



ACCC and AER Corporate Plan

2015-16

Independent / Expert / Strategic / Trustworthy

1. Overview

The *ACCC and AER Corporate Plan 2015–16* outlines the key strategies, performance measures and capabilities the Australian Competition and Consumer Commission (ACCC) and the Australian Energy Regulator (AER), as a coordinated agency, will employ over the next four years to support our core purposes.

The ACCC is an independent Commonwealth statutory authority whose role is to enforce the *Competition and Consumer Act 2010* and a range of additional legislation, promoting competition, fair trading and regulating national infrastructure for the benefit of all Australians.

The AER is an independent decision making body responsible for regulating energy markets and networks under national legislation and rules. The AER has its own Board, which is supported by staff who are engaged exclusively on energy matters and also has access to specialist legal and economic staff, which it shares with the ACCC.

Message from the ACCC Chair

The ACCC is about making markets work for the benefit of all Australians. The ACCC is the national regulator responsible for competition law, consumer protection and economic regulation. These are fundamental roles in our market economy. Competition brings innovation, efficiency and dynamic ways to meet consumers' needs, but it needs the well-defined boundaries on commercial behaviour provided by competition and consumer laws. The ACCC will continue to focus its compliance and enforcement activities on those circumstances that will, or have the potential to, harm the competitive process or result in widespread consumer detriment.

The Australian competition law framework could change over the next four years, as a result of the final recommendations of the recently completed Competition Policy Review. This is a very important report. It sets out many pro-competitive reforms which, if adopted, could significantly enhance economic productivity over the years ahead.

Playing such an important role in our market economy, we must remain a high performing agency and so continue to improve our performance. We will continue to concentrate on our efficiency, our governance, our financial performance and making the best use of our expert staff. We will deliver results by developing our people and improving our processes to remain an effective agency working to benefit the Australian community.

As the accountable authority of the ACCC, I present the *ACCC and AER Corporate Plan 2015–16*, which covers the periods of 2015–16 to 2018–19, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Rod Sims, Chair of the ACCC

Message from the AER Chair

The work of the AER encompasses oversight of wholesale and retail electricity and gas markets and regulation of energy network infrastructure. In carrying out its functions, the AER is directed by the objectives of national energy legislation: to promote efficient investment in, and efficient operation and use of, energy services for the long term interests of energy consumers with respect to price, quality, safety, reliability and security of supply.

One of our key functions is to regulate energy networks that transport energy to consumers (electricity poles and wires and gas pipelines) in accordance with energy laws and the National Electricity and Gas Rules. There have been significant reforms to energy network

regulation in the last few years to promote these objectives. We published the Better Regulation network guidelines in 2013 to explain how we will apply the new energy reforms.

We have just completed the first revenue review reset processes to incorporate the Better Regulation guidelines and also for the first time the AER's Consumer Challenge Panel (CCP) has been involved to ensure decisions on network costs properly incorporate consumers' interests. We are also preparing for the application of the National Electricity Law in the Northern Territory.

In retail markets we will be supporting the application of the National Energy Retail Law in Queensland which will begin on 1 July 2015. We will focus on building consumer confidence in retail energy markets through our compliance and enforcement programs, engagement with customer groups and refinements to the Energy Made Easy website.

Our ongoing work program covers the regulation of annual charges and reporting of the efficiency of energy networks; monitoring compliance and reporting on performance in retail and wholesale energy markets and other publications on the state of the energy market. These wider ongoing functions remain critically important and continue to account for a significant portion of our strategic analysis and operating activity. The experience and intelligence we develop while undertaking these functions allows us to contribute to policy development and the efficient operation of energy markets.

Paula Conboy, Chair of the AER

Our values

We appreciate and uphold the APS Values of Impartial, Committed to service, Accountable, Respectful and Ethical (ICARE), and hold these additional complementary values as unique and meaningful to our work.

Independent: We pursue the interests of the Australian community, objectively and transparently.

Expert: We make timely decisions based on evidence and rigorous analysis.

Strategic: We make best use of our resources by taking considered and targeted action.

Trustworthy: We communicate honestly and directly and act respectfully.

2. Purposes

Competitive markets increase the prosperity and welfare of Australian consumers. Our role is to protect, strengthen and supplement the way competition works in Australian markets and industries to improve the efficiency of the economy and to increase the welfare of Australians.

This means we will take action where this improves consumer welfare, protects competition or stops conduct that is anti-competitive or harmful to consumers, and promotes the proper functioning of Australian markets.

During the period from 2015–16 to 2018–19, the key strategies the ACCC and AER will pursue are:

- maintain and promote competition
- protect the interests and safety of consumers, and support fair trading in markets affecting consumers and small business

- promote the economically efficient operation of, use of, and investment in infrastructure; and identify market failure, and
- promote efficient investment in, and efficient operation and use of, energy services for the long term interests of consumers with respect to price, quality, safety, reliability and security.

As Australia's peak consumer protection and competition agency, the ACCC has a number of enduring compliance and enforcement priorities:

- cartel conduct
- anti-competitive agreements and practices, and
- the misuse of market power.

The ACCC will also always prioritise the assessment of product safety issues which have the potential to cause serious harm to consumers.

The ACCC cannot pursue all the complaints it receives or matters that come to its attention and rarely becomes involved in individual disputes. While considering all matters carefully, the ACCC seeks to focus its compliance and enforcement activities on those circumstances that will, or have the potential to, harm the competitive process or result in widespread consumer detriment. The ACCC therefore exercises its discretion to direct resources to the investigation and resolution of matters that provide the greatest overall benefit for competition and consumers including through focused enforcement actions which deliver broader deterrence and compliance effects across industries and the economy.

The ACCC will continue to publish its *Compliance and Enforcement Policy* annually, which outlines its key priorities, priority factors and strategies to achieve compliance with competition and consumer law.

The ACCC will continue to assess and review mergers to prevent structural changes that substantially lessen competition with a particular focus on concentrated markets and in the near term proposed acquisitions arising through privatisation of public sector assets.

The ACCC will also continue to assess and make decisions about applications for authorisation and notification of certain anti-competitive conduct evaluating if such arrangements or conduct may result in a net public benefit and warrant exemption from the Competition and Consumer Act.

