer trust in the use of communications content and services	
Performance objective 4: The ACMA is responsible for delivering activities that contribute to Australians having confidence in the content and services available to them	
Performance measure 4.1	Australians' usage of communications services ¹⁷
Performance measure 4.2	The NSER data checking service is available to the wagering industry 99.95% or more of the time for the year
Performance measure 4.3	The DNCR is available to the Australian public 99.5% or more of the time
Performance measure 4.4	Investigations undertaken are completed within target timeframes
Performance objective 5: The ACMA's regulatory activities contribute to Australians having access to diverse media content and services	
Performance measure 5.1	Enforcement decisions to accept or give agreed measures, enforceable undertakings (EUs) or remedial directions, or to seek injunctions deliver improved compliance by the relevant regulated entity
Performance measure 5.2	Community broadcasting licence renewal decisions are made within the statutory timeframes
Performance measure 5.3	Media control notifications and captioning order applications are processed within statutory timeframes
Performance measure 5.4	Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received

¹⁷ This performance measure was published in the 2024–25 Portfolio Budget Statements as 'Australian adults are connected and informed' with a target of '95% of Australian adults are connected and informed'. This performance measure has been updated to focus on the extent that Australians have access to communications services, with a target that 95% of Australian adults are connected. The performance measure will be updated in the 2024–25 Portfolio Additional Estimates Statements.

Detailed performance measures

Key activity 1: Support an efficient and reliable communications infrastructure

Performance objective 1: The ACMA's spectrum planning, allocation and licensing activity meets the needs of the communications industry

The ACMA is responsible for managing the radiofrequency spectrum in accordance with the Radiocommunications Act. Our spectrum management activities include:

- maintaining the Australia Radiofrequency Spectrum Plan, consistent with ITU Radio Regulations
- developing and maintaining spectrum band and channel plans
- authorising the use of spectrum by issuing spectrum and apparatus licences (including developing of licence conditions) and developing and maintaining class licences
- monitoring and enforcing compliance with spectrum management regulations by investigating licensing and interference and, where required, taking enforcement action.

Performance measure 1.1: The spectrum management work program is informed by ACMA's consultation with spectrum users, industry and government			
2024–25	2025–26	2026–27	2027–28
Stakeholder consultation milestones achieved Progress reports published	Stakeholder consultation milestones achieved Progress reports published	Stakeholder consultation milestones achieved Progress reports published	Stakeholder consultation milestones achieved Progress reports published
<p>Description</p> <p>Our plans to manage spectrum are published yearly in the five-year spectrum outlook (FYSO), which includes our annual work program. A draft FYSO is developed by subject matter experts who monitor domestic and international technology and market trends to identify drivers for spectrum demand, which inform our plans to manage spectrum.</p> <p>The draft FYSO is published on the ACMA website and spectrum users are invited to comment on the draft FYSO and annual work program. We also publish a response to submissions and a 6-month progress report.</p>			
<p>Rationale</p> <p>This output-based measure provides a long-term qualitative assessment on the quality of our consultation with users, industry and government. Meeting this measure shows we have given spectrum users (including consumers, industry and government) the opportunity to express views about our work to plan, allocate and licence spectrum, and enables us to gather valuable information on spectrum trends, uses and requirements.</p>			
<p>Method</p> <p>To assess if the spectrum management work program is informed by our consultation, we will undertake a qualitative assessment. This will include reviewing internal records that document our consultation with users, industry and government during the development of the spectrum management work program, and assessing whether our decision to approve the spectrum management work program was informed by the views and issues raised through our consultation process.</p>			
<p>Data/Information sources: Published FYSO and consultation submissions received, internal program documentation.</p>			
<p>PBS links: Outcome 1, Program 1.1 – Communications regulation, planning and licensing.</p>			
<p>Regulator performance principle: Collaboration and engagement.</p>			

Performance measure 1.2: Apparatus licensing issue and renewal decisions meet the statutory requirements

2024–25	2025–26	2026–27	2027–28
100% of apparatus licensing issue and renewal decisions meet the statutory requirements	100% of apparatus licensing issue and renewal decisions meet the statutory requirements	100% of apparatus licensing issue and renewal decisions meet the statutory requirements	100% of apparatus licensing issue and renewal decisions meet the statutory requirements
<p>Description</p> <p>The Radiocommunications Act details requirements for issuing and renewing apparatus licences. There are approximately 167,000 apparatus licences currently on issue, with around 16,000 issued annually. All apparatus licence issues and renewals are managed through our spectrum licensing system, SPECTRA, which is designed to meet the statutory requirements for issuing and renewing apparatus licences.</p> <p>We allow suitably qualified people, called accredited persons, to perform certain activities for radiocommunications licensing. Approximately 90% of apparatus licences are issued via accredited persons. They understand the rules and what we require for radiocommunications licences and use their technical expertise to process licence applications in SPECTRA on behalf of applicants.</p>			
<p>Rationale</p> <p>This measure provides a long-term qualitative assessment of the effectiveness of our licensing activities. The measure provides a proxy measure of our effectiveness by assessing the extent to which licensing issue and renewal decisions meet statutory requirements.</p>			
<p>Method</p> <p>We will undertake a qualitative assessment of licences processed in SPECTRA, including a sample of ‘out-of-policy’ applications (those that require additional technical assessment) and applications for broadcasting services. We will assess system upgrades for new Radiocommunications Assignment and Licensing Instructions (RALIs) and the timing of invoicing for licence renewals.</p>			
<p>Data/Information sources: Spectrum licensing system (SPECTRA).</p>			
<p>PBS links: Outcome 1, Program 1.1: Communications regulation, planning and licensing.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance measure 1.3: The ACMA's communications infrastructure compliance activities are informed by a risk-based assessment of harm

2024–25	2025–26	2026–27	2027–28
Compliance priorities are informed by a risk-based assessment of harm	Compliance priorities are informed by a risk-based assessment of harm	Compliance priorities are informed by a risk-based assessment of harm	Compliance priorities are informed by a risk-based assessment of harm
<p>Description</p> <p>Communications infrastructure compliance activities include our efforts to deliver effective compliance and, where necessary, targeted enforcement. These actions contribute to ensuring that licences are operating within the relevant rules and interference is effectively managed.</p>			
<p>Rationale</p> <p>This is an output-based measure that provides a long-term qualitative assessment of whether our infrastructure compliance priorities take a risk-based approach to compliance.</p>			
<p>Method</p> <p>We will undertake a qualitative assessment of all infrastructure compliance priorities to identify if each priority has been informed by a risk-based assessment of harm. This includes potential and actual risks of harm relevant to the identified compliance issue.</p>			
<p>Data/Information sources: Annual compliance priorities and internal business and project plans.</p>			
<p>PBS links: Outcome 1, Program 1.1 – Communications regulation, planning and licensing.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance measure 1.4: Major spectrum allocations are held effectively

2024–25	2025–26	2026–27	2027–28
Policy objectives and timeframes achieved	Policy objectives and timeframes achieved	Policy objectives and timeframes achieved	Policy objectives and timeframes achieved
<p>Description</p> <p>We are responsible for allocating spectrum to users. We use auctions to allocate spectrum if demand for available spectrum exceeds supply to ensure it is effectively and efficiently allocated. There are several auction formats that can be used. Choice of auction format for a specific allocation will depend on a range of factors, such as the characteristics of the spectrum for sale and the anticipated demand for the spectrum.</p>			
<p>Rationale</p> <p>The measure provides a long-term qualitative assessment of the effectiveness of allocating spectrum licences through our auction activities and therefore meeting the needs of the communications industry. Effectiveness is defined as policy objective and timeframes achieved.</p>			
<p>Method</p> <p>We will undertake a qualitative assessment that considers whether each auction achieved the object of the Radiocommunications Act, including communications policy objectives of the government, and whether it was delivered within the FYSO timeframes. Both need to be achieved for this measure to be met.</p>			
<p>Data/Information sources: End project reports and FYSO progress reports.</p>			
<p>PBS links: Outcome 1, Program 1.1: Communications regulation, planning and licensing.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance objective 2: The ACMA’s contribution to the international spectrum framework supports the needs of the Australian communications industry

The ACMA is responsible for leading Australia’s engagement in the ITU Radiocommunication Sector Study Groups, Working Parties and Task Groups, Australian Radiocommunications Study Groups (ARSGs), and the Asia-Pacific Telecommunity Wireless Group (AWG) and preparatory meetings. We also provide expert technical and regulatory advice to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

We participate in these forums to support Australian Government policy and ensure that the outcomes maximise the social and economic benefits of domestic spectrum use.

This performance objective directly aligns to an intermediate impact that the key activity is aiming to achieve, which is that the ACMA’s contribution to the international spectrum framework supports the needs of the Australian communications industry.

Performance measure 2.1: Australia’s international engagement strategies are informed by the ACMA’s consultation with industry and government			
2024–25	2025–26	2026–27	2027–28
Australian positions are informed by consultation	Australian positions are informed by consultation	Australian positions are informed by consultation	Australian positions are informed by consultation
<p>Description</p> <p>Australian Radiocommunications Study Groups (ARSGs) provide expert advice to assist in our development of Australian positions and contributions to the above-mentioned international forums. Membership includes representatives from major telecommunications providers, broadcasters, international and national satellite providers, and various government departments and agencies as well as amateur radio, satellite, maritime and radio-astronomy experts.</p>			
<p>Rationale</p> <p>This measure is output-based and provides a long-term qualitative assessment on whether our contribution to the international spectrum framework:</p> <ul style="list-style-type: none"> • is informed by consultation with industry and government to ensure that domestic interests are considered • supports Australia’s interests. 			
<p>Method</p> <p>We will assess whether consultation undertaken through ARSGs was consistent with the guidelines. If the consultation was inconsistent, we will determine if the complexity of the matter warranted the approach used. Our assessment will be supplemented by an examination of our management of the domestic preparatory process for ITU-R Study Group meetings. We will undertake a qualitative assessment of whether the ITU-R meeting outcomes reflect the preparatory process undertaken in attending and briefing ITU-R Study Group meetings.</p>			
<p>Data/Information sources: ARSG meeting documentation and guidelines, and internal documentation.</p>			
<p>PBS links: Outcome 1, Program 1.1: Communications regulation, planning and licensing.</p>			
<p>Regulator performance principle: Collaboration and engagement.</p>			

Performance objective 3: The ACMA's activities contribute to telecommunications infrastructure providers having confidence that they are appropriately authorised and enabled to provide communication services

The ACMA is responsible for regulating telecommunications carrier licensees and submarine cable permit holders under the Telecommunications Act. This includes assessing, granting or refusing applications for carrier licences, nominated carrier declarations, and submarine cable permits within set timeframes.

The ACMA also regulates telecommunications, radiocommunications and electrical/electronic equipment under the Telecommunications Act and Radiocommunications Act. Under this role, we make legislative instruments (technical standards) that impose obligations on suppliers at the point-of-supply to the Australian market.

The ACMA also manages Australia's phone number system by providing phone numbers to telecommunications providers that are then provided to customers.

Performance measure 3.1: Telecommunications carrier licensing and submarine cable permit activities meet statutory requirements			
2024–25	2025–26	2026–27	2027–28
100% of permit decisions meet statutory requirements	100% of permit decisions meet statutory requirements	100% of permit decisions meet statutory requirements	100% of permit decisions meet statutory requirements
<p>Description</p> <p>The ACMA is responsible for ensuring that licences for telecommunications carriers and permits for submarine cabling meet statutory requirements.</p> <p>For telecommunications carrier licences, this includes consulting with relevant agencies on applications and administering application fees, notices of surrender and notices of cancellations. We also maintain an electronic register of carrier licences and nominated carrier declarations.</p> <p>We assess, grant or refuse applications for submarine cable installation permits.</p>			
<p>Rationale</p> <p>This measure provides a long-term qualitative assessment of the effectiveness of our telecommunications carrier licensing and submarine cable permit activities. It assesses the extent to which we meet statutory requirements in our decision making.</p>			
<p>Method</p> <p>We will undertake a qualitative assessment of whether statutory requirements for telecommunication carrier licences and submarine cable permits have been met in our licensing and permit decisions. The statutory requirements relate to:</p> <ul style="list-style-type: none"> • license and permit applications • license carrier formal warnings or remedial directions • cancellation of carrier licences • the electronic register of carrier licences and nominated carrier declarations • revoking nominated carrier declarations • permit extension applications • suspensions and cancellations of permits. 			
<p>Data/Information sources: Internal decision-making packages and related carrier licence records.</p>			
<p>PBS links: Outcome 1, Program 1.1: Communications regulation, planning and licensing.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance measure 3.2: Equipment regulation appropriately mitigates the risk of harm to communications networks and people using or working on those networks

2024–25	2025–26	2026–27	2027–28
Regulatory requirements met	Regulatory requirements met	Regulatory requirements met	Regulatory requirements met
<p>Description</p> <p>The ACMA regulates the supply of certain telecommunications, radiocommunications and electrical/ electronic equipment under the Telecommunications Act and Radiocommunications Act, and makes legislative instruments (ACMA mandatory technical standards) that impose obligations on suppliers at the point-of-supply to the Australian market, including:</p> <ul style="list-style-type: none"> • meeting applicable technical standards • record-keeping • correctly labelling with the regulatory compliance mark. <p>Maintaining appropriate and effective ACMA mandatory technical standards contributes to telecommunications infrastructure providers having confidence that they are appropriately authorised and enabled to provide communications services.</p>			
<p>Rationale</p> <p>This measure provides a long-term qualitative assessment of the effectiveness of our equipment regulation activities to appropriately mitigate the risk of harm to communications networks and people using or working on those networks.</p>			
<p>Method</p> <p>We will undertake a qualitative assessment of our equipment regulation reform program and its continued impact to establish whether equipment regulation appropriately mitigates the risk of harm to networks and people using or working on those networks. This includes equipment regulation reports being actioned in accordance with our regulatory functions and that the reform program demonstrates that:</p> <ul style="list-style-type: none"> • equipment regulation appropriately reflects Australian safety standards • existing instruments are reviewed with industry, including electrical safety regulators in states and territories being consulted about any proposed changes. 			
<p>Data/Information sources: Consultation packages, internal documentation and legislative instruments.</p>			
<p>PBS links: Outcome 1, Program 1.1: Communications regulation, planning and licensing.</p>			
<p>Regulator performance principle: Risk based, and data driven.</p>			

Performance measure 3.3: Numbering services are available 99% of the time and 99.9% of transactions are processed within 5 seconds

2024–25	2025–26	2026–27	2027–28
Numbering services are available 99% of the time and 99.9% of transactions are processed within 5 seconds	Numbering services are available 99% of the time and 99.9% of transactions are processed within 5 seconds	Numbering services are available 99% of the time and 99.9% of transactions are processed within 5 seconds	Numbering services are available 99% of the time and 99.9% of transactions are processed within 5 seconds
<p>Description</p> <p>The ACMA is responsible for managing Australia’s phone number system. We provide phone numbers to telecommunications providers that then provide those numbers to their customers.</p> <p>This target is output-based and provides a long-term quantitative assessment of our numbering services by measuring the extent to which the numbering service is available to the telco industry and the time taken to process transactions. The numbering allocation system and services are contracted to ZOAK Solutions to perform these functions on behalf of the ACMA.</p>			
<p>Rationale</p> <p>The target enables the ACMA to report its performance against the measure by assessing the availability of ACMA’s numbering services to industry. The measure of the availability of ACMA’s numbering services to industry contributes to telecommunications infrastructure providers having confidence that they are appropriately authorised and enabled to provide communications services.</p>			
<p>Method</p> <p>We will make a quantitative assessment of information provided by ZOAK Solutions on a monthly basis about the percentage of time the numbering service is available, and the percentage of transactions processed within 5 seconds. The annual assessment will be based on the 12 monthly assessments.</p>			
<p>Data/Information sources: Monthly performance reports provided by ZOAK Solutions.</p>			
<p>PBS links: Outcome 1, Program 1.1: Communications regulation, planning and licensing.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Key activity 2: Build consumer trust in the use of communications content and services

The ACMA's activities contribute to Australian consumers having confidence in the content and services available to them.

Performance objective 4: The ACMA is responsible for delivering activities that contribute to Australian consumers having confidence in the content and services available to them

We do this by:

- regulating the communications and media services sector to ensure it follows rules set in legislation, industry codes and standards, and licences
- conducting research, performance analysis and reporting relating to media content and services, including complaints, compliance, network reliability and service standards
- issuing and managing broadcast content licences and community broadcasting licences
- investigating media content and service providers and, if necessary, taking compliance and enforcement actions.

Our performance objective aligns directly to both the intermediate impact the key activity is aiming to achieve – of Australians having trust and confidence in the content and services available to them – and the activities the ACMA delivers to achieve that impact.

Performance measure 4.1: Australians' usage of communications services			
2024–25	2025–26	2026–27	2027–28
95% of Australian adults are connected	95% of Australian adults are connected	95% of Australian adults are connected	95% of Australian adults are connected
<p>Description</p> <p>Our annual consumer survey tracks changes in the ways Australians engage with media and communications services and the confidence that consumers have in the content and services available to them.</p>			
<p>Rationale</p> <p>The ACMA's vision is for a connected, informed and entertained Australia. This long-term quantitative measure uses consumer survey data to assess the extent that Australian adults are connected and informed.</p>			
<p>Method</p> <p>From 2024–25, 2 independent measures each need to reach 95% to achieve the target. They are proxies that relate to connection – the proportion of Australian adults who accessed the internet in the past 6 months and the proportion of Australian adults who have used a mobile phone for communication in the past 6 months.</p> <p>We will agree on the survey processes and procedures with the research consultant each year, including the sample size, error rates, weighting methods and sample quality. For all annual consumer surveys, the sample is representative of Australian adults, and a probability-based panel or Computer Assisted Telephone Interviewing (CATI) research design is required.</p>			
<p>Data/Information sources: Annual consumer survey data.</p>			
<p>PBS links: Outcome 1, Program 1.2: Consumer safeguards, education and information.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance measure 4.2: The NSER data checking service is available to the wagering industry 99.5% or more of the time for the year

2024–25	2025–26	2026–27	2027–28
The NSER data checking service is available to the wagering industry 99.5% or more of the time for the year	The NSER data checking service is available to the wagering industry 99.5% or more of the time for the year	The NSER data checking service is available to the wagering industry 99.5% or more of the time for the year	The NSER data checking service is available to the wagering industry 99.5% or more of the time for the year
<p>Description</p> <p>The ACMA administers BetStop – the National Self-Exclusion Register™ (NSER), which allows Australians to self-exclude from all licensed interactive wagering services for 3 months or more. The wagering industry queries the register to stop or not start providing services to those individuals. Our performance measure is tied to the availability of the industry-facing service, as this is the core aspect that enables licensed interactive wagering providers to action an individual’s request to self-exclude. This supports the policy intent of the project by reducing the extent of gambling harm in the community and will provide confidence to consumers that their decision to self-exclude will be supported by the service.</p>			
<p>Rationale</p> <p>The measure provides a long-term quantitative assessment of our performance in providing the national self-exclusion service. It is output-based and measures the availability of the data-checking service to industry.</p>			
<p>Method</p> <p>We will assess the availability of the data-checking service using a quantitative assessment of performance indicator data provided by the register operator on a monthly basis. This will identify the percentage of time each month that the data-checking service was available and will be used to calculate the availability across the year.</p>			
<p>Data/Information sources: Monthly performance reports and incident notifications provided by the register operator, IXUP Limited.</p>			
<p>PBS links: Outcome 1, Program 1.2: Consumer safeguards, education and information.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance measure 4.3: The DNCR is available to the Australian public 99.5% or more of the time

2024–25	2025–26	2026–27	2027–28
The DNCR is available to the Australian public 99.5% or more of the time	The DNCR is available to the Australian public 99.5% or more of the time	The DNCR is available to the Australian public 99.5% or more of the time	The DNCR is available to the Australian public 99.5% or more of the time
<p>Description</p> <p>The Do Not Call Register (DNCR) is a secure database where individuals and organisations can register, check or remove their Australian telephone, mobile and fax numbers to opt-out of receiving most unsolicited telemarketing calls and faxes. The ACMA is responsible for establishing and overseeing the DNCR and has contracted IVE Group Australia Pty Ltd to provide the service.</p>			
<p>Rationale</p> <p>This performance measure is output-based and provides a long-term quantitative assessment of the availability of a service that enables industry to meet its obligations under the Do Not Call Register Act. Achieving the measure demonstrates that the ACMA’s DNCR activities contribute to Australian consumers’ confidence in the content and services available to them.</p>			
<p>Method</p> <p>We will make a quantitative assessment on the availability of the DNCR to the Australian public on a monthly basis. The annual assessment will be made based on the 12 monthly assessments.</p>			
<p>Data/Information sources: Monthly performance reports provided by IVE Group.</p>			
<p>PBS links: Outcome 1, Program 1.2: Consumer safeguards, education and information.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance measure 4.4: Investigations undertaken are completed within the target timeframe

2024–25	2025–26	2026–27	2027–28
90% of investigations are completed within 6 months, 95% within 12 months and 100% within 18 months of commencement	90% of investigations are completed within 6 months, 95% within 12 months and 100% within 18 months of commencement	90% of investigations are completed within 6 months, 95% within 12 months and 100% within 18 months of commencement	90% of investigations are completed within 6 months, 95% within 12 months and 100% within 18 months of commencement
<p>Description</p> <p>We investigate and enforce compliance with rules set in legislation, industry codes and standards, and licences.</p> <p>Investigations commonly arise through complaints we receive and our assessment of the risk to Australians. The complexity of the investigations – which include novel issues, technical matters, external advice, large amounts of data, and/or multiple parties with relevant information – can vary, affecting the time required to conduct each investigation.</p>			
<p>Rationale</p> <p>This measure provides a long-term quantitative assessment of the efficiency of our investigation of media and content services.</p> <p>It is important that the measure can accommodate a range of complexities so it does not act as a potential disincentive to consider and conduct investigations into high risk and complex matters. Accordingly, we have revised the investigative performance measure for 2024–25 onward. The revised measure is more robust as it requires 100% of investigations to be completed within 18 months, whereas the 2023–24 measure had no ‘backstop’ for 5% of investigations.</p> <p>It is a proxy measure of efficiency.</p>			
<p>Method</p> <p>The number of investigations completed within 6 months being opened will be divided by the total number of investigations in the reporting period to establish a percentage of investigations completed within 6 months.</p>			
<p>Data/Information sources: Internal investigation records.</p>			
<p>PBS links: Outcome 1, Program 1.2: Consumer safeguards, education and information.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance objective 5: The ACMA's activities contribute to Australian consumers having access to diverse media content and services

We are responsible for compliance and enforcement of media content and services. This includes monitoring industry follows the rules set in legislation, industry codes and standards and licences. If a regulated entity does not comply with their obligations, a range of enforcement tools can be used, consistent with our published compliance and enforcement policy. We are also responsible for broadcasting licensing and renewal decisions for the media content and services industry.

This performance measure directly aligns to and measures the intermediate impact of Australian consumers having access to diverse media and contact services.

Performance measure 5.1: Enforcement decisions to accept or give agreed measures, enforceable undertakings (EUs) or remedial directions, or to seek injunctions deliver improved compliance by the relevant regulated entity			
2024–25	2025–26	2026–27	2027–28
90% of deadlines met	90% of deadlines met	90% of deadlines met	90% of deadlines met
<p>Description</p> <p>Under our compliance and enforcement policy, we adopt a strategic risk-based approach, which recognises that breaches of the rules established by Acts and instruments will be dealt with effectively and efficiently. We take regulatory action commensurate with the seriousness of the breach and the level of harm.</p>			
<p>Rationale</p> <p>The measure measures how effective we have been in supporting behavioural change in non-compliant entities by assessing whether entities complied with the obligations set out in agreed measures, enforceable undertakings (EUs), remedial directions, or injunctions.</p> <p>Those obligations will have been designed to contribute to improved compliance over time by the entity.</p> <p>This measure is a long-term quantitative assessment of our effectiveness in achieving the intermediate impact of Australians having access to diverse media content and services.</p>			
<p>Method</p> <p>We will identify each entity subject to agreed measures, EUs, remedial directions or injunctions that are required to be reported to the ACMA. We will identify the number of obligations that were complied with to determine whether the imposition of enforcement actions is delivering improved compliance.</p>			
<p>Data/Information sources: Internal records of agreed measures, EUs, remedial direction and injunctions.</p>			
<p>PBS links: Outcome 1, Program 1.2: Consumer safeguards, education and information.</p>			
<p>Regulator performance principle: Collaboration and engagement.</p>			

Performance measure 5.2: Community broadcasting licence renewal decisions are made within the statutory timeframes

2024–25	2025–26	2026–27	2027–28
100% of decisions made within statutory timeframes	100% of decisions made within statutory timeframes	100% of decisions made within statutory timeframes	100% of decisions made within statutory timeframes
<p>Description</p> <p>The ACMA is responsible for community broadcasting licensing and renewal decisions. Community broadcasting plays an important role in Australia, delivering content that is diverse and relevant to the local community. The goals of community broadcasters are to:</p> <ul style="list-style-type: none"> • promote a diverse range of broadcasting for the Australian public • develop and reflect Australian identity, character and cultural diversity • provide local content. 			
<p>Rationale</p> <p>The effectiveness of our activities can be assessed by the extent to which community broadcasting licence renewal decisions meets statutory timeframes. Achieving the measure demonstrates that our activities are delivered efficiently and support Australians’ access to diverse media content and services.</p> <p>This measure provides a long-term quantitative assessment of our activities and is a proxy efficiency measure of performance.</p>			
<p>Method</p> <p>We will use a quantitative assessment of whether community broadcasting licence renewal decisions were made within the statutory timeframes. We will identify licences due to expire in the relevant financial year and the relevant renewal applications and compare the date the renewal decisions were made to the licence expiry dates.</p>			
<p>Data/Information sources: Records of licence renewal applications.</p>			
<p>PBS links: Outcome 1, Program 1.2: Consumer safeguards, education and information.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance measure 5.3: Media control notifications and captioning order applications are processed within statutory timeframes

2024–25	2025–26	2026–27	2027–28
100% of notifications and applications processed within statutory timeframes	100% of notifications and applications processed within statutory timeframes	100% of notifications and applications processed within statutory timeframes	100% of notifications and applications processed within statutory timeframes
<p>Description</p> <p>The ACMA is responsible for monitoring and enforcing statutory control and media diversity rules, including managing registers with information about the control of media operations. We are also responsible for processing applications for target reduction or exemption orders from captioning obligations by broadcasters.</p>			
<p>Rationale</p> <p>This measure provides a long-term qualitative assessment of our media control activities and management of captioning order applications by measuring if we process notifications and applications in statutory timeframes. It is a proxy measure of efficiency.</p>			
<p>Method</p> <p>We will compare the date that media control notifications and captioning applications were received with the date the notifications/applications were processed to assess if we met timeframes.</p>			
<p>Data/Information sources: Notification and application records.</p>			
<p>PBS links: Outcome 1, Program 1.2: Consumer safeguards, education and information.</p>			
<p>Regulator performance principle: Continuous improvement and building trust.</p>			

Performance measure 5.4: Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received

2024–25	2025–26	2026–27	2027–28
Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received	Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received	Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received	Annual compliance results for Australian content and captioning reporting are finalised within 6 months of reports being received
<p>Description</p> <p>Certain broadcasters are required to broadcast a minimum amount of Australian content and report to the ACMA annually. There are also rules about showing captions on some programs that broadcasters must report to the ACMA each year. We use this data to prepare and release the following reports:</p> <ul style="list-style-type: none"> • content compliance report (metropolitan networks) • content compliance report (regional networks) • free-to-air broadcasters and subscription TV licensees captioning compliance report. 			
<p>Rationale</p> <p>The measure provides a long-term quantitative assessment of our efficiency by assessing whether we completed annual compliance results within 6 months of receipt of industry information.</p>			
<p>Method</p> <p>We will compare the dates when industry data was received with the dates the results were finalised to assess whether the annual compliance results for Australian content and captioning reporting were finalised within 6 months.</p>			
<p>Data/Information sources: Annual compliance results and internal documentation.</p>			
<p>PBS links: Outcome 1, Program 1.2: Consumer safeguards, education and information.</p>			
<p>Regulator performance principle: Collaboration and engagement.</p>			

Appendix A: Detailed changes to performance information

The following table describes changes made to the 2024–25 corporate plan performance framework, compared to the 2023–24 corporate plan.

Table 1: Updates to performance information for 2024–25

2023–24 corporate plan performance framework	Updates made to 2024–25 corporate plan performance framework
Key activity 1: Support an efficient and reliable communications infrastructure	No change
Key activity 2: Build consumer trust in the use of communications content and services	No change
Performance measure 1.1: The ACMA's spectrum planning, allocation and licensing activity meets the needs of the communications industry	Amended to <i>Performance objective 1: The ACMA's spectrum planning, allocation and licensing activity meets the needs of the communications industry.</i>
Performance measure 1.2: The ACMA's contribution to the international spectrum framework supports the needs of the Australian communications industry	Amended to <i>Performance objective 2: The ACMA's contribution to the international spectrum framework supports the needs of the Australian communications industry.</i>
Performance measure 1.3: The ACMA's activities contribute to telecommunications infrastructure providers having confidence that they are appropriately authorised and enabled to provide communication services	Amended to <i>Performance objective 3: The ACMA's activities contribute to telecommunications infrastructure providers having confidence that they are appropriately authorised and enabled to provide communication services.</i>
Performance measure 2.1: The ACMA's activities contribute to Australian consumers having confidence in the content and services available to them.	Amended to <i>Performance objective 4: The ACMA is responsible for delivering activities that contribute to Australian consumers having confidence in the content and services available to them.</i>
Performance measure 2.2: The ACMA's activities contribute to Australian consumers having access to diverse media content and services.	Amended to <i>Performance objective 5: The ACMA's regulatory activities contribute to Australian consumers having access to diverse media content and services.</i>
Performance measure 2.3: The ACMA's activities contribute to Australians' access to a competitive telecommunications market.	Performance measure has been discontinued as the performance measurement required improvement. A new methodology to monitor the ACMA's performance will be used in the 2025–26 corporate plan.
Performance measure targets	Targets amended to stand-alone performance measures instead of assessment based on the use of composite performance measures. Table 2 below maps 2023–24 corporate plan targets to 2024–25 corporate plan performance measures.

2023–24 corporate plan performance framework	Updates made to 2024–25 corporate plan performance framework
Target 1.1.2: The progress of delivering the spectrum management work program is published every 6 months.	To provide more meaningful performance information, target has been incorporated into <i>Performance measure 1.1: The spectrum management work program is informed by ACMA's consultation with spectrum users, industry and government.</i>
Target 1.2.2: The ACMA's international engagement activities at ITU-R and regional meetings support Australia's interests.	Target has been discontinued as the performance measurement required improvement. The ACMA's performance in relation to international engagement activities will be measured via <i>Performance measure 2.1: Australia's international engagement strategies are informed by the ACMA's consultation with industry and government.</i>
Target 2.1.1: 80% or more of surveyed consumers report having confidence in the content and services available to them.	This target was introduced in 2023–24. Analysis of the results indicated uncertainty among surveyed Australians about the meaning of 'confidence' as it relates to content and services. The underlying methodology has been revised to more meaningfully assess consumer sentiment, and the target has been amended to <i>Performance measure 4.1: Australians' usage of communications services.</i> Note: This performance measure was published in the 2024–25 Portfolio Budget Statements as 'Australian adults are connected and informed' with a target of '95% of Australian adults are connected and informed'. This performance measure has been updated to focus on the extent which Australians have access to communications services, with a target that 95% of Australian adults are connected. The performance measure will be updated in the 2024–25 PAES.
Target 2.1.4: 95% or more of investigations undertaken are completed within 6 months of the investigation being opened.	Methodology has been revised to more meaningfully assess efficiency in undertaking investigations, and the target has been amended to <i>Performance measure 4.4: Investigations undertaken are completed within target timeframes.</i>
Target 2.1.5: The ACMA's compliance priorities concerning media and content services are on track.	Target has been discontinued as the performance measurement required improvement. A new methodology to monitor the ACMA's performance will be used in the 2025–26 corporate plan.
Target 2.3.1: The ACMA's compliance priorities concerning telecommunications services are on track.	Target has been discontinued as the performance measurement required improvement. A new methodology to monitor the ACMA's performance will be used in the 2025–26 corporate plan.

2023–24 corporate plan performance framework	Updates made to 2024–25 corporate plan performance framework
Target 2.3.2: Enforcement decisions to accept or give agreed measures, EUs, remedial directions or injunctions deliver improved compliance by the relevant regulated entity.	To provide more meaningful performance information, target has been incorporated into <i>Performance measure 5.1: Enforcement decisions to accept or give agreed measures, enforceable undertakings (EUs) or remedial directions, or to seek injunctions deliver improved compliance by the relevant regulated entity.</i>

Table 2 maps targets in the 2023–24 corporate plan to 2024–25 corporate plan performance measures.

Table 2: 2023–24 targets mapped to 2024–25 performance measures

2023–24 corporate plan target	2024–25 corporate plan performance measures
1.1.1	Performance measure 1.1
1.1.2	Discontinued – refer Table 1 above
1.1.3	Performance measure 1.2
1.1.4	Performance measure 1.3
1.1.5	Performance measure 1.4
1.2.1	Performance measure 2.1
1.2.2	Discontinued – refer Table 1 above
1.3.1	Performance measure 3.1
1.3.2	Performance measure 3.2
1.3.3	Performance measure 3.3
2.1.1	Performance measure 4.1
2.1.2	Performance measure 4.2
2.1.3	Performance measure 4.3
2.1.4	Performance measure 4.4
2.1.5	Discontinued – refer Table 1 above
2.2.1	Performance measure 5.1
2.2.2	Performance measure 5.2
2.2.3	Performance measure 5.3
2.2.4	Performance measure 5.4
2.3.1	Discontinued – refer Table 1 above
2.3.2	Discontinued – refer Table 1 above



Part 2

eSafety Commissioner corporate plan 2024–25

From the Commissioner



Building a safer online future for all Australians

The digital landscape is constantly evolving, and with it, the opportunities and challenges of online interaction in all its forms. At the eSafety Commissioner, our goal is to ensure a safer and more positive online experience for all Australians. This corporate plan outlines our strategic direction for the reporting periods 2024–25 to 2027–28, building on the firm foundations laid in previous years.

A maturing regulator, a proactive approach

We are maturing as an organisation, now wielding a comprehensive set of powers to protect Australians online. This includes world-first initiatives, such as issuing legal notices to platforms under the Basic Online Safety

Expectations that demand greater transparency about their safety measures. The information gleaned from these inquiries has been instrumental in exposing safety weaknesses and informing the development of industry codes and standards. These codes and standards establish baseline online safety principles that push the entire industry to significantly elevate its practices. Our approach is fundamentally one of prevention, protection, and proactive systemic change. This mantra informs everything we do.

We are not content to react; we are anticipating future threats. We conduct research to better understand how new and emerging technologies create online safety risks, including artificial intelligence and immersive experiences, keenly aware of the potential risks they pose. This foresight allows us to tackle issues head-on, mitigating harm before it escalates and, in the worst of cases, ruins lives.

Transparency, enforcement, and global collaboration

Extracting greater accountability from tech companies is a core focus. We have issued 19 notices to more than 30 platforms, demanding transparency around their safety practices. This surgical approach has yielded invaluable insights, allowing us to address specific weaknesses and improve safety across the industry.

Enforcement remains a crucial tool. Through our four complaints schemes, we use our remedial powers to directly address perpetrators, taking down harmful content such as deepfakes.

We are mindful, however, that the online environment is constantly shifting, demanding a broader range of enforcement actions in the future. We welcome the upcoming Online Safety Act review, which will allow us to refine our approach and make sure we have the necessary tools to tackle evolving threats, such as sextortion or violent and extreme material on social media platforms.

Collaboration on a global scale is paramount. We are leading the charge by establishing the Global Online Safety Regulators Network, which fosters international engagement and knowledge sharing. Chairing the network's inaugural year, we issued a landmark statement on the critical intersection between online safety and fundamental human rights. Our goal is to expand the network and develop a framework for global regulatory coherence, ensuring a unified approach to online safety across borders.

Other achievements and ongoing challenges

The past year has seen significant achievements. Our study on the gaming experiences of 2,000 young Australians aged 8–17 provided valuable insights into the positive and negative impacts of online gaming. The Online Gaming Study emphasised the importance of parental involvement in gaming, as it leads to safer and more beneficial experiences. It also highlighted the need for a balanced approach to online gaming, recognising it as an opportunity for learning and development alongside its leisure aspects.

Our research into technology-facilitated gender-based violence is groundbreaking, and we are spearheading the development of the world's first national service to address this issue.

Our social media self-defence training gives women the skills and knowledge they need to navigate online spaces with greater confidence. The training teaches women how to use tech tools to manage their social media safely, report online abuse and protect their own wellbeing.

The challenges we face are complex. Financial sextortion perpetrated by organised crime demands a global response, requiring platforms to harden their defences against these malicious actors.

The global debate surrounding social media and children's mental health is a nuanced one, requiring an evidence-based approach that acknowledges the Australian experience may differ from other countries.

Let us not misconstrue the nature of our challenges. The perils presented by AI are not speculative; they are tangible, unfolding realities that affect Australians on a daily basis. It is with this foresight that we use our powers, addressing grievances as they arise and engaging with complaints from those impacted.

A call to action: Collective power for a safer online future

Australians have a collective responsibility to shape the online environment. Together, we can demand more from the technology industry, advocating for safer platforms and services that prioritise the well-being of users above all else.

We can choose to abandon unsafe platforms and demand better safety – by design – from the tech industry. eSafety has been advocating the concept of Safety by Design since 2018 and it is now gaining traction worldwide. We must continue to push for its implementation.

Most importantly, we need to engage with our children, fostering open communication about online safety. By working together – as individuals, as an industry, and as a global community – we can build a safer online future for all. The eSafety Commissioner is committed to playing its part in achieving this goal. We invite you to join us.



Julie Inman Grant
eSafety Commissioner

About us

About the eSafety Commissioner

The eSafety Commissioner (eSafety) is Australia's independent regulator for online safety. We foster online safety by exercising our powers under Australian Government legislation, primarily the *Online Safety Act 2021* (the Online Safety Act), to protect Australians from serious online harms.

Online harms are actions that take place wholly, or partially, online that can damage an individual's social, emotional, psychological, financial, or even physical safety. These harms can occur because of content, conduct, or contact.

The Online Safety Act governs the functions of eSafety and includes a world-leading initiative – the Basic Online Safety Expectations – as well as the development of industry codes or standards to regulate illegal and restricted content. The Act also includes four complaint-based schemes (the Adult Cyber Abuse Scheme, the Cyberbullying Scheme for children, the Image-Based Abuse Scheme, and the Online Content Scheme for illegal and restricted content) and gives eSafety powers to limit access to abhorrent violent conduct material during an online crisis event.

The eSafety Commissioner is an independent statutory office holder supported by staff from the ACMA. In line with the Australian Government's Statement of Expectations and eSafety's Statement of Intent, the eSafety Commissioner has prepared Part 2 of this corporate plan consistent with the PGPA Act and related legislation and guidance.

Purpose

To help safeguard all Australians from online harms and to promote safer, more positive online experiences.

Vision

Through prevention, protection and proactive systemic change, Australians are supported and empowered to engage more safely online, and globally industry is enabled to meet legislated safety expectations.

Values

Our culture and values support us to achieve our purpose, now and into the future. We are committed to the Australian Public Service (APS) values of being impartial, committed to service, accountable, respectful, and ethical.

Complementing the APS values, we have developed our own eSafety-specific values.

Innovation – challenging the status quo and doing things differently to lead the world to a safer online environment.

Empowerment – providing skills and knowledge to Australians so they have positive online interactions and know what to do when they encounter online harm or feel unsafe online.

Compassion – supporting Australians through difficult online experiences, providing help in an inclusive, empathetic and respectful way.

Fairness – approaching our work ethically and transparently, in a considered, fair and proportionate manner, informed by evidence and research.

Collaboration – genuinely connecting with partner organisations and industry bodies, cooperating, and sharing information, insights and expertise.

Excellence – providing online safety leadership on behalf of the Australian Government, ensuring we always have the Australian people in mind when improving and delivering our regulatory services and functions.

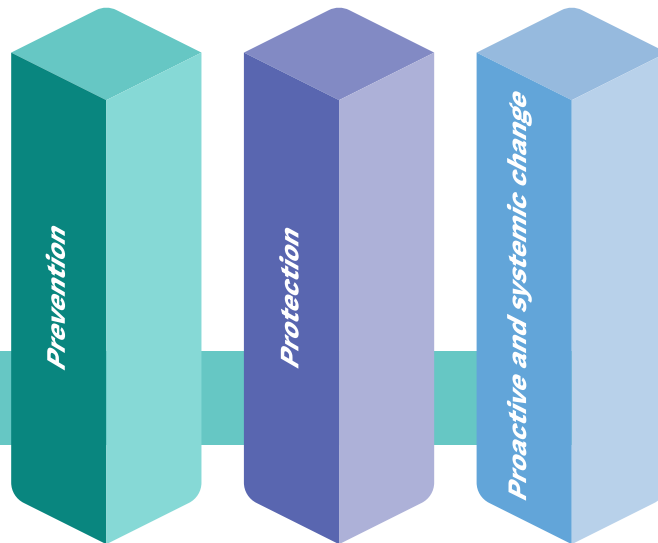
Our key activities

We achieve our purpose through three key pillars

Prevention: eSafety designs and delivers educational materials to prevent online harms, working with key sectors and community members to build user capability and resilience.

Protection: eSafety alleviates online harms through our investigations and regulatory schemes, in response to reported and identified harms.

Promoting proactive and systemic change: eSafety implements and enforces industry regulatory measures to drive proactive and systemic change in online safety.



Further information on our strategic priorities can be found in the Australian Government's [Statement of Expectations](#) and our corresponding [Statement of Intent](#), and the [eSafety Strategy 2022–25](#).

Corporate planning framework

<p>The environment</p> <p>The global, domestic, technical, regulatory and fiscal factors that affect our work.</p>	<p>Purpose</p> <p>To help safeguard Australians at risk from online harms and to promote safer, more positive online experiences.</p>		
	<p>Vision</p> <p>Through prevention, protection and proactive systemic change, Australians are supported and empowered to engage more safely online, and globally industry is enabled to meet legislated safety expectations.</p>		
	<p>Key activity 1 - Prevention</p> <p>eSafety designs and delivers educational materials to prevent online harms, working with key sectors and community members to build user capability and resilience.</p>	<p>Key activity 2 - Protection</p> <p>eSafety alleviates online harms through our investigations and regulatory schemes, in response to reported and identified harms.</p>	<p>Key activity 3 - Proactive and systemic change</p> <p>eSafety implements and enforces industry regulatory measures to drive proactive and systemic change in online safety.</p>
	<p>Capabilities</p> <p>Activities that enable us to deliver on our purpose.</p>		

Our environment

Australians are among the world's most active Internet users¹. More of us go online to study, work, communicate, socialise, shop, play and access services than ever before. While the online world offers many benefits, it also exposes us to increased risk of online harms.

Technological advances, such as machine learning, artificial intelligence (AI), and immersive technologies are expanding our online connections, communication, entertainment, sharing, and learning. However, they also introduce new possibilities for misuse.

eSafety is responsible for keeping Australians safe from various forms of online abuse and illegal and restricted content. But the online harms facing Australians extend beyond these dangers.

To achieve effective outcomes, we also work closely with our partners across government and industry. We work collaboratively on matters relating to cyber security incidents, scams, privacy, and data breaches which are handled by the Australian Cyber Security Centre (ACSC), Scamwatch and the Office of the Australian Information Commissioner (OAIC).

We are also a member of the Digital Platform Regulators' Forum (DP-REG), which brings together eSafety, the ACMA, the OAIC, and the Australian Competition and Consumer Commission (ACCC) to support a streamlined and cohesive approach to regulating digital platforms.

We monitor the evolving online safety landscape and adapt our strategies accordingly. This corporate plan outlines our approach to 2028 and beyond, taking the changing environment into account.

Global environment

We operate in a complex, rapidly changing and interconnected technological world.

Most of the companies and industry sectors we regulate under the Online Safety Act are based overseas. While Australia remains a pioneer in online safety, major pieces of online safety legislation have now been debated and passed around the world. The European Union's Digital Services Act is now in force, as is the United Kingdom's Online Safety Act. These new laws aim to regulate the systems and processes of online services and impose major penalties for non-compliance. Other jurisdictions in Europe, the Asia-Pacific, and the Americas have either already enacted or are debating online safety laws.

Global negotiations involving governments and multilateral bodies will shape the way the digital ecosystem and emerging technologies are governed. This includes the UN Global Digital Compact, the Organisation for Economic Co-operation and Development (OECD), the UN Cybercrime Convention and the UN Report on AI Governance. Several national elections in 2024–25 may also influence online safety and technology policies, particularly with respect to online harassment and AI-generated deepfakes.

Many governments and international organisations are taking steps to address issues such as child sexual exploitation and abuse, and technology-facilitated gender-based violence, and are making strides in tackling AI safety.

¹ Australian Competition and Consumer Commission, December 2023, Internet Activity Report – Period ending 30 June 2023 (accg.gov.au)

To support a cohesive and interoperable international regulatory environment that promotes proactive change and regulatory impact, we continue to share our experience with like-minded governments and their regulatory agencies to promote human rights-based online safety regulation. As a member of the Global Online Safety Regulators Network (GOSRN), established in 2022 to enhance regulatory cohesion around the world, we exchange knowledge and experiences. eSafety chaired GOSRN's inaugural year with current membership including regulators from Fiji, France, Ireland, South Africa, South Korea and the United Kingdom, with observers from Canada, Germany and New Zealand.

Tech environment

The tech industry is constantly changing. As new technologies emerge and existing ones evolve, so do the risks they pose. We are expanding our educational resources and regulatory approaches to keep pace with the shifting landscape. We are harnessing data and insights to better understand how online services and platforms are being misused; conducting research and scanning the horizon for emerging online safety challenges; and looking for opportunities for technology to enhance safety. You can find our position papers on technology trends and challenges at [Tech trends and challenges | eSafety Commissioner](#). Ongoing areas of focus include:

Generative AI

Generative AI is a term used to describe the process of using machine learning to create digital content, such as new text, images, audio, video and multimodal simulations of experiences. Recent advancements have rapidly improved the quality, speed and capabilities of generative AI tools which can enhance online safety. This includes detecting and moderating harmful online material more effectively at scale and enhancing learning opportunities and digital literacy skills.

At the same time, threats related to generative AI are not just theoretical – real world harms are already present. These harms can occur unintentionally because of flaws in the data or models used, or intentionally through human misuse. Such misuse can create:

- highly realistic child sexual exploitation and abuse material, which may be entirely synthetic or based on images of real children
- deepfake videos depicting individuals in situations and activities that never happened
- large amounts of authentic-seeming content at-scale for the purpose of bullying, abusing, or manipulating a target.

Generative AI is being incorporated into major search engines and social media services, with full integration across the digital ecosystem expected in the future.

eSafety's ongoing work to address the online safety risks of generative AI includes:

- Consultation with stakeholders developing or integrating generative AI, building on our [position statement](#), published in August 2023. This statement outlines Safety by Design measures applicable to each step of the generative AI lifecycle.
- Progressing relevant industry codes and standards. In September 2023, the Commissioner registered the industry-drafted [Internet Search Engine Services Online Safety Code](#). This code, effective from March 2024, outlines specific generative AI measures to minimise and prevent the generation of synthetic class 1A material (such as child sexual exploitation material) on internet search engine services. In June 2024, the Commissioner registered the [Online Safety \(Designated Internet Services – Class 1A and Class 1B Material\) Industry Standard 2024](#), which contains further measures for some generative AI services.
- [Taking regulatory action](#) to facilitate the removal of AI-generated material that meets the definitions of cyberbullying, cyber abuse, image-based abuse, or class 1 content (such as child sexual exploitation material).

- Educating the public and professionals about online safety considerations for generative AI through our website and professional learning programs.
- Working with Australian Government agencies, including the Department of Industry, Science and Resources, the Department of Education, and the Digital Platforms Regulators Forum, to clarify and strengthen existing regulatory frameworks which apply to AI.

Immersive experiences and the metaverse

Immersive technologies, including augmented reality (AR), mixed reality (MR), and virtual reality (VR), create realistic artificial environments. These environments present both exciting opportunities and significant risks.

The 'metaverse' has emerged from advancements in these technologies. Although there is no single definition, it is generally agreed the metaverse will consist of networks of 3D virtual spaces where anyone can interact simultaneously and maintain a continuous identity. The metaverse, enabled by immersive technologies, has the potential to transform how people learn, communicate, create, and experience using new technologies.

The adoption extent, pace and form of these technologies are still evolving. It is important to consider safety guardrails and good governance from the outset and incorporate them into new developments throughout the product development and deployment lifecycle through Safety by Design.

eSafety's ongoing work to mitigate the online safety risks of immersive and related technologies includes collaboration with global multi-sector stakeholder groups to anticipate and prevent online harms in the metaverse. This work builds on:

- our position statement on immersive technologies, published in December 2020
- our annual gift guide, which includes practical safety advice for parents and others who are considering giving children headsets and other immersive technologies
- our research on Australian adults' experiences in virtual reality and the metaverse, published in December 2023.

Recommender systems

Recommender systems, also known as content curation systems, prioritise and suggest personalised content to users of online services. The heart of these systems is the recommender algorithm, the set of computing instructions that determines what a user sees.

These systems can have positive or negative outcomes. For example, they can recommend content similar to what a user has viewed previously, leading to interesting, entertaining or valuable discoveries. However, if a user engages with potentially harmful content, the system might show them more of the same or increasingly harmful material.

Recommender systems can make content go viral, spreading it quickly and widely. This can encourage harmful behaviour, such as dangerous challenges and online pile-on attacks against targeted people. These systems can also amplify misinformation and extreme views by only showing content that reinforces what a user has seen before.

eSafety is working to address the online safety risks of recommender systems. This includes using our regulatory powers and collaborating with key stakeholders, such as our partnership with the Stanford Social Media Lab, to create resources on algorithmic literacy for young people. This work builds on:

- our position paper on algorithms and recommender systems, published in December 2022
- the Digital Platforms Regulators Forum's 2023 working paper on the harms and risks associated with algorithms
- the Basic Online Safety Expectations regulatory guidance and the published findings from transparency notices.

Age-appropriate design

Tech developments, especially those involving AI, do not exist in isolation. They can interact and potentially increase risks to children. For example, companies building metaverse platforms may use AI to create realistic immersive environments and non-player characters at scale. Creators may use AI to generate images, sounds, or content – or to engage in conduct or contact – that is not appropriate or safe for children. User engagement with this content will produce a trove of sensitive personal data (including physiological responses like pupil dilation, flushing, and heart rate in response to certain interactions), which may be fed to algorithms to serve those users with recommendations for similar or targeted content. This context makes age-appropriate design even more important.

To design and provide age-appropriate online spaces and experiences, companies need to accurately determine their users' age or age range and apply appropriate safety and privacy settings. This requires them to use age assurance, an umbrella term for age verification and estimation technologies.

eSafety is working on promoting age-appropriate design. This includes global and domestic collaboration on age assurance, as well as developing the second phase of industry codes and standards. These will aim to prevent and address children's access to class 2 material, such as online pornography. This work builds on:

- our 2023 [roadmap and background paper](#) on age verification and complementary measures to prevent and mitigate harms to children from online pornography
- our [2024 issues paper](#) on age assurance
- the Basic Online Safety Expectations [regulatory guidance](#) on preventing children's access to class 2 material, and responses to transparency reporting from service providers about their use of age assurance.

Fiscal environment

The 2024–25 Portfolio Budget Statements provides eSafety with funding of \$55.2m and an average staffing level cap of 185 to meet its current obligations.

Regulatory environment

The Online Safety Act directs the ongoing work of eSafety. This includes our role in developing industry codes or the determination of industry standards, our investigation and take-down schemes, and exercising our powers related to the Basic Online Safety Expectations.

On 22 November 2023, the Minister for Communications, the Hon Michelle Rowland MP, announced a planned review of the Online Safety Act was being brought forward. This independent review, led by Ms Delia Rickard PSM, is due to submit its final report to the Australian Government by 31 October 2024. The outcomes of the review may have a significant impact on the work of eSafety.

There are also several areas of potential reform which may also affect eSafety and our work. These include:

- The Australian Government has introduced legislation to criminalise the creation and non-consensual distribution of deepfake pornography.
- Governance mechanisms to ensure generative AI is developed and deployed safely and responsibly.
- Outcomes of the public consultation on the second stage reforms to the National Classification Scheme held during the first half of 2024.

- Proposed changes to the Privacy Act 1988, including a Children’s Online Privacy Code and anti-doxxing laws.
- Consideration of hate speech laws by the Australian Government and at the State and Territory level.
- Potential new powers for the ACMA to gather information, register codes, and set standards related to disinformation and misinformation.
- The Australian Government’s call for digital platforms to adopt voluntary internal dispute resolution standards by July 2024.
- The Australian Government’s commitment to introduce new mandatory industry codes about scam activity, focusing on digital platforms and other services.
- The development of a voluntary online dating safety code by industry at the request of the Minister for Communications, by mid-2024.

Our response in this evolving environment

We have designed a fit-for-purpose operating model to help us foster our regulatory maturity and operate as efficiently and effectively as possible. This model outlines our functions, partnerships, and interactions with international governments and the Australian community. It supports eSafety in fulfilling our purpose and key activities.

Prevention

Through research, education, and training programs, we seek to prevent online harm from happening. We aim to provide Australians with the practical skills and confidence to be safe, resilient, and positive participants in the online world, and to know where to seek help when issues arise. Throughout the reporting period, we will continue to build on our education and outreach efforts by expanding our awareness and training programs, developing new resources, and driving global initiatives such as Safer Internet Day.

Protection

We support people experiencing online harms by administering four complaints and investigations schemes: the Adult Cyber Abuse Scheme, the Cyberbullying Scheme for Australian children, the Image-Based Abuse Scheme, and the Online Content Scheme for illegal and restricted content. These schemes compel the removal of abusive and harmful content, limiting the ability of perpetrators to continue their abuse. They also enable eSafety to take enforcement action against platforms and service providers that fail to comply with regulatory notices. Further information is available at [Regulatory schemes | eSafety Commissioner](#).

Proactive and systemic change

We use data from our complaints and investigations schemes, research, stakeholder consultations (including international governments, industry, academics and subject matter experts), and horizon scanning activities, to drive proactive and systemic change from the online industry.

The Online Safety Act provides for industry bodies or associations to develop enforceable codes to regulate certain types of harmful online material. The first phase of these industry codes and standards, completed in 2023-24, focused on reducing the risk of illegal content, such as child sexual abuse material. Six codes have now been registered and standards for the two remaining sectors of the online industry are in place.

The second phase of industry codes will address class 2 material, including adult pornographic material, as defined under the Online Safety Act. We expect that industry will submit draft codes for registration by the eSafety Commissioner during this reporting period. If a code does not provide appropriate community safeguards, the eSafety Commissioner will not register the code and is able to determine an industry standard instead. More information is available at [Industry codes | eSafety Commissioner](#).

We also have powers to require mandatory reporting from service providers on how they are meeting the Basic Online Safety Expectations and keeping Australians safe online. This obligation is enforceable with civil penalties. eSafety can publish statements about the extent to which services are meeting the Basic Online Safety Expectations. These powers are intended to promote greater transparency from service providers and hold them accountable for their users' safety. More information is available at [Basic Online Safety Expectations | eSafety Commissioner](#).

Our voluntary [Safety by Design](#) initiative encourages online platforms and services to prioritise user safety and rights from the outset, rather than retrofitting safeguards after the harm has been done. Safety by Design focuses on the ways technology companies can minimise online harms by anticipating, detecting and eliminating threats before they occur. This proactive and preventative approach focuses on embedding safety into the culture and leadership of an organisation. We have worked with industry and online safety stakeholders to develop guidance, principles, and tools for risk assessments, safety enhancements, and transparency improvements.

Our capability

Workforce capability

After sustained periods of continued growth in the size of eSafety's workforce and remit, our focus for 2024–25 will shift to enhancing our workforce's capability. We will finalise a framework and strategy that links capability planning to our objectives and values, focusing on staff retention, diversity, wellbeing, and reward and recognition programs.

As technology evolves rapidly, it is imperative our staff adapt and possess the diverse skills, knowledge, and agility to meet our current and future objectives.

We will align with the APS Reform agenda to improve our workforce capability and deliver the best results for the Australian people.

In accordance with section 184 of the Online Safety Act, eSafety's staff are employed under the ACMA Enterprise Agreement and made available to assist the eSafety Commissioner. We will continue to use the ACMA's frameworks and policies.

The APS Strategic Commissioning Framework is part of the Australian Government's commitment to reduce inappropriate outsourcing and strengthen the capability of the APS. In line with the Framework, and in partnership with the ACMA, during the reporting period we will apply the 7 Principles of the Framework with the aim of reducing outsourcing of core work. For further details refer to the ACMA's corporate plan in Part 1.

Diversity and inclusion

It is important our workforce reflects modern Australia so we can best serve all Australians. We have built a diverse workforce and will continue to invest in people that understand and represent the demographics of Australia more broadly. The skills and experience of our people are in high demand across private industry and government, so we must continue to attract, develop and retain a diverse and highly skilled workforce. We are committed to an inclusive workplace that values diverse experiences, backgrounds, and ways of thinking. We will support and contribute to the ACMA Reconciliation Plan, use affirmative measures recruitment when appropriate, and comply with APS Diversity and Inclusion Strategies.

Learning and development

We will implement a comprehensive learning and development framework that will continue to foster and build on an organisational culture of learning and skills transfer. This supports our strategic priorities, drives high performance, and builds individual and organisational capability. We will continue to leverage training opportunities from the ACMA program and the APS Academy. Given our unique profile and the technological complexity of our regulatory sphere, we will also need to harness expertise from the technology, academic, and non-governmental organisation (NGO) communities.

Wellbeing

We prioritise employee health and wellbeing, providing information, advice, and safe work environments.

We will implement a revised wellbeing plan during the reporting period, building on the eSafety Commissioner's approach to support psychosocial hazard and risk. This will address the risk to our staff from psychosocial hazards, including burnout, vicarious trauma, and adverse social effects from the emotionally demanding nature of our investigative and other frontline work.

For the duration of this reporting period, we will continue to support staff wellbeing by implementing flexible and modern work practices, mature risk monitoring systems, and dedicated wellbeing programs.

Technology and digital capability

Technology and digital capability are at the core of our operations at eSafety. They provide reliable and consistent support to our staff as we strive to achieve our purpose and key activities.

Our technology, digital and data strategies guide the priorities we need to deliver on our regulatory functions, enabling eSafety as a data-driven, technology enabled regulator. In 2024–25, we will progress important modernisation projects related to key systems, supported by Australia’s eSafety Strategy 2022-25 and the eSafety Corporate Plan 2024–25. We will continue to explore the potential for responsible and human-centric uses of AI and machine learning, within guidelines established by relevant Australian Government groups.

Through 2024–25 we will progress the following key programs of work:

Develop regulatory investigations technologies and technical capabilities

Technology enhances the operational efficiency of our regulatory functions. In 2024–25, we will continue to modernise our tools, focusing on rapid removal of content for victims of online harms (including violent extremism). We will also embed systems that support and streamline operation of the Basic Online Safety Expectations and enforcement of industry codes and standards. Central to the design and optimisation of regulatory technology at eSafety is our commitment to the psychosocial wellbeing of all staff exposed to harmful content and conduct. We will continue to grow our capability and maturity and prepare for the impacts of new and emerging technologies.

Enable eSafety as a data-driven organisation

We made strong progress on our Data and Information Management Roadmap in 2023-24. This reporting period, we will continue to develop our data governance and analytics capabilities. Data catalogues, dictionaries, and data use and sharing policies will support a modern and efficient rules-driven data platform. We will continue to enhance our data-driven and evidence-based decision making through governance bodies and internal collaboration.

Enhance core ICT delivery, governance and cyber security capabilities

We will continue to follow the government’s cloud-first approach, improving our delivery, scalability and flexibility by modernising key systems and implementing new cloud-based applications and technologies. Cyber security remains a priority, and we will align with the Essential Eight Maturity Model and Protective Security Policy Framework objectives through a strong focus in 2024–25 on technology planning and strategy.

Optimise public facing digital products, resources, and services

Our digital products, resources and services cater to eSafety’s diverse audiences. We will continue to provide accessible and user-friendly options, following best practice Web Content Accessibility Guidelines, user-centred design principles, and the Digital Transformation Agency Digital Services Standard. We will continue to make sure the public receives best practice online safety guidance and industry members understand their regulatory expectations and have access to Safety by Design support.

Strategic communications capability

In 2024–25, eSafety will grow its strategic communications functions and outcomes with the following key priorities:

Increasing awareness of eSafety with the Australian public

We aim to increase public awareness of our reporting schemes and our role in prevention, protection and promoting proactive and systemic change. This is crucial for our initiatives and programs to succeed. We will continue to review and improve search engine optimisation, expand marketing activities, support awareness-raising campaigns, and leverage strategic partnerships and stakeholder outreach.

Supporting regulatory measures

As our regulatory activities increase, so too does the need for communications support. In 2024–25, our strategic communications will bolster regulatory action by amplifying the role of regulation in keeping Australians safe and promoting industry compliance by increasing transparency of its actions towards building safer online spaces.

Risk management

eSafety's risk management culture

Effective risk management boosts performance, ensures sound governance, and supports good business decision making. We support our risk management culture through active risk engagement, good governance, risk awareness, and training.

Risk management framework

eSafety utilises the ACMA Risk Management Policy and Guide to give our staff broad policy direction and guidance. This policy aligns with the ISO 31000:2018 Risk Management – Guidelines, the requirements of the PGPA Act, and the Commonwealth Risk Management Policy. It includes oversight from the ACMA Audit and Risk Committee and the eSafety Risk and Compliance Committee. We have also developed an eSafety Risk Guide and eSafety-specific templates to support risk management activities. Our risk management processes define our objectives, recognise compliance requirements, identify potential opportunities, consider what may go wrong, and aim to prioritise, mitigate, and manage risks.

Regulatory risks

The Regulatory Advisory Committee (RAC) supports the eSafety Commissioner by providing advice about the use of key statutory powers, significant regulatory decisions, and potentially significant online harm and novel situations within the scope of our regulatory schemes. The RAC helps assess regulatory priorities over the planning cycle, safeguards consistency and objectivity, and ensures key regulatory decisions receive comprehensive input from relevant areas of eSafety.

eSafety's key risks

Key risks	Management response
Australians suffer from online harms	Complaints-based schemes for Australians experiencing online harms with clear regulatory guidance on their operation — Referral to appropriate support services — Education resources and programs to raise broader awareness of these services and to support all Australians including professional educators, parents, young people and those most at risk of online harms including women, First Nations people, people with disability, LGBTIQ+ and CALD communities — International engagement and collaboration with like-minded democratic governments and independent regulators — Basic Online Safety Expectations, Safety by Design and industry codes and standards
eSafety has insufficient resources to meet increasing regulatory responsibilities	Regular engagement between eSafety and the Minister for Communications and Department on anticipating staffing and resourcing needs — Senior Executive Group oversight — Program/project management discipline applied — A flexible, capable workforce operating under a regulatory model which allows for high levels of team support and/or provision of surge capacity — Best practice for regulators — Australian Government planning, reporting and transparency requirements — Deployment of additional operational resources, as required
Regulated entities do not comply with eSafety requests or compliance activities	Regulatory Advisory Committee — Alignment with Australian Government's Principles of regulator best practice — Engagement with industry forums and clear communication of expectations to regulated entities — Significant penalties and compliance measures available through the Online Safety Act
eSafety is unable to maintain effective stakeholder relationships	Regular meetings between eSafety and the Minister for Communications and across the Australian Government — Leadership, coordination and stakeholder engagement in key sectors such as education, mental health, domestic and family violence, and key community organisations — Consistent re-evaluation and prioritisation of stakeholder engagement — Building industry, community and internal capability through training and communities of practice — Improving data collection and analysis to assess impacts — Relationship management and coordination process and systems
eSafety is unable to effectively respond to emerging trends and global developments	Research and evaluation programs — Building intelligence pipelines and honing technical and forecasting capability — Global connections through various forums providing thought leadership and learning from evolving regulatory frameworks — Stakeholder engagement in key sectors such as education, domestic and family violence, and key community organisations

Key risks	Management response
eSafety staff are hurt while carrying out their duties	Workplace Health and Safety policies, training and governance established and maintained — Protocols enforced to prevent or minimise psycho-social harm or vicarious trauma — local and global partners — Business continuity management
eSafety resources are not used effectively	Australian Government planning, reporting and transparency requirements — Regular meetings between eSafety and the Minister for Communications — System of risk management and internal control — Internal audit program and independent Audit and Risk Committee — Increased focus on outreach and awareness raising activities
Our communication and information assets are compromised	System of risk management and internal control — Protective security, data breach and disaster recovery arrangements — Business continuity management Privacy management arrangements

Cooperation

Our work involves a wide spectrum of stakeholders, including young people, parents, carers, the technology industry, law enforcement agencies, the education sector, mental health services, non-government organisations and domestic and international regulators. None of us will achieve our goals without cooperation, collaboration and partnership.

As a small regulator, we invest strategically in partnerships that align with our vision and help us achieve our joint goals, at-scale. We build and nurture these partnerships at local, state, national and global levels, across various sectors.

Our engagement takes many forms. We collaborate with NGOs and other providers to promote best practice education, serve on boards and government forums, sponsor research, and work on joint educational campaigns and operational partnerships.

We maintain close relationships with law enforcement partners across Australia and formalise these arrangements via Memorandums of Understanding (MOUs). As online threats evolve, we are committed to keeping these MOUs current and fit for purpose.

With significant international efforts underway to regulate the digital environment, eSafety continues to engage with global counterparts. This engagement shapes discussions and decisions on the future of online safety and digital platform regulation and provides an opportunity to learn from other countries' approaches.

ACMA

The Online Safety Act establishes the eSafety Commissioner as an independent statutory office holder, supported by the ACMA.

The ACMA provides staff to fulfil the functions of eSafety under section 184 of the Online Safety Act as well as some corporate support services supplied under a Memorandum of Understanding. As eSafety staff, except for the Commissioner, are staff of the ACMA, they are covered by ACMA entitlements, protections and obligations.

While we operate separately from the ACMA, its support services are crucial to our ability to fulfill our purpose and deliver results.

Case studies

Trusted eSafety Provider program

eSafety partners with endorsed providers to deliver essential online safety education around Australia.

These Trusted eSafety Providers demonstrate online safety expertise, promote best-practice approaches and have strong working with children safeguards. They align with the Best Practice Framework for Online Safety Education and commit to ongoing evaluation and improvement. Through a collaborative community of practice, we share our latest research and insights with providers and support professional development.

The Trusted eSafety Provider program significantly extends eSafety's reach, raising awareness of our regulatory and reporting schemes, and education resources and website, while upskilling students, teachers and parents across Australia. In 2022-23, these providers reached 1.4 million people, including more than 1.1 million students at 5,400 schools.

eSafety Sports Hub

Sport plays an integral role in the lives of many Australians, with millions of us involved every week as participants, volunteers, coaches, passionate sport parents and supporters.

eSafety consulted with more than 40 sporting organisations, including the AFL, NRL and Sport Integrity Australia, to create the [eSafety Sports Hub](#). This hub supports the Australian sporting sector to have safer online experiences. This collaboration was vital in understanding the complex online safety needs of the sector and testing resource development with key audiences.

The eSafety Sports Hub delivers an array of learning topics focused on how to recognise online abuse, what its impacts are, how to deal with it, and practical examples and case studies.

To supplement this work, we partner with various sporting organisations, or those supporting them, including [Sports Integrity Australia](#) and [Play By The Rules](#).

Digital Platform Regulators Forum (DP-REG)

eSafety is a member of the [Digital Platform Regulators Forum \(DP-REG\)](#), a group of Australian independent regulators that share information and collaborate on issues and activities related to digital platform regulation. Other members include the Australian Competition and Consumer Commission (ACCC), the Office of the Australian Information Commissioner (OAIC), and the ACMA.

DP-REG gives eSafety an avenue to contribute our expertise to mutual areas of interest between members. Over 2023-24, the priorities for DP-REG included the impact of algorithms, improving digital transparency, and increased collaboration and capacity building between the four members.

Global Online Safety Regulators Network

eSafety led the establishment of the Global Online Safety Regulators Network, launched in November 2022. This network brings together online safety regulators from around the world to share best practice and insights, and support coordinated approaches to online safety issues. In 2023 the network established a robust governance structure, formed two working groups on technology and education and awareness, published a position statement on human rights and online safety regulation, and leveraged its collective expertise to deep dive into complex issues such as age assurance. It also tackled emerging challenges, such as the rise in violent and extremist content. Membership of the network grew to 7 regulators and 6 observers (from 3 countries), representing 5 continents: Africa, Asia, Europe, North America and Oceania. In 2024, the UK regulator Ofcom will chair the network, and South Africa's Film and Publications Board will be the Vice-Chair. During the reporting period, the network will continue to grow its member base, enhancing regulatory knowledge and practice, increasing engagement between members, and raising the profile of online safety regulation around the world.

Australia-United States Joint Council on Combatting Online Child Sexual Exploitation (The Joint Council)

On 20 May 2023, President Biden and Prime Minister Albanese renewed the long-standing partnership between Australia and the United States (US). They recognised the need to improve our joint response to a range of challenges, including the growing rate and severity of online child sexual exploitation and abuse (CSEA). Both countries agreed to establish the Australia-United States Joint Council on Combatting Online Child Sexual Exploitation. The Joint Council focuses on trauma-informed and victim-centric outcomes.

The Council has a two-year multidisciplinary workplan covering six areas:

- cooperation in the Indo Pacific
- research and development
- operational opportunities
- policy
- prevention and awareness
- Safety by Design.

eSafety is the lead Australian agency for Safety by Design. Working with US-based stakeholders, we have designed a set of activities to collaborate with industry professionals to enhance understanding of current practices, identify areas for improvement, and show how industry can consistently apply Safety by Design to detect, remove, deter, and disrupt CSEA on its platforms and services.

eSafety and INHOPE – the International Association of Internet Hotlines

The International Association of Internet Hotlines (INHOPE) is a membership organisation of 54 hotlines around the world, dedicated to the rapid removal of child sexual abuse material (CSAM). The Australian Government has been, through various forms, a member of the INHOPE network since 1999. Each year, eSafety shares thousands of CSAM URLs with the network for rapid law enforcement and industry action. In addition, eSafety has served on the INHOPE Board and is involved with several working groups.

eSafety has worked with INHOPE and its seven member hotlines in Southeast Asia to establish INHOPE's Indo-Pacific Chapter. This chapter aims to build awareness of online child protection strategies and strengthen the region's ability to tackle online CSAM. The chapter includes hotlines in Cambodia, Japan, New Zealand, the Philippines, South Korea, Taiwan, and Thailand, with eSafety representing Australia. The unique role of INHOPE allows eSafety and fellow INHOPE members to overcome jurisdictional and cross-border challenges and contribute to global efforts to quickly help eradicate online child sexual abuse and exploitation.

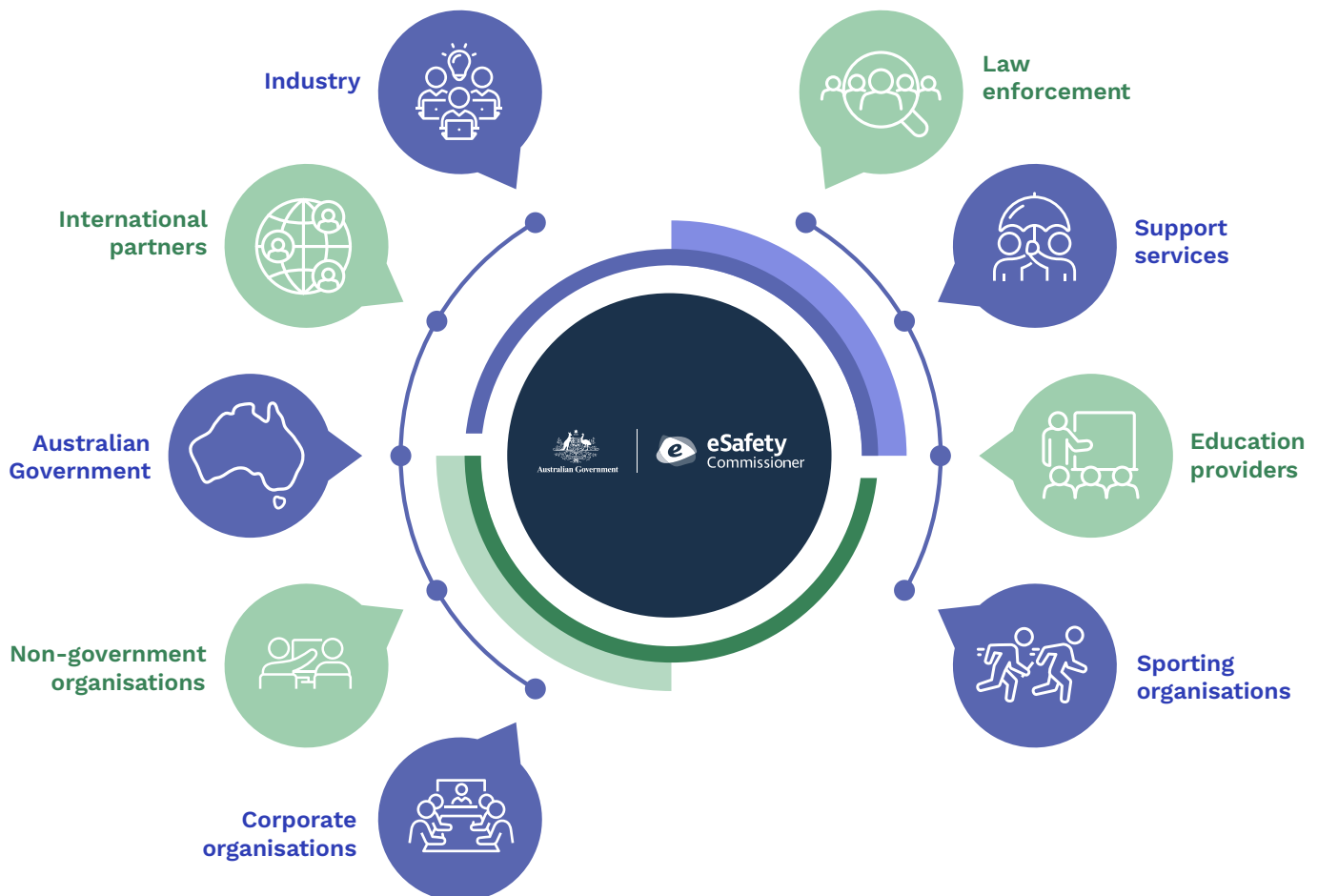
eSafety Champions Network

Launched in 2022, the eSafety Champions Network aims to create a community of educators dedicated to prioritising online safety in Australian schools.

The network is open to primary and secondary educators and wellbeing professionals, as well as education sector representatives. The network provides resources, training and services to help young people stay safe online.

Supported by a marketing strategy to drive recruitment and nurture participants, the eSafety Champions Network has grown to reach approximately 10% of all schools in Australia. As of June 2024, there are 1,100 participants representing 934 schools Australia-wide. 243 schools are in regional areas and 70 of these are schools with 80% of students with a language background other than English.

Our stakeholders and partners



Performance measures

Key activity 1

eSafety designs and delivers educational materials to prevent online harms, working with key sectors and community members to build user capability and resilience.

Performance area 1.1: Australians are enabled by education, training and resources to prevent online harms.				
Performance measure	Targets			
	2024–25	2025–26	2026–27	2027–28
1.1.1 Number of young people and adult participants in eSafety training and awareness sessions.	At least 23,000 participants	Increase from previous year		
1.1.2 Number of unique visitors to eSafety websites.	3.0 million	Increase from previous year		
1.1.3 Proportion of Be Connected learners satisfied with training courses.	At least 90%	Maintain		
1.1.4 Number of surveyed Australians who have an awareness of the eSafety Commissioner.	Establish baseline	Increase from previous year		
1.1.5 Progress the implementation of the Technology Facilitated Abuse (TFA) Support Service program.	Implement the TFA pilot program	Evaluate pilot program	–	–
<p><i>Targets for measure 1.1.5 from 2026–27 onwards are contingent on receiving ongoing funding for the program.</i></p> <p>Rationale:</p> <p>By undertaking research, delivering education and training programs and producing online resources, we work to set a foundation to mitigate risk and prevent online harm from happening. We work with our prevention partners, such as community groups, educators, law enforcement agencies and Trusted eSafety Providers, to expand awareness and extend the reach of our online safety messages and services.</p> <p>Methodology:</p> <p>1.1.1 The number of participants is recorded in each session. Training and awareness sessions include those delivered to teachers, pre-service teachers, mental health, social services and wellbeing professionals and domestic and family violence workers, corporates and others.</p> <p>1.1.2 Website data collating unique visitors, including Be Connected.</p> <p>1.1.3 Learner satisfaction rating is an average of responses to four questions. Satisfaction is recorded when learners agree or strongly agree that the material is 'well organised and easy to follow,' 'the content is relevant to me', 'the material is interesting and engaging' and that they 'feel inspired or confident to practice the skills covered'.</p> <p>1.1.4 Proportion of survey respondents from a nationally representative sample of approximately 1000 Australian adults, who when prompted as to whether they are aware of the eSafety Commissioner respond in the affirmative.</p> <p>1.1.5 Successful implementation of a pilot program for a support service to provide practical advice, guidance and support to victim-survivors of technology-facilitated abuse in the context of family, domestic and sexual violence (TFA-FDSV) and the frontline workers who support them.</p>				

Performance area 1.1: Continued

Rationale for changes:

1.1.1 This measure has been amended from the 2023-24 Corporate Plan to align better with the breadth of eSafety’s educational and awareness raising objectives. A broader scope has necessitated a significant increase in the target from the 2023-24 Corporate Plan.

1.1.2 No change.

1.1.3 No change.

1.1.4 This is a new measure for 2024–25 and is part of our ongoing review of our performance information.


1.1.5 This is a new measure for 2024–25 and is part of our ongoing review of our performance information.

PBS links:

Program 1.3 – The eSafety Commissioner

Support positive online experiences through national leadership and administration of statutory schemes and educational and awareness activities that promote online safety for all Australians. Australians are enabled by education, training and resources to prevent online harms.

Performance area 1.2: Educational programs, strategies and tools are based on an understanding of the specific needs of groups most at risk of online harm.

Performance measure	Targets			
	2024–25	2025–26	2026–27	2027–28
1.2.1 Educational resources are informed by research and/or insights and involve co-design or collaboration with targeted cohorts and/or advocates.		Maintain		
1.2.2 Publication of research reports and papers that build the evidence base relating to online safety for Australians.	6 reports or papers published	Maintain		

Rationale:

Through research, education and training programs, we work to set a foundation to prevent online harm. We co-design and develop evidence-informed resources and advice to increase the online safety and resilience of groups most at risk of online harm, such as young people, children, Aboriginal and Torres Strait Islander peoples, women, LGBTQI+ communities, culturally and linguistically diverse communities, older Australians, and people living with disability.

Methodology:

1.2.1 Case study analysis of a selection of new or updated resources published throughout the year. Resources will be randomly selected once all resource topics have been scheduled.

1.2.2 Number of published research reports on the eSafety website, or in peer-reviewed journals.

Rationale for changes:

1.2.1 Minimal changes made to the measure and target from the 2023-24 Corporate Plan to enable complete reporting and align with best practice for the use of case studies.

1.2.2 No change.

PBS links:

Program 1.3 – The eSafety Commissioner

Support positive online experiences through national leadership and administration of statutory schemes and educational and awareness activities that promote online safety for all Australians. Educational programs, strategies and tools are based on an understanding of the specific needs of groups most at risk of online harm.

Key activity 2

eSafety alleviates online harms through our investigations and regulatory schemes, in response to reported and identified harms.

Performance area 2.1: eSafety takes effective action to remove material causing online harms.				
Performance measure	Targets			
	2024–25	2025–26	2026–27	2027–28
2.1.1 Proportion of adult cyber abuse complaints where successful action is taken.	At least 80%	Maintain		
2.1.2 Proportion of cyberbullying complaints where successful action is taken.	At least 80%	Maintain		
2.1.3 Proportion of image-based abuse complaints where successful action is taken.	At least 80%	Maintain		
2.1.4 Proportion of critical Online Content Scheme investigations finalised within two business days.	At least 90%	Maintain		
<p>Rationale:</p> <p>The Online Safety Act gives us powers to protect all Australians across four reporting schemes: the Adult Cyber Abuse Scheme, the Cyberbullying Scheme for Australian children, the Image-Based Abuse Scheme, and the Online Content Scheme for illegal and restricted content.</p> <p>We give responsive and compassionate help to people experiencing a range of online harms. Once someone reports harmful content to us, we aim to alleviate or reduce the harm as quickly as possible. We use our regulatory powers assertively but judiciously. We take both formal and informal actions to get results for people reporting online harms through the adult cyber abuse, cyberbullying, and image-based abuse schemes.</p> <p>Our performance measure for the Online Content Scheme for illegal and restricted content considers the time it takes to finalise a critical investigation, rather than the proportion of successful actions. Critical investigations include regulatory investigations into child sexual exploitation material, material advocating the doing of a terrorist act, and material inciting, promoting, or instructing in matters of crime and violence. Our measure for this scheme is based on eSafety's response time because we refer almost all child sexual exploitation material to the INHOPE network for removal action by hotlines, industry and law enforcement within the hosting jurisdiction. Child sexual exploitation material represents approximately 87% of all material reported to the Online Content Scheme.</p> <p>Methodology:</p> <p>2.1.1 Analysis of data which captures the total number of adult cyber abuse complaints that result in a successful action being taken.</p> <p>2.1.2 Analysis of data which captures the total number of cyberbullying complaints that result in a successful action being taken.</p> <p>2.1.3 Analysis of data which captures the total number of image-based abuse complaints that result in a successful action being taken.</p> <p>2.1.4 Analysis of data which captures the creation of reports and a change in report status.</p> <p>Rationale for changes:</p> <p>2.1.1, 2.1.2 and 2.1.3: Each reporting scheme has been split out from measure 2.2.1 in the 2023-24 Corporate Plan. This change enables eSafety to more accurately report on the performance of each scheme.</p> <p>2.1.4 No change.</p>				

Performance area 2.1: Continued

PBS links:

Program 1.3 – The eSafety Commissioner

Support positive online experiences through national leadership and administration of statutory schemes and educational and awareness activities that promote online safety for all Australians.


eSafety takes effective action to remove material causing online harms.

Key activity 3

eSafety implements and enforces industry regulatory measures to drive proactive and systemic change in online safety.

Performance area 3.1: Industry codes and standards are in place and effective compliance and enforcement is undertaken.				
Performance measure	Targets			
	2024–25	2025–26	2026–27	2027–28
3.1.1 Proportion of industry sections with industry codes registered, or industry standards determined, for Phase 2 of the industry codes development.	All 8 industry sections have codes or standards registered for Phase 2 of the industry codes development	Not applicable, as industry codes development will have been completed.		
3.1.2 Australians are protected from illegal and restricted online content through compliance with industry codes or standards.	At least 10 compliance activities undertaken.	Maintain		
<p>Rationale:</p> <p>The Online Safety Act provides for industry bodies or associations to develop codes to regulate certain types of harmful online material, and for eSafety to register the codes. The development and registration of the first round of industry codes and standards was completed in 2023-24, focussing on class 1A and class 1B material. This is highly harmful material which if classified would be refused classification. The requirements in the industry codes and industry standards are mandatory and eSafety is responsible for enforcing compliance and ensuring the codes and standards are implemented as the Act intended. We may investigate on our own initiative or in response to complaints. Non-compliance with the codes and standards may lead to enforcement action.</p> <p>The second phase of industry codes development (or the determination of industry standards if proposed codes do not provide appropriate community safeguards) focuses on class 2 material. Class 1 and class 2 material are defined under the Online Safety Act by reference to the National Classification Scheme, a cooperative arrangement between the Australian Government and state and territory governments for the classification of films, publications, and computer games.</p> <p>Methodology:</p> <p>3.1.1 Registration of industry codes or determination of industry standards, for class 2 material.</p> <p>3.1.2 Number of compliance activities undertaken. Indicative compliance activities for the reporting period include monitoring and desktop review, issuing requests for information, assessing code compliance reports, and considering complaints and referrals. More formal investigations and potential enforcement actions may also be considered in instances of serious or deliberate non-compliance.</p> <p>Rationale for changes:</p> <p>3.1.1 The measure removes and replaces measure 3.1.1 from the 2023-24 Corporate Plan to reflect the completion of Phase 1 of industry codes and the commencement of Phase 2.</p> <p>3.1.2 This is a new measure for 2024–25 and is part of our ongoing review of our performance information.</p> <p>PBS links:</p> <p>Program 1.3 – The eSafety Commissioner Support positive online experiences through national leadership and administration of statutory schemes and educational and awareness activities that promote online safety for all Australians. Industry codes are registered, or industry standards are determined.</p>				

Performance area 3.2: The Basic Online Safety Expectations increase the transparency and accountability of online service providers.

Performance measure	Targets			
	2024–25	2025–26	2026–27	2027–28
3.2.1 Issuing of non-periodic reporting notices.	Issue 10 non-periodic notices	Maintain		
3.2.2 Publication of transparency summaries in relation to responses received to periodic reporting notices.	At least one transparency summary published in relation to periodic reporting notice responses.	Maintain		
3.2.3 Positive safety interventions have been taken by online safety providers in response to eSafety’s regulatory activities.		Maintain		

Rationale:

The Basic Online Safety Expectations are a crucial element of the Online Safety Act. The Basic Online Safety Expectations Determination 2024 sets out the Australian Government’s expectations that social media, messaging, gaming, dating, file-sharing services and other apps and websites will take reasonable steps to keep Australians safe. The current determination was registered on 30 May 2024.

Under the Online Safety Act, eSafety can require online service providers to report on how they are meeting any or all the Expectations. eSafety is taking a phased approach to exercising powers related to the Expectations starting with the use of non-periodic notices, with a focus on specific expectations and acute issues of particularly high harm, and publishing summaries of responses to improve transparency and accountability. In the 2023-24 reporting period we commenced issuing periodic reporting notices.

Across the reporting period we will continue to use our powers to improve transparency and track positive safety interventions that can be linked to eSafety’s actions. Evidence may include statements from online service providers that changes have been made because of a notice, either communicated publicly by providers or to eSafety. Where appropriate, we will publish case studies and updates on these interventions. eSafety will also begin to use statements of compliance or non-compliance to incentivise industry to improve safety processes.

Methodology:

3.2.1 Issuing of non-periodic reporting notices.

3.2.2 Publication of at least one transparency summary once responses have been received by providers after receipt of a periodic reporting notice.

3.2.3 Record of positive safety interventions made by providers after receipt of a periodic or non-periodic reporting notice.

Rationale for changes:

3.2.1 No change.

3.2.2 The measure removes and replaces measure 3.2.2 from the 2023-24 Corporate Plan as part of our ongoing review of our performance information.

3.2.3 This is a new measure for 2024-25 and is part of our ongoing review of our performance information.

PBS links:

Program 1.3 – The eSafety Commissioner

Support positive online experiences through national leadership and administration of statutory schemes and educational and awareness activities that promote online safety for all Australians.














The Basic Online Safety Expectations increase the transparency and accountability of online service providers

Regulatory performance

The Australian Government is focused on lifting regulator performance, capability, and culture. To achieve these expectations and comply with best practice, we have developed tailored performance monitoring and reporting processes.

Our strategic objectives and performance measures directly support the accomplishment of the Australian Government's three principles of regulator best practice:

1. **Continuous improvement and building trust:** Regulators adopt a whole-of-system perspective, continuously improving their performance, capability, and culture to build trust and confidence in Australia's regulatory settings.
2. **Risk based and data driven:** Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.
3. **Collaboration and engagement:** Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

		Principles of regulator best practice		
Key activities	Performance area	Continuous improvement and building trust	Risk based and data driven	Collaboration and engagement
1. eSafety designs and delivers educational materials to prevent online harms, working with key sectors and community members to build user capability and resilience.	1.1 Australians are enabled by education, training and resources to prevent online harms.			
	1.2 Educational programs, strategies and tools are based on an understanding of the specific needs of groups most at risk of online harm.			
2. eSafety alleviates online harms through our investigations and regulatory schemes, in response to reported and identified harms.	2.1 eSafety takes effective action to remove material causing online harms.			
3. eSafety implements and enforces industry regulatory measures to drive proactive and systemic change in online safety.	3.1 Industry codes and standards are in place and effective compliance and enforcement is undertaken.			
	3.2 The Basic Online Safety Expectations increase the transparency and accountability of online service providers.			

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