PROGRAMME 6 — AUSTRALIAN COMPETITION AND CONSUMER COMMISSION

PROGRAMME 6 — AUSTRALIAN COMPETITION & CONSUMER COMMISSION

Objectives

To enhance the welfare of Australians through the promotion of competition and fair trading and provision for consumer protection.

To give special weight to small business interests through the coordination of enforcement and education activity in relation to small business issues.

Table 4.1: Reconciliation of Appropriations to the Programme and Summary of Underlying Outlays

	1997-98 Budget (i) $'000	1997-98 Revised Approp (ii) $'000	1997-98 Estimated Outcome $'000	1998-99 Budget $'000	Variation (iii) %
ANNUAL APPROPRIATIONS					
Appropriation Bill No. 1					
Division 675 - Australian Competition and Consumer Commission					
1. Running Costs	34,339	34,937	34,937	34,499	-1
Annotated Appropriations (Section 31 of the *FMA Act 1997*)	251	400	400	300	-25
	34,590	35,337	35,337	34,799	-2
2. Other Services	3,083	3,203	3,203	3,386	6
Total Appropriation Bill No. 1	37,673	38,540	38,540	38,185	-1
Total Appropriation Bill No.2	-	-	-	-	-
TOTAL ANNUAL APPROPRIATIONS	37,673	38,540	38,540	38,185	-1
TOTAL SPECIAL APPROPRIATIONS	-	-	-	-	-
TOTAL APPROPRIATIONS	37,673	38,540	38,540	38,185	-1
Less annotated appropriations	251	na	400	300	-25
Less other adjustments	-	na	-	-	-
TOTAL UNDERLYING OUTLAYS	37,422	na	38,140	37,885	-1
Staff years	335	na	325	336	3

(i) As presented in the 1997-98 Budget documentation (May 1997 — adjusted, where necessary, to reflect underlying outlays).

(ii) 1997-98 Revised Appropriation figures amended to include Additional Estimates, Advance to the Minister for Finance, running cost borrowings, savings and other revisions.

(iii) Variation percentage = ((1998-99 Budget less 1997-98 Estimated Outcome)/1997-98 Estimated Outcome).

Sub-Programme 6.1 — Compliance with the Trade Practices Act

Objective

To secure compliance with the *Trade Practices Act 1974* by responding to complaints and inquiries and observing market conduct and initiating action where necessary.

Table 4.2: How the Sub-Programme is Resourced; Reconciliation of Appropriations to the Sub-Programme and Summary of Underlying Outlays

	1997-98 Budget (i) $'000	1997-98 Revised Approp (ii) $'000	1997-98 Estimated Outcome $'000	1998-99 Budget $'000	Variation (iii) %
ANNUAL APPROPRIATIONS					
Appropriation Bill No. 1					
Division 675 - Australian Competition and Consumer Commission					
1. Running Costs	17,208	17,395	16,546	16,701	1
Annotated Appropriations (Section 31 of the *FMA Act 1997*)					
	17,208	17,395	16,546	16,701	1
2. Other Services					
01. Compensation and legal expenses	3,083	3,203	3,203	3,386	6
Total Appropriation Bill No. 1	20,291	20,598	19,749	20,087	2
Total Appropriation Bill No. 2	-	-	-	-	-
TOTAL ANNUAL APPROPRIATIONS	20,291	20,598	19,749	20,087	2
TOTAL SPECIAL APPROPRIATIONS	-	-	-	-	-
TOTAL APPROPRIATIONS	20,291	20,598	19,749	20,087	2
Less annotated appropriations	-	na	-	-	-
Less other adjustments	-	na	-	-	-
TOTAL ADJUSTMENTS	-	na	-	-	-
TOTAL UNDERLYING OUTLAYS	20,291	na	19,749	20,087	2
Staff years	142	na	134	141	5

(i) As presented in 1997-98 Budget documentation (May 1997 — adjusted, where necessary, to reflect underlying outlays).
(ii) 1997-98 Revised Appropriation figures amended to include Additional Estimates, Advance to the Minister for Finance, running cost borrowings, savings and other revisions.
(iii) Variation percentage = ((1998-99 Budget less 1997-98 Estimated Outcome)/1997-98 Estimated Outcome).

Sub-Programme Variation

The following table shows changes in the underlying outlays of the Sub-Programme in 1998-99.

Table 4.3: Variations to Sub-Programme Underlying Outlays 1997-98 to 1998-99

	Amount of Variation (+ or -) $'000	Total $'000
1997-98 Estimated Underlying Outlays (i)		19,749
Budget Measures		
Full year effect of funding for Small Business issues and enforcement of the Codes of Conduct arising from the Fair Trading Report (see page 188)	769	
Transfer of resources to the Australian Securities and Investments Commission	-150	
Running Costs		
Net effect of price indexation, efficiency dividend, carryovers and internal transfers	-324	
Other Services - Compensation and Legal Expenses		
Increased enforcement activity	43	
Total Variations		338
1998-99 Budget Underlying Outlays (ii)		20,087

(i) The 1997-98 figure appears in column 3 in Table 4.2 above.
(ii) The 1998-99 Budget figure appears in column 4 in Table 4.2 above.

1998-99 Budget Measures affecting Portfolio Underlying Outlays

Details of the Budget measure, Government response to Fair Trading Inquiry Report — funding to improve small business access to justice and awareness of fair trading issues, appear on page 188.

Performance of the Sub-Programme in 1996-97 and 1997-98

Information on the performance of the Sub-Programme in 1996-97 is at pages 7 to 90 of the 1996-97 Annual Report of the Australian Competition and Consumer Commission. Performance information for 1997-98 will be published in the ACCC's 1997-98 Annual Report.

Performance Forecasts for 1998-99

The functions performed pursuant to the objectives of this Sub-Programme are:

- *enforcement* — investigation of alleged breaches, litigation, enforceable undertakings;

- *mergers* — enforcement and adjudication action arising in the consideration of mergers and privatisations; and

- *adjudication* — determination of formal applications for exemption from the Act.

Enforcement

Competition policy reform has significantly increased the number and range of markets in which the ACCC must operate. The challenge for the ACCC will be to look for speedy resolution of matters — short of costly and time consuming litigation, if possible, by finding more innovative solutions through negotiation of enforceable undertakings to cease offending conduct or administrative settlements in individual enforcement matters.

In broad terms, the ACCC's selection of enforcement actions will be influenced by the likely resource costs and whether a particular matter satisfies the ACCC's detailed selection criteria.

Anti-competitive conduct

The ACCC will be most concerned with:

- anti competitive agreements - with particular emphasis on price collusion;

- mergers — which would, or be likely to, substantially lessen competition in a substantial market;

- abuse of market power;

- resale price maintenance — imposed by major suppliers or induced by major customers; and

- conduct in breach of the Act which inhibits micro-economic reform — especially in sectors with a significant impact on input costs throughout the economy.

Consumer Protection

State and Territory fair trading laws mirror the consumer protection provisions of the Trade Practices Act. The ACCC will give priority to consumer protection matters of national significance of which adversely affect large numbers of people.

Small Business Enforcement

The ACCC is to be given a direction arising from the Government's 'Fair Trading Response' to give special weight to small business interests and in particular to take small business enforcement 'test' cases. Priority will also be given to enforcement of mandatory codes of conduct such as in respect of franchising in the small business area as a means of both setting rules for dispute avoidance/fair trading and providing quick and flexible dispute resolution for small business parties.

Mergers

The ACCC encourages companies to give it advance warning of merger proposals that may breach the Act to minimise the risk of unnecessary delays should investigation prove necessary. The ACCC will seek to assess less complex merger proposals within a 10-15 day time frame. More complex mergers will take longer. The ACCC sees its Merger Guidelines as assisting in minimising the costs of its merger administration. The ACCC looks at around 120-150 mergers each year.

With the gradual reduction of tariff protection, analysis of particular merger proposals will increasingly emphasise the extent of import competition in the relevant market. In the traded goods sector, the presence of international competitors makes it less likely that a proposed merger would result in a substantial lessening of competition.

Assets sales

The ACCC expects to be involved in aspects of privatisations, particularly in the emerging sector covering gas privatisation in Victoria and the electricity sector in South Australia.

Broadcasting and Pay TV

The ACCC will be involved in the ongoing rationalisation of pay TV which involves discussions amongst competitors.

Adjudication

Authorisation has particular relevance in markets which are being deregulated and for business and industries newly subject to Part IV of the TPA as the steps in the competition policy reform agreement are implemented. There are some areas of particular importance — the deregulated utility sector, the continuing review of past authorisations and mergers — where there is a 30 day time limit (extendable to 45 days in the case of complex matters) on the ACCC with respect to determination.

Adjudication activity in 1998-99 will include :

- Utilities — the ACCC is examining the impact of competition policy reform on public utilities, and in particular the production and distribution of gas and electricity.
- Gas — earlier authorisations for the joint production and marketing of gas are being reviewed. This adjudication work is vital and will evolve into the ACCC's national gas regulatory role.
- Electricity — the national electricity market is being restructured and these activities are the subject of authorisation applications to the ACCC.
- Other — other applications may be expected as Federal and State Governments continue the process of structural reform, privatisation and corporatisation of telecommunications, water supply, ports, railways, airports, health and postal

services. Some access regimes for essential facilities may involve applications for authorisation. High priority will be given to applications for authorisation from statutory marketing authorities, professional regulatory bodies and others newly within the jurisdiction of the Trade Practices Act.

- Review of past authorisations — including past authorisations in the gas industry, real estate, International Air Transport Association and other areas which may arise due to complaints. There will be major matters before the Australian Competition Tribunal during the reporting period including review of the ACCC's decisions relating to Newsagents & the Australian Performing Rights Association.

Performance Indicators and Evaluation

Performance indicators for the Sub-Programme include:

- attention to complaints and inquiries, initially within 7 working days and substantially within 30 working days wherever possible;

- minimal inconvenience and uncertainty to business from investigation, litigation and resolution of matters;

- litigation strategies achieve desired marketplace outcomes (with a target 95 per cent success rate for matters in court);

- administrative resolutions and enforceable undertakings achieve the desired marketplace outcomes and all undertakings are complied with;

- issue of draft determinations within 4 months of lodgement and within prescribed limits for applications in relation to proposed acquisitions;

- resolution of arbitration disputes with informed, accurate and logical assessment of access undertakings, access disputes and applications; and

- to achieve 100 per cent compliance with all statutory obligations set out in the Trade Practices Act and Prices Surveillance Act.

Sub-Programme 6.2 — Improvement in Market Conduct

Objective

To secure improvement in market conduct by developing and implementing regulatory frameworks which maximise the potential for promotion of competition and efficient outcomes, assessing access to essential facilities; liaising widely with key stakeholders; and reviewing price notifications from declared companies and monitoring prices as required under the Prices Surveillance Act. To contribute at the international level to competition and consumer protection issues.

Table 4.2: How the Sub-Programme is Resourced; Reconciliation of Appropriations to the Sub-Programme and Summary of Underlying Outlays

	1997-98 Budget (i) $'000	1997-98 Revised Approp (ii) $'000	1997-98 Estimated Outcome $'000	1998-99 Budget $'000	Variation (iii) %
ANNUAL APPROPRIATIONS					
Appropriation Bill No. 1					
Division 675 - Australian Competition and Consumer Commission					
1. Running Costs	7,740	7,733	8,708	8,870	2
Annotated Appropriations (Section 31 of the *FMA Act 1997*)					
	7,740	7,733	8,708	8,870	2
Total Appropriation Bill No. 1	7,740	7,733	8,708	8,870	2
Total Appropriation Bill No. 2	-	-	-	-	-
TOTAL ANNUAL APPROPRIATIONS	7,740	7,733	8,708	8,870	2
TOTAL SPECIAL APPROPRIATIONS	-	-	-	-	-
TOTAL APPROPRIATIONS	7,740	7,733	8,708	8,870	2
Less annotated appropriations	-	na	-	-	-
Less other adjustments	-	na	-	-	-
TOTAL ADJUSTMENTS	-	na	-	-	-
TOTAL UNDERLYING OUTLAYS	7,740	na	8,708	8,870	2
Staff years	87	na	93	98	5

(i) As presented in 1997-98 Budget documentation (May 1997 — adjusted, where necessary, to reflect underlying outlays).
(ii) 1997-98 Revised Appropriation figures amended to include Additional Estimates, Advance to the Minister for Finance, running cost borrowings, savings and other revisions.
(iii) Variation percentage = ((1998-99 Budget less 1997-98 Estimated Outcome)/1997-98 Estimated Outcome).

Sub-Programme Variation

The following table shows changes in the underlying outlays of the Sub-Programme in 1998-99.

Table 4.3: Variations to Sub-Programme Underlying Outlays 1997-98 to 1998-99

	Amount of Variation (+ or -) $'000	Total $'000
1997-98 Estimated Underlying Outlays (i)		8,708
Running Costs		
Net effect of price indexation, efficiency dividend, carryovers and internal transfers	162	
Total Variations		162
1998-99 Budget Underlying Outlays (ii)		8,870

(i) The 1997-98 figure appears in column 3 in Table 4.2 above.
(ii) The 1998-99 Budget figure appears in column 4 in Table 4.2 above.

Performance of the Sub-Programme in 1996-97 and 1997-98

Information on the performance of the Sub-Programme in 1996-97 is at pages 91 to 121 of the Annual Report of the Australian Competition and Consumer Commission. Performance information for 1997-98 will be published in the ACCC's 1997-98 Annual Report.

Performance Forecasts for 1998-99

Access

The ACCC will be pursuing its role in relation to facilitating access to essential facilities, such as public utility infrastructure, so as to promote or create competition in upstream or downstream markets. Much of the work in this area is expected to centre on the assessment of undertakings from facility owners for access to services by third parties in sectors such as electricity, gas, telecommunications, rail, ports and shipping, airports, health and postal services.

Gas

Once legislation is passed the ACCC will be performing the function of gas regulator for transmission pipelines in all States and Territories except WA and distribution regulator in the Northern Territory.

The outcome sought is the promotion of open competition resulting in more efficient and better quality services in the Australian Gas market to all users, business and consumers alike.

Telecommunications and Broadcasting

The ACCC will continue to pro-actively administer the arrangements and structures pursuant to the Government's regulatory approach embodied in Parts X1B and X1C of the *Trade Practices Act 1974* and the *Telecommunications Act 1997*. It may also administer an Access Regime to digital broadcasting transmitters under the Television Broadcasting Services (Digital Conversion) Bill 1998. The outcome sought is the promotion of open competition resulting in more efficient and better quality services in the Australian telecommunications market to all users, business and consumers alike.

All telecommunications regulatory costs will be recovered through annual telecommunications carrier licence fees levied by the Australian Communications Authority.

Electricity

From 1 July 1999 on a progressive basis the Commission will assume responsibility for the regulation of transmission revenue in the national electricity market. This will require substantial preparatory work during 1998-99. The outcome sought is to ensure transmission networks do not earn monopoly rents from the competitive sectors of the market (generation and retail) while promoting efficient network investment and the protection of the quality of services to users.

Airports

Under the Airport Act, airport services will automatically be declared twelve months after privatisation if airport operators do not have access undertakings accepted by the ACCC. The outcome sought is the development of effective access arrangements for airports to facilitate competition in airport services.

Rail

Under the inter-governmental agreement on arrangements for interstate rail access, the ARTC is expected to submit an access undertaking to the ACCC for assessment.

Pricing

The ACCC has pricing functions through administration of industry-specific access arrangements and administration of the Prices Surveillance Act.

Pricing roles in Industry Specific Access Arrangements which will be priorities in 1998-99 include:

- **Gas** — approval and monitoring of haulage charges under the Moomba-Sydney Pipeline System Sale Act.

- **Electricity —** consideration of pricing issues in preparation for assessment of undertakings and preparation for the transmission pricing function.

- **Airports** — a range of surveillance and monitoring in relation to the (CPI-X) cap, non-aeronautical services, FAC notifications as they arise and cap administration arrangements.

- **Airservices —** assess Airservices Australia notifications.

- **Harbour Towage —** surveillance of harbour towage in Sydney, Brisbane, Melbourne, Fremantle, Newcastle and Perth.

- **ACI —** surveillance and monitoring of glass wine bottles and food containers.

- **Petrol —** surveillance of petrol prices to ensure prices are not excessive.

- **Telecommunications** — Pricing roles under the *Telstra Corporation Act 1991* and the *Telecommunications Act 1997*.

From 1 July 1997, the ACCC has had new responsibilities in administering telecommunications-specific price regulation. The main provisions for price regulation are price controls on Telstra under the Telstra Act.

Some of the ACCC responsibilities in administering price control arrangements took immediate effect from 1 July 1997. These arrangements relate to certain Telstra price controls (ie Price caps and notification and disallowance requirements) under the Telstra Act. These were previously administered by AUSTEL. Further, there are also new provisions in the *Telecommunications Act 1997* which provides for the price regulation of universal service charges and untimed local calls.

Price caps: Monitoring of and responding to ministerial directions in relation to current provisions for price cap arrangements on Telstra tariffs. The price cap arrangements commenced on 1 January 1996 will continue to apply until 31 December 1998.

Notification and Disallowance Provisions: Under the notification and disallowance provisions, any proposal from Telstra to introduce a charge for directory assistance services must be notified to the Minister.

Price control under the *Telecommunications Act 1997*: certain additional pricing provisions have been introduced under this Act. These include the extension of untimed local call availability and arrangements to ensure that reductions to local call charges are reasonably and broadly accessible across different parts of Australia.

Performance Indicators and Evaluation

- Programmes on competition, fair trading, consumers and the marketplace generally, are followed through with recommendations.

- Smooth transition into the various regulatory frameworks so that principles of competition and consumer protection are promoted.

- Increased general awareness of competition law, regulation reform and consumer issues.

- Inclusion of proper monitoring and assessment in codes of conduct to which the ACCC has had input.
- Development of more effective enforcement strategies.
- Finalisation of reviews of price notifications, from declared companies, within the statutory period.
- Acceptance of ACCC views and recommendations in relation to monitoring of prices, costs and profits of firms and industries as directed by the Minister.

Sub-Programme 6.3 — Education & Information

Objective

To inform the community at large about the Trade Practices and Prices Surveillance Acts and their implications for business and consumers.

Table 4.2: How the Sub-Programme is Resourced; Reconciliation of Appropriations to the Sub-Programme and Summary of Underlying Outlays

	1997-98 Budget (i) $'000	1997-98 Revised Approp (ii) $'000	1997-98 Estimated Outcome $'000	1998-99 Budget $'000	Variation (iii) %
ANNUAL APPROPRIATIONS					
Appropriation Bill No. 1					
Division 675 - Australian Competition and Consumer Commission					
1. Running Costs	2,436	2,501	1,534	1,593	4
Annotated Appropriations (Section 31 of the *FMA Act 1997*)	216	365	350	265	-24
	2,652	2,866	1,884	1,858	-1
Total Appropriation Bill No. 1	2,652	2,866	1,884	1,858	-1
Total Appropriation Bill No. 2	-	-	-	-	-
TOTAL ANNUAL APPROPRIATIONS	2,652	2,866	1,884	1,858	-1
TOTAL SPECIAL APPROPRIATIONS	-	-	-	-	-
TOTAL APPROPRIATIONS	2,652	2,866	1,884	1,858	-1
Less annotated appropriations	216	na	350	265	-24
Less other adjustments	-	na	-	-	-
TOTAL ADJUSTMENTS	216	na	350	265	-24
TOTAL UNDERLYING OUTLAYS	2,436	na	1,534	1,593	4
Staff years	25	na	17	17	0

(i) As presented in 1997-98 Budget documentation (May 1997 — adjusted, where necessary, to reflect underlying outlays).

(ii) 1997-98 Revised Appropriation figures amended to include Additional Estimates, Advance to the Minister for Finance, running cost borrowings, savings and other revisions.

(iii) Variation percentage = ((1998-99 Budget less 1997-98 Estimated Outcome)/1997-98 Estimated Outcome).

Sub-Programme Variation

The following table shows changes in the underlying outlays of the Sub-Programme in 1998-99.

Table 4.3: Variations to Sub-Programme Underlying Outlays 1997-98 to 1998-99

	Amount of Variation (+ or -) $'000	Total $'000
1997-98 Estimated Underlying Outlays (i)		1,534
Budget Measures		
Full year effect of funding for Small Business issues and enforcement of the Codes of Conduct arising from the Fair Trading Report (see page 188)	210	
Running Costs		
Net effect of price indexation, efficiency dividend, carryovers and internal transfers	-151	
Total Variations		59
1998-99 Budget Underlying Outlays (ii)		1,593

(i) The 1997-98 figure appears in column 3 in Table 4.2 above.
(ii) The 1998-99 Budget figure appears in column 4 in Table 4.2 above.

Performance of the Sub-Programme in 1996-97 and 1997-98

Information on the performance of the Sub-Programme in 1996-97 is at pages 122 to 136 of the Annual Report of the Australian Competition and Consumer Commission. Performance information for 1997-98 will be published in the ACCC's 1997-98 Annual Report.

Performance Forecasts for 1998-99

In the coming year, the ACCC proposes to develop in conjunction with industry, guidelines for the telecommunications industry.

A number of regulatory guidelines will be developed and published, relating to the regulation role of the ACCC in gas, electricity and airports.

The ACCC will publish small business news sheets and a leaflet on benchmarks for small business. Various enforcement guidelines will be published covering a range of products standards.

All publications and guidelines will be progressively reviewed and updated.

The ACCC will continue expanding its extensive Internet site as a means of widely disseminating information.

Performance Indicators and Evaluation

- Good lines of communication with industry, consumers and other government agencies.

- Relevant, clear, accurate and appropriately targeted publications, guidelines and internet home page.

- Media releases reach the target audience and outcomes reported in media releases have a deterrent and educative effect.

- Evidence of effective usage of ACCC products and services.

Sub-Programme 6.4 — Corporate Planning & Management

Objective

To maintain high levels of management efficiency and cost effective resource utilisation at both national and regional office levels.

Table 4.2: How the Sub-Programme is Resourced; Reconciliation of Appropriations to the Sub-Programme and Summary of Underlying Outlays

	1997-98 Budget (i) $'000	1997-98 Revised Approp (ii) $'000	1997-98 Estimated Outcome $'000	1998-99 Budget $'000	Variation (iii) %
ANNUAL APPROPRIATIONS					
Appropriation Bill No. 1					
Division 675 - Australian Competition and Consumer Commission					
1. Running Costs	6,955	7,308	8,149	7,335	-10
Annotated Appropriations (Section 31 of the *FMA Act 1997*)	35	35	50	35	-30
	6,990	7,343	8,199	7,370	-10
Total Appropriation Bill No. 1	6,990	7,343	8,199	7,370	-10
Total Appropriation Bill No. 2	-	-	-	-	-
TOTAL ANNUAL APPROPRIATIONS	6,990	7,343	8,199	7,370	-10
TOTAL SPECIAL APPROPRIATIONS	-	-	-	-	-
TOTAL APPROPRIATIONS	6,990	7,343	8,199	7,370	-10
Less annotated appropriations	35	na	50	35	-30
Less other adjustments	-	na	-	-	-
TOTAL ADJUSTMENTS	35	na	50	35	-30
TOTAL UNDERLYING OUTLAYS	6,955	na	8,149	7,335	-10
Staff years	81	na	81	80	-1

(i) As presented in 1997-98 Budget documentation (May 1997 — adjusted, where necessary, to reflect underlying outlays).
(ii) 1997-98 Revised Appropriation figures amended to include Additional Estimates, Advance to the Minister for Finance, running cost borrowings, savings and other revisions.
(iii) Variation percentage = ((1998-99 Budget less 1997-98 Estimated Outcome)/1997-98 Estimated Outcome).

Sub-Programme Variation

The following table shows changes in the underlying outlays of the Sub-Programme in 1998-99.

Table 4.3: Variations to Sub-Programme Underlying Outlays 1997-98 to 1998-99

	Amount of Variation (+ or -) $'000	Total $'000
1997-98 Estimated Underlying Outlays (i)		8,149
Running Costs		
Net effect of price indexation, efficiency dividend, carryovers and internal transfers	-814	
Total Variations		-814
1998-99 Budget Underlying Outlays (ii)		7,335

(i) The 1997-98 figure appears in column 3 in Table 4.2 above.
(ii) The 1998-99 Budget figure appears in column 4 in Table 4.2 above.

Performance of the Sub-Programme in 1996-97 and 1997-98

Information on the performance of the Sub-Programme in 1996-97 is at pages 137 to 148 of the Annual Report of the Australian Competition and Consumer Commission. Performance information for 1997-98 will be published in the ACCC's 1997-98 Annual Report.

Performance Forecasts for 1998-99

- Management of financial and human resources in order to achieve efficient and effective usage across the ACCC.

- Plan for the implementation of a new financial management information system to meet the ACCC's accrual accounting needs.

- Manage the implementation within the ACCC of Public Service reforms and industrial relations matters as prescribed in the ACCC's Certified Agreement and Australian Workplace Agreements with staff.

- Manage corporate training and development programmes with an emphasis on new regulatory functions and improved management skills.

Performance Indicators and Evaluation

- To provide an integrated systems approach to management of resources in a devolved environment to ensure effective planning, priority setting and evaluation processes are applied throughout the ACCC:

- individuals and teams demonstrate professionalism meeting changing priorities and community needs; and

- through the development and maintenance of skills and knowledge, a high community regard for ACCC expertise in access regimes, competition and consumer protection law and pricing.