In addition to consumer protection and competition responsibilities, the ACCC is the national regulator of natural monopoly infrastructure facilities in communication, bulk water, post and transport industries (energy sector regulation is undertaken by the AER). Fostering efficient infrastructure provision through industry specific regulation and access conditions—under the umbrella of the long term interest of end users—is the major focus of the economic regulatory role. Access conditions that promote competition in upstream and downstream markets can increase the efficiency and productivity of the overall economy.

The AER regulates energy markets and networks under national energy market legislation and rules. The AER has a diverse work program that is directed by the objectives of national energy legislation: to promote efficient investment in, and efficient operation and use of, energy services for the long term interests of energy consumers with respect to price, quality, safety, reliability and security of supply.

The AER's functions, which mostly relate to energy markets in eastern and southern Australia, include:

- monitoring wholesale electricity and gas markets to ensure energy businesses comply with the legislation and rules, and taking enforcement action where necessary

- setting the prices charged for using energy networks (electricity poles and wires and gas pipelines) to transport energy to customers
- regulating retail energy markets in Queensland, the Australian Capital Territory, South Australia, Tasmania (electricity only) and New South Wales,
- operating the Energy Made Easy website, which provides a retail price comparator and other information for energy consumers and
- publishing information on energy markets, including the annual *State of the energy market* report, to assist participants and the wider community.

The AER also assists the ACCC with energy-related issues arising under the Competition and Consumer Act, including enforcement, mergers and authorisations.

3. Environment

Our agency operates in a complex and constantly evolving economy-wide environment. This requires us to remain abreast of best international practice in regulation, and the associated legal and economic fields. We also maintain close ties with Commonwealth and state and territory agencies and our overseas counterparts to ensure we understand the international and local contexts we are operating in.

Below are some of the key environmental factors that will influence the way we operate over the next four years.

Being responsive to changes to the competition law framework

The Australian competition law framework could change over the next four years, as a result of the recommendations of the recently completed Competition Policy Review. Any changes will obviously have implications for the way in which the ACCC and AER undertake our responsibilities in the Australian economy.

On 31 March 2015, the Competition Policy Review Panel's final report was released. The review panel, chaired by Professor Ian Harper, undertook a stocktake of the competition policy framework across the Australian economy.

The agency actively engaged with the review panel during the consultation process, providing detailed submissions that outlined suggestions on how Australia's competition policy could be reinvigorated.

The final report sets out many pro-competitive reforms which, if adopted, could significantly enhance economic productivity over the years ahead.

A full response from the Government will be formulated in the second half of 2015 with the view to engaging states and territories in this area of co-regulation to develop a response action plan by the end of the year.

The ACCC and the AER will work constructively with the Government while it develops its response action plan, and then during the implementation stage.

Review of the Australian Consumer Law on the horizon

On 1 January 2011, the Australian Consumer Law (ACL) commenced. The ACL applies nationally and in all states and territories, and to all Australian businesses. The ACL has proven to be excellent. It has taken consumer protection to new levels in terms of the laws that underpin it, awareness and recognition among consumers and businesses, and the way in which regulators act to deliver compliance.

In June 2015, Consumer Affairs Ministers agreed to the Terms of Reference for the planned implementation review of the ACL, which will commence in 2016. The ACL review will be conducted by Consumer Affairs Australia and New Zealand with a final report to be provided to responsible ministers by March 2017. Ministers have agreed that the review will consider the effectiveness of the ACL and the extent to which the national consumer policy framework has met the objectives agreed by the Council of Australian Governments.

As occurred with the Competition Policy Review, the ACCC will be proactive in developing constructive proposals that can be considered in the context of the ACL review.

Increasing value of market monitoring and market studies

Responsible ministers may direct the ACCC to undertake certain activities, including market monitoring and market studies. These studies enable the ACCC to develop a sophisticated understanding of how well competition and markets are working in particular sectors.

In December 2014, the ACCC received a direction from the Minister for Small Business to monitor the petroleum industry more closely. This direction provides for the ACCC to target specific aspects of concern for closer examination. The ACCC will conduct at least four investigations a year into specific geographic markets, specific products or other issues of concern.

The ACCC is also currently conducting a 12 month public inquiry into the competitiveness of wholesale gas prices in eastern and southern Australia. The ACCC will be considering competition levels in the east coast upstream gas market—the producer, processor, pipeline, and wholesale levels of the market. The ACCC will report to Government by April 2016.

These add to continuing roles where the ACCC monitors competition and wider performance issues in stevedoring, our four largest airports, the broader petrol market, and the rural water market.

The ACCC is also continuing to undertake a program of industry analysis focusing on consumer issues. This analysis will further develop the ACCC's understanding of market practices that impact industry or consumer behaviour, in particular those that result in harm to consumers. The ACCC will undertake at least two broad industry reviews each year into particular industries, or that explore particular consumer issues. This analysis will support the ACCC's broader enforcement objectives by also identifying and developing strategies to address breaches of the law where they are identified.

Strengthening international and regional engagement

International and regional engagement with our peers is becoming increasingly important, reflecting the need to understand and respond to emerging issues in global markets for goods and services. The growth of these markets is being facilitated by the diffusion of modern communications technologies and new purchasing channels, discussed below in 'The developing digital economy'. We also benefit from sharing new thinking on governance arrangements through these forums.

The ACCC will continue to participate actively in groups facilitating investigative and enforcement cooperation, such as the International Competition Network, International Consumer Protection and Enforcement Network, Organisation for Economic Co-operation and Development and International Consumer Product Health and Safety Organisation.

The ACCC and AER will also have regular involvement in regulatory policy formulation through the OECD Regulatory Policy Committee and Network of Economic Regulators. These forums allow us to influence and leverage international thinking on best practice regulatory frameworks.

The ACCC also recognises the benefits that efficient markets in our region deliver to Australian consumers and businesses. This requires the ACCC to be active in the Asia-Pacific region engaging with both established and newly emerging competition and consumer protection regimes.

The Competition Law Implementation Program (CLIP), developed by the ACCC in partnership with the Department of Foreign Affairs and Trade and Association of South East Asian Nations, will see the ACCC continue to deliver a multi-year, demand-driven program of capacity building activities for our newer competition law enforcement counterparts in the ASEAN. The ACCC will work with counterparts to build their capacity to enforce competition laws through projects that factor in local conditions (economic, political, legal, and social). Projects will aim to develop individual and organisational capability among competition authorities by delivering skills and transferring knowledge.

Section 5.6 below outlines how the agency's International Unit supports these activities and international and regional engagement more generally.

The developing digital economy

The digital economy has much to offer consumers. It can deliver increased choice, improved services and provides people with the convenience to shop whenever and wherever they like. The high-tech consumer world, however, also provides us with many consumer protection challenges. The ACCC will continue to concentrate on emerging systemic consumer issues in the online marketplace.

The ACCC will also monitor developments in the sharing economy. This economy is built around individuals sharing their personal assets in exchange for payment. Technology platforms operate as markets where service providers and consumers can connect with each other. The appropriate level of regulation of these emerging business models is being considered by governments and regulators around the world.

The ACCC supports the views of the Competition Policy Review panel that it would be desirable for a new market to develop in that allows consumers to reuse the information big businesses collect on them to make better purchasing decisions. This has already occurred in United Kingdom, where a policy has been implemented to encourage a market in 'innovative technologies', such as online comparator tools that will aid consumers to analyse their own purchasing habits, and use this information to tailor recommendations for goods and services to each user.

Regulating evolving energy markets

The nature and function of energy markets are evolving.

Electricity markets are entering a period of fundamental change. Drivers such as:

- demand uncertainty
- the need to integrate renewable generation, and
- advances in technologies that affect how electricity is sold

will all impact on the way electricity is delivered to and by consumers in the future.

The development of liquid natural gas export projects in Queensland will also fuel growth in international demand for Australian gas. This in turn will exert pressure on the domestic gas market. While gas prices were historically struck under confidential long term contracts, the industry is shifting towards shorter term contracts, the inclusion of review provisions and the use of spot markets.

These, and other as yet unanticipated changes, will have implications for the AER's future functions—including how and what we might need to regulate.

Potential policy reforms for energy

Policy reforms will need to be implemented to deal with these new developments in energy markets.

There have already been significant reforms to energy network regulation in the last few years and more reforms are now underway to deal with the dynamic landscape. These and other changes to the rules which govern electricity and natural gas markets will have to be reflected in the AER's work program.

A review of energy markets' governance arrangements is also being conducted by the Council of Australian Governments Energy Council to ensure that these arrangements remain appropriate. The review is expected to be finalised by the end of September 2015 and its recommendations may also have implications for the AER's structure and functions.

Contributing to the deregulation agenda

The Government's whole-of-government deregulation agenda is focused on reducing the cost of unnecessary or inefficient regulation imposed on individuals, business and community organisations

The agency is fully engaged with the Government's deregulation agenda and committed to acting in accordance with regulatory best practice in our decision making, policy development and advisory roles, operational practices, and communications to ensure our effectiveness and efficiency is enhanced.

The Australian Government's Regulator Performance Framework is an important element of the deregulation agenda. From 1 July 2015, the ACCC will collect evidence to demonstrate its performance against the six key performance indicators included in the framework (these are outlined in section 4.1 below).

The agency is committed to demonstrating through our actions that we are operating as an efficient and effective regulator. At the international level, we have worked closely with the Organisation for Economic Co-operation and Development in the development of their best practice principles for the governance of regulators. We are now utilising that knowledge at the operational level.

The ACCC is also contributing to the Australian Government's Industry Innovation and Competitiveness Agenda, which is a policy of regulators actively considering international standards to reduce duplicative regulation. The Government has adopted the principle that, if a system, service or product has been approved under a trusted international standard or risk assessment, then Australian regulators should not impose any additional requirements for approval in Australia, unless there is a good and demonstrable reason to do so. The implications of this policy for the ACCC are predominantly in relation to the role in the setting of product safety and information standards. Fellow regulators, such as the Australian Communications and Media Authority, may also make contributions to reducing duplicative regulation in relation to sectors of the economy that the ACCC regulates such as communications.

4. Performance

4.1. Performance measurement

Performance indicators

The agency has developed a suite of performance indicators, outlined in section 4.2 below, that are directly linked to our key organisational strategies and deliverables. The performance indicators are intended to provide stakeholders with a good understanding of the significant outputs from our work program, and also our efficiency in delivering them. Actual results will be reported at the end of each financial year in the agency's annual performance statement, which will be included in the ACCC/AER Annual Report. We will develop a time series of results over the four year reporting period. This will allow us to conduct analysis and report on the reasons for changes in results from year-to-year and also over longer periods.

We have also included in section 4.2 tables that outline the expected budget allocation and average staffing level for each agency strategy for 2015–16. Each of these figures has a built in allocation for corporate overheads, the provision of legal and economic advice and executive support. This approach reflects that staff in the corporate areas, Legal and Economic Division and the Executive Office contribute significantly to the agency achieving good performance against our four strategies.

In the annual performance statement, we will complement the performance indicators with specific examples of actions and outcomes that can provide stakeholders with a detailed and fuller understanding of what we achieved during the financial year.

ACCC consumer and business surveys

The ACCC currently conducts a biennial consumer and small business survey that seeks to gauge the level of understanding of its roles and functions by consumers and small businesses. The survey is also interested in how stakeholders engage with the ACCC's communication through various media channels. The results of this survey are used to enhance communication capabilities and target media strategies.

The ACCC is also developing a comprehensive biennial, business-focused survey. The primary objective of the survey is to collect the views of a representative group of business stakeholders regarding the ACCC's performance. The result will be used to inform continuous improvement strategies.

The survey will be conducted for the first time during the June quarter of 2016. The results and accompanying analysis will be published on the ACCC website.

The survey will cover a cross-section of small, medium and large businesses, and various law firms representing businesses, that are likely to have engaged with the ACCC in the previous two years.

AER stakeholder survey

The AER will continue to conduct regular stakeholder surveys to seek feedback on its performance. Since 2008, the AER has undertaken three surveys to empirically measure how it is meeting certain key performance indicators. These indicators go to the capabilities of a good regulatory agency, such as impartiality, transparency, engagement and timeliness of decisions.

These surveys assist the AER to identify what it does well and areas it can improve and to benchmark its performance over time. To promote good governance and transparency, the results are published on the AER website.

The AER invites a broad range of organisations to participate in its stakeholder surveys including network businesses, retailers, generators, ombudsman schemes, state regulators, industry and consumer representatives and associations, consultants, government departments, and energy ministers. The surveys gather both quantitative and qualitative feedback with all stakeholders being asked to complete an on-line survey and a cross section from key stakeholder groups participating in one-on-one qualitative interviews.

Regulator Performance Framework

The Australian Government has established a Regulator Performance Framework that applies to all major Commonwealth regulators as of 1 July 2015.

The framework establishes a common set of six outcomes-based key performance indicators that will allow for the comprehensive assessment of regulator performance and their engagement with stakeholders, specifically:

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

The ACCC fully supports the new framework, as it provides for increased transparency and accountability about how regulators achieve their statutory objectives. It also helps identify ways that the ACCC and the relevant policy agencies can reduce red-tape.

While not formally covered by Regulator Performance Framework, the AER also has regard to the framework's six key performance indicators in undertaking its functions.

The Minister for Small Business, the Hon Bruce Billson MP, has a role in approving the self-assessment methodology, measures and output/activity-based evidence the ACCC will use to assess performance against the six key performance indicators annually.

The results of the ACCC's annual self-assessment, which the ACCC Performance Consultative Committee will review to provide quality assurance, and any other relevant Regulator Performance Framework documentation will be published on the ACCC website.

4.2. Performance indicators

ACCC

Strategy 1 Maintain and promote competition

Competitive markets lead to lower prices, better quality products and services, greater efficiency and more choice, all of which benefit consumers. As Australia's only competition regulator, the ACCC works to enhance the welfare of Australians by maintaining and promoting competition.

The ACCC does so by enforcing Part IV of the CCA in relation to:

- cartel conduct

- anti-competitive agreements and practices
- misuse of market power, and
- mergers which substantially lessen competition.

The CCA allows the ACCC to consider applications for authorisation and notifications, which enables some anti-competitive conduct to go ahead where the public benefit outweighs the public harm, including harm from reduced competition.

Expected allocation for 2015–16*	
Budget (millions)	\$52.78
Average staffing level	218.6

*Each figure includes an allocation for corporate overheads, legal and economic advice and executive support

Deliver outcomes to address harm to consumers and businesses resulting from anti-competitive conduct

The ACCC's Compliance and Enforcement Policy sets out priorities for the year and the factors the ACCC takes into account when deciding whether to pursue matters. In February 2015, a revised policy was released, which continues to prioritise cartel conduct, anti-competitive agreements and practices, and the misuse of market power.

Performance indicators	Annual target
Number of in-depth competition investigations completed	40
Percentage of initial competition investigations completed within 3 months	60%
Percentage of in-depth competition investigations completed within 12 months	60%
Number of competition enforcement interventions (court proceeding commenced, s. 87B undertakings accepted)	8
Percentage of competition enforcement interventions in the priority areas outlined in the Compliance and Enforcement Policy	80%
Percentage of competition enforcement interventions in the priority areas, or demonstrate the priority factors, outlined in the Compliance and Enforcement Policy	100%

Assess mergers to prevent structural changes that substantially lessen competition

The ACCC will continue to assess and review (proposed) mergers and acquisitions to assess whether they would substantially lessen competition.

Performance indicators	Annual target
Number of merger matters considered (externally driven)	N/A
Percentage of merger matters considered that were finalised by pre-assessment	70%

Number of merger matters involving Phase 1 only of public review (Phase 1 only of a public review means a Statement of Issues is not released) (externally driven)	N/A
Number of merger matters involving Phase 1 and Phase 2 of public review (Phase 2 involves release of Statement of Issues) (externally driven)	N/A
Percentage of merger matters subject to Phase 1 only of public review that were finalised within eight weeks (excluding time periods where information is outstanding)	50%
Percentage of merger matters subject to Phase 2 of public review that were finalised within 20 weeks (excluding time periods where information is outstanding)	90%

Make decisions on authorisation, notification and certification trademark applications in the public interest

The ACCC will continue to assess and make decisions about applications for authorisation and notification of certain anti-competitive conduct evaluating if such arrangements or conduct may result in a net public benefit and warrant exemption from the CCA.

Performance indicators	Annual target
Number of authorisation applications assessed (externally driven)	N/A
Number of exclusive dealing notifications assessed (externally driven)	N/A
Number of collective bargaining notifications assessed (externally driven)	N/A
Number of Certification Trade Marks assessed (externally driven)	N/A
Percentage of authorisation applications assessed within statutory timeframe(s) (excluding time periods where information is outstanding)	100%
Percentage of notifications assessed within statutory timeframe	100%

Assist the Australian Competition Tribunal, as required

Merger parties may seek legal protection from court action under s. 50 of the CCA by applying to the Australian Competition Tribunal (the Tribunal) for authorisation of the merger proposal.

The Tribunal may grant authorisation if it is satisfied that the proposed merger is likely to result in such a benefit to the public that the merger should be allowed to occur.

Performance indicators	Annual target
Number of matters where assistance was provided to Australian Competition Tribunal (externally driven)	N/A

Strategy 2 Protect the interests and safety of consumers, and support fair trading in markets affecting consumers and small business

A key role of the ACCC is to inform businesses and consumers of their rights and obligations under the CCA through engagement, education and the provision of specialised information.

This function also includes actions taken to ensure Australian consumers are not harmed by unsafe products.

Expected allocation for 2015–16*	
Budget (millions)	\$51.80
Average staffing level	218.1

*Each figure includes an allocation for corporate overheads, legal and economic advice and executive support

Deliver outcomes to address harm to consumers and small businesses resulting from non-compliance with the Australian Consumer Law

Each year the ACCC reviews its compliance and enforcement priorities to determine where to focus its efforts to maximise impact on preventing and redressing consumer harm and small businesses. The ACCC consults with ACL regulators, consumer advocacy groups, external dispute resolution and ombudsman schemes and other government departments on current and emerging issues; and also analyses data from thousands of people who contact the ACCC Infocentre.

Performance indicators	Annual target
Number of in-depth ACL investigations completed	80
Percentage of in-depth ACL investigation that are in the priority areas outlined in the Compliance and Enforcement Policy	60%
Percentage of initial ACL investigations completed within three months	80%
Percentage of in-depth ACL investigations completed within 12 months	80%
Number of ACL enforcement interventions (court proceeding commenced, s. 87B undertakings accepted, infringement notices issued)	40
Percentage of ACL enforcement interventions in the priority areas outlined in the Compliance and Enforcement Policy	60%
Percentage of ACL enforcement interventions in the priority areas, or demonstrate the priority factors, outlined in the Compliance and Enforcement Policy	100%
Number of emerging CCA market issues affecting consumers and small business that are identified, considered and advice developed	2
Number of new or revised business compliance resources (published guidance)	10
Number of times online business education resources have been accessed	600 000
Number of surveys and audits for CCA compliance, including in relation to product safety regulations	20
Percentage of business compliance projects that are in priority areas identified in the Compliance & Enforcement Policy	60%

Enhance the effectiveness of the ACCC’s compliance and enforcement initiatives through partnerships

The Australian Consumer Law gives consumer regulators a single set of provisions to respond to fair trading and consumer protection issues. The ACL also allows regulators to collectively work on broader issues and take proactive and timely compliance and enforcement action.

The ACCC works closely with the Treasury, Australian Securities and Investment Commission, and state and territory consumer protection agencies on national compliance and enforcement projects.

The ACCC also works with businesses, industry associations and consumer groups to promote awareness of the ACL.

Performance indicators	Annual target
Percentage of business compliance resources developed or updated in consultation with business, stakeholder groups and peak bodies	80%
Number of business compliance projects that are delivered jointly with ACL regulators (Business compliance projects may include one or more of the following to address an identified sector-based compliance risk: monitoring, surveillance, audits, research, stakeholder engagement, business compliance resources, consumer education resources)	5
Number of business compliance and consumer education projects that involve partnership or joint delivery with businesses, peak bodies, industry or consumer groups.	5

Identify and address the risk of serious injury and death from safety hazards in consumer products

The ACCC uses an intelligence-led approach to assess current and emerging safety risks. The ACCC reviews a range of data sources to identify issues that may present a safety concern. Data sources include mandatory reports of serious illness, injury or death, recalls that have taken place internationally, and information received from the community. The ACCC assesses information received and, where warranted, takes action including:

- negotiating the recall of goods
- educating industry and consumers
- negotiating voluntary changes to packaging labelling or product design
- working to introduce changes to voluntary or mandatory requirements, and
- introducing and/or working to implement changes to product safety mandatory standards and bans.

The ACCC is also developing criteria for accepting international product safety standards and risk assessments. This is in line with the Australian Government’s Industry Innovation and Competitiveness Agenda.

Performance indicators	Annual target
Percentage of product safety mandatory reports made by businesses of serious injury or death preliminary assessed by the ACCC within seven days	100%

Percentage of recall notifications by businesses to the ACCC that, after assessment and engagement, can be published within 48 hours	80%
Number of detailed assessments of emerging product safety hazards	40
Number of reviews of mandatory product safety standards completed	6
Number of new or updated published business compliance resources about responsible sourcing of consumer products	2

Support a vibrant small business sector

The ACCC helps to ensure small businesses understand and comply with their obligations and encourages them to exercise their rights under the CCA as the customers of larger suppliers. The ACCC's aim is to promote a competitive and fair operating environment for small business and, importantly, ensure small businesses understand how the legislation can help them.

Performance indicators	Annual target
Number of small business Infocentre contacts served (Small business contacts are contacts through separate small business phone line and webforms)	24 000
Number of new or revised business compliance resources (published guidance) to empower small business	5
Number of CCA and ACL enforcement interventions with substantial benefits to small business sector.	10

Empower consumers by increasing their awareness of their rights under the Australian Consumer Law

Empowering and educating consumers about their consumer rights is central to the ACCC protecting the interests and safety of consumers. The ACCC's educational campaigns also support consumers to navigate complex or difficult consumer choices to help them make smart choices.

Performance indicators	Annual target
Number of new or revised consumer education resources (published guidance)	10
Number of times online consumer education resources have been accessed	1.5 million
Number of Infocentre contacts served	150 000
Number of unique visits to the SCAMwatch website	1.5 million

Strategy 3 Promote the economically efficient operation of, use of, and investment in infrastructure; and identify market failure

The ACCC's objective is to promote effective competition in upstream and downstream markets and deliver benefits in the long term interests of end users. The ACCC's role

encompasses access pricing, monitoring and enforcement of industry-specific rules in a number of key infrastructure sectors in the economy, including telecommunications, rail, water, ports and airports.

Expected allocation for 2015–16*	
Budget (millions)	\$27.49
Average staffing level	130.3
*Each figure includes an allocation for corporate overheads, legal and economic advice and executive support	

Deliver network regulation that promotes competition in the long-term interests of end-users

The ACCC regulates access to bottleneck infrastructure and the price for that access. Effective regulation of infrastructure services supports effective competition in upstream and downstream markets, enhancing community welfare and encouraging efficient use of resources. Regulation also promotes the economically efficient operation and use of, and investment in, Australia’s key infrastructure, thereby promoting the long-term interests of Australian consumers.

Performance indicators	Annual target
Number of major regulatory decisions	3
Percentage of regulatory decisions completed within statutory timeframes (including 'stop the clock' and timeframe extension provisions in the CCA)	100%

Provide industry monitoring reports to government in relation to highly concentrated, newly deregulated or emerging markets

The ACCC monitors and reports on the price and quality of goods and services available in some highly concentrated, newly deregulated or emerging markets.

The ACCC produces annual monitoring reports for stevedoring, airports, telecommunications and water. Following a new ministerial direction received in December 2014, the ACCC produces at least quarterly reports on the prices, costs and profits relating to the supply of unleaded petroleum products.

Performance indicators	Annual target
Number of annual monitoring reports	4
Number of reports on monitoring of unleaded petroleum products	4

Improve the efficient operation of markets by enforcing industry-specific competition and market rules

The ACCC has a role in enforcing industry-specific competition and market rules in some infrastructure-based markets.

Performance indicators	Annual target
Number of investigations into potential breaches of rules	5

AER

Strategy 4 Promote efficient investment in, and efficient operation and use of, energy services for the long term interests of consumers with respect to price, quality, safety, reliability and security

The AER's roles encompass the retail and wholesale electricity and gas markets and energy network infrastructure. The objectives of the national energy legislation guide the AER's priorities and work program. The common objective under the legislation is to promote efficient investment in, and efficient operation and use of, energy services for the long-term interests of end users with respect to price, quality, safety, reliability and security of supply.

Expected allocation for 2015–16*	
Budget (millions)	\$33.57
Average staffing level	158.0

*Each figure includes an allocation for corporate overheads, legal and economic advice and executive support

Provide effective network regulation

The electricity and gas rules require that network businesses periodically (usually every five years) submit regulatory proposals (electricity) and proposed access arrangements (gas) to the AER for approval. We must assess the compliance of network businesses' regulatory proposals with the legislative criteria.

Performance indicators	Annual target
Number of revenue reset determinations for electricity networks and gas pipelines and distribution networks completed	11
Percentage of revenue reset determinations for electricity networks and gas pipelines and distribution networks completed within statutory timeframes.	100%
Number of annual benchmarking and performance reports for electricity networks	2
Number of annual tariff approval applications assessed	26

Build consumer confidence in retail energy markets

Under the National Energy Retail Law, the AER regulates retail markets in Queensland, New South Wales, South Australia, Tasmania (electricity only) and the Australian Capital

Territory. The Retail Law sets out the obligations of energy retailers and key consumer protections. These include requirements for how retailers market their offers and retailer responsibilities to help customers in financial hardship.

Performance indicators	Annual target
Number of annual reports on compliance in, and performance of, retail energy markets	2
Number of retailers' hardship policies and proposed amendments assessed (externally driven)	N/A
Percentage of retailers' hardship policies and proposed amendments assessed within 12 weeks of receiving all relevant information	100%
Number of retail authorisations/exemptions assessed (externally driven)	N/A
Percentage of retail authorisations/exemptions applications assessed within 12 weeks of receiving all relevant information	100%
Support the timely transfer of affected customers in the event of a retailer failure (externally driven)	N/A
Number of formal energy retail enforcement interventions (court proceeding commenced, s. 288 (NERL) undertakings accepted, infringement notices issued) (externally driven)	N/A
Percentage of new/replacement offers published on Energy Made Easy website within 48 hours of receipt from retailers	100%

Support efficient wholesale energy markets

The AER is responsible for monitoring and enforcement in wholesale electricity and gas markets in all jurisdictions except Western Australia and the Northern Territory, namely:

- the National Electricity Market—an \$11 billion per year spot market in eastern and southern Australia, in which more than 200 generators compete to dispatch electricity, and
- spot markets for gas, in which around 370 petajoules are traded each year in market hubs in Adelaide, Sydney, Brisbane, Victoria and Wallumbilla.

Performance indicators	Annual target
Number of quarterly compliance reports on wholesale markets and networks	4
Percentage of quarterly compliance reports published within six weeks of the end of the quarter	100%
Audit the compliance systems of selected energy businesses , and report on outcomes	2
Number of weekly electricity and gas monitoring reports	104
Percentage of weekly reports published within 12 business days of the end of the relevant week	75%
Number of reports on extreme price events in wholesale electricity and gas markets (externally driven)	N/A

Percentage of reports on extreme price events in wholesale electricity and gas markets published within statutory timeframes	100%
Number of targeted reviews of compliance with the national energy rules (as measured by number of reports)	4
Publish the State of the energy market report	Yes

4.3. Performance reporting

We are committed to being transparent and accountable in how, and for what purposes, we undertake our functions. To achieve this, we must provide up to date and clear performance information to our stakeholders. The ACCC and AER will utilise a number of different avenues to report on our performance during 2015–16.

The ACCC and AER seek to publicise important outcomes from our work through media releases and engagement with media outlets and through an active program of speaking engagements for our Chairman, Commissioners and the AER Board members. We also have a strong and growing engagement with the community through social media. These activities ensure a broad cross-section of stakeholders are aware of what we do, allowing them to form views about our performance across the year.

The ACCC will continue to produce *ACCCCount* on a quarterly basis. *ACCCCount* details our activities in the enforcement of the Competition and Consumer Act, merger reviews, compliance actions, adjudication issues, economic regulation and international involvement. We are currently considering how we can maximise the distribution of this report, as it provides our stakeholders with a comprehensive overview of our activities in key functional areas of regulation at regular intervals throughout the year.

As noted in section 4.2, at the conclusion of the financial year, we will prepare an annual performance statement for inclusion in the ACCC/AER Annual Report. The annual performance statement will report on the actual results achieved in the reporting period against the planned performance measures set out in this corporate plan.

5. Capability

5.1. Governance

The ACCC and AER both come under the portfolio responsibilities of the Treasury. We also maintain a close relationship with our responsible Minister, the Hon Bruce Billson MP, Minister for Small Business and other portfolio ministers, as per our responsibilities. The Australian Government issued the ACCC and AER with separate Statements of Expectations and we in turn developed Statements of Intent. The COAG Energy Council has also issued a Statement of Expectations to the AER. As noted in section 3 above, responsible ministers may direct the ACCC to undertake certain activities, such as the December 2014 direction to monitor the petroleum industry and undertake the East Coast Gas Inquiry. The ACCC also has a role advising the Minister for Small Business on opportunities to exercise discretion to mandate or amend recalls, bans and safety standards. The agency's external corporate governance is aided by our compliance with the performance regimes recently put in place by the Government: the Public Governance, Performance and Accountability Act and the Regulator Performance Framework.

The agency's internal corporate governance framework equips us as an organisation to achieve our strategic goals while complying with policies and legislation, maintaining performance standards and making the most cost-effective use of resources.

The ACCC makes statutory decisions through formal meetings of its Commission, assisted by subject matter committees such as the Enforcement Committee and the Mergers Review Committee. The AER makes its decisions through its Board. ACCC Commissioners and AER Board members are full time statutory officer holders. The agency has a strong corporate governance framework which was implemented in 2014 so that ACCC commissioners and AER Board members collectively have a clear view of the connection between their statutory decision-making on particular matters and the overall staffing resources and legal expenditure implications of those decisions.

The Corporate Governance Board sits at the apex of the governance structure. ACCC commissioners, AER Board members and the organisation’s Chief Operating Officer form the Corporate Governance Board. The Board is assisted by a number of committees: the Audit and Finance Committee, Legal Committee, and People and Capability Committee. The board, assisted by these committees, is well equipped is to oversee our strong corporate and financial performance.

The diagram on the following page provides a visual representation of the ACCC and AER governance structure.

5.2. People

Our people

Employees of the agency form part of the Australian Public Service.

Our investigators, analysts, economists, lawyers, project officers and support staff are dedicated and passionate about delivering the best outcomes for the Australian people through our work to protect, strengthen and supplement competitive market processes.

Our affordable average staffing level for 2015–16 is 725 full time equivalent employees. This is a small reduction from 2014–15. Our projected staffing levels see some reductions due the ending of some currently funded activities. This is reflected in the table below. Our levels fluctuate depending on the nature of any new responsibilities given to us by government.

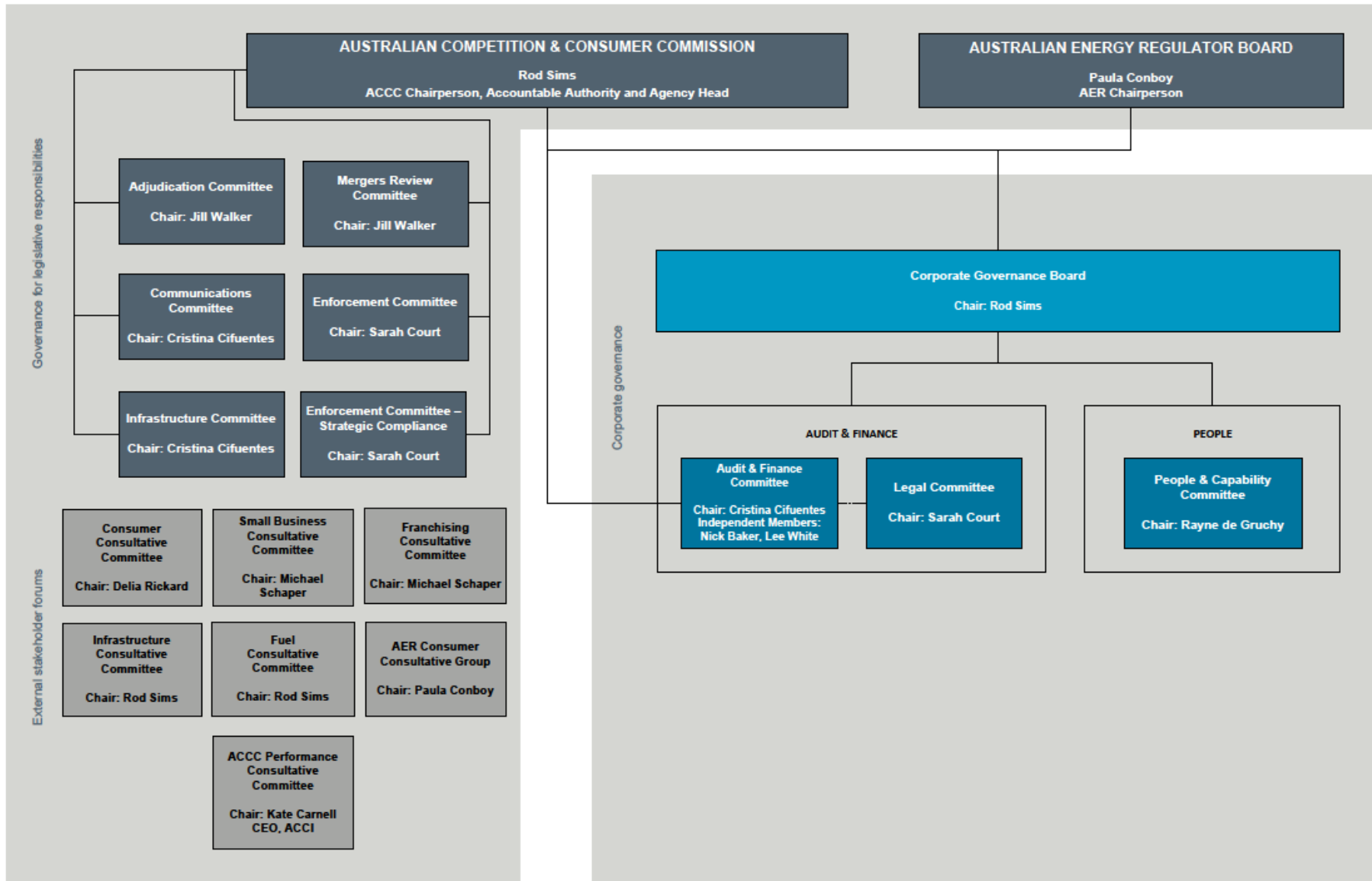
Affordable Average Staff Level for 2015–16 to 2018–19

	2015–16	2016–17	2017–18	2018–19
Full time equivalents	725	691	676	669

Workforce planning

The agency has developed a three year Strategic Workforce Plan (SWP) 2015–18 addressing our longer-term business needs and the capability and resources we need to meet them. It also provides an instrument to analyse our workforce projections and skill gaps, set out our strategies to develop our people and fill critical skill shortages and details our action plan to deliver the strategies.

ACCC & AER Governance Structure



Current and future workforce capability requirements and gaps

Whilst the SWP process reinforced the need for strong levels of technical expertise and business knowledge, it also highlighted the emerging need for generalist skills and personal attributes required to strengthen our workforce and improve our results.

The agency continues to place a high value on employees who possess relevant levels of technical expertise or industry knowledge in fields such as regulation, economics, economic analysis and merger analysis, competition and consumer law, regulatory/legal frameworks and public policy, and physical and chemical hazard exposure. From a corporate services perspective, skills required include accounting and ICT, contracts and procurement, strategic HR including workforce planning, website management and media liaison.

It is important that our employees and leaders possess broad knowledge and an understanding of the agency's role within government and industry frameworks, as well as the ability to perform environmental analysis to develop the strategic direction for the agency.

Key initiatives under our SWP over the life of the plan to address our workforce risks are to:

- Develop and implement a three-year recruitment strategy.
- Improve our approach to managing priorities and workload peaks across the agency to enable flexible resource allocation.
- Implement a change management framework and embed into our project management framework.
- Develop and implement an organisational rotation program to facilitate systematic movement of employees across the agency.
- Implement an integrated approach to knowledge management.
- Develop and implement an organisational succession planning framework to improve talent retention.

As the agency focuses on improving its span of control, the ability to lead, supervise, develop and manage teams is becoming imperative. With offices in all states, this includes managing remotely and across multiple locations.

Current/future workforce capacity and capability

The ACCC is currently close to its required capacity and capability. There is a shortage of some specialist and technical competencies (a combination of legal and economic skills and knowledge that is highly relevant to competition, consumer and regulation issues) and some pivotal positions that are only filled on a temporary basis. Therefore, the ACCC's priority for early in the 2015–16 financial year will be to address the small shortage of specialist and technical competencies and ensure the workforce is sustainable. In some cases this will involve ensuring that capabilities, which are currently only available temporarily, are sourced for a permanent basis.

5.3. Culture

The agency prides itself on its positive workplace culture based on APS wide values and particular organisation values. We are people who are independent, expert, strategic and trustworthy. These values are underpinned by a culture of respect and valuing diversity.

In order to maintain and enhance our culture and to remain an employer of choice, the agency will implement a number of culture oriented strategies in its Strategic Workforce Plan over the next three years. These include:

- effectively completing and implementing a new Enterprise Agreement
- adopting strategies that will help us to support and retain our existing workforce such as through innovative reward and recognition, providing good learning and development opportunities including training, secondments, mentoring programs, and through our performance management and feedback mechanisms
- incorporating into our recruitment strategy a focus on attracting talented employees through our graduate, intern and work experience programs
- implementing enhancements to our flexible working arrangements and support for employees accessing these
- reflecting and supporting the diversity of our community and promoting inclusiveness within our workforce by implementing our Diversity Strategy, and
- conducting initiatives that support the betterment of the health and wellbeing of our people, particularly in relation to mental health.

5.4. Financial management and investment

Financial management

The ACCC and AER have a coordinated Strategic Financial Plan and a five year budget model that models the current financial year and three out-years. This provides an outlook as to the future capacity of the agency. The model is only an indicator at a point in time, as additional functions can be assigned to the ACCC and AER with varying levels of funding attached.

Financial management is a key area that the agency needs to continue to grow capacity and improve skills. The past 18 months has seen a significant increase in the financial maturity of the agency and our executive managers. This will continue and filter down to the next levels of management to:

- ensure a thorough understanding of the importance of financial management, and
- provide experience for future senior managers.

Four-year budget estimates for the ACCC and AER are published annually in The Treasury's Portfolio Budget Statements. The following tables set out the ACCC's and AER's funding for 2015–16 and forward years of the budget estimates.

Program 1	ACCC 2015–16 to 2018–19 (\$millions)			
	2015–16	2016–17	2017–18	2018–19
Revenue	132.00	130.59	130.04	130.92

Program 2	AER 2015–16 to 2018–19 (\$millions)			
	2015–16	2016–17	2017–18	2018–19
Revenue	33.57	33.02	33.24	33.47

Capital investment

We have a capital investment management plan to provide an affordable, forward looking strategy that integrates capital asset replacement within the sustainable budgeting and planning framework.

Capital investment falls into four discrete categories, property, ICT investment, ICT refresh, and office equipment. Across these categories, strategic decisions will be made regarding the:

- nature and composition of asset replacement (for example, relocation of major property leases, or the replacement of a major ICT systems)
- prioritisation and scheduling of asset replacements within capital budget constraints
- method of acquisition—capital constraints within a tight operating environment may predispose a lease option as opposed to a capital purchase
- funding source and budget context, particularly for projects identified as potential candidates for new policy proposal funding.

In 2017–18, we have a number of major property refurbishments which will cause a capital funding shortfall. In 2018–19 there are planned ICT investment projects which are unable to be funded within the agency’s capital funding allocation.

The property refurbishments are highlighted as major decision points and planning will be undertaken to assess the agency’s ability to fund capital works from reserves and from lease incentives from landlords.

ICT capability

The ICT Strategy underpins the goals and strategies of the ACCC and AER. To fulfil its role within the agency, the ICT group must keep its costs to a minimum while delivering the full extent of the ICT needs of the organisation. This will be achieved by being a service broker rather than a service provider and will require establishing of procurement systems that provide ready access to the required skills in the market.

Service delivery will be focused in the following areas:

- Information and knowledge management—deliver integrated management of all information and digital assets.
- Business intelligence and data management—deliver an advanced search and analytics capability across all information sources.
- Business process automation (workflow and case management)—deliver configurable, flexible and integrated workflow management solutions to automate critical and repeatable business processes.

- Online communications—provide easy access to sophisticated, interactive online communication tools to support the delivery of online customer services and information.
- Mobile connectivity—provide reliable, seamless and secure access to ICT services from anywhere and at any time.
- Office productivity—provide ready access to contemporary office productivity tools that employees need to communicate and execute everyday tasks.

5.5. Increased effectiveness through legal and economic capability

The Legal and Economic Division is the in-house provider of legal and economic services to the ACCC and the AER. It consists of two Groups—the Legal Group and the Economic Group. The Legal Group aims to assist the ACCC and AER in making legally informed decisions, and adopt processes for decision-making that are appropriate for a statutory agency. It assists in managing the agency’s litigation including through facilitating, as an informed purchaser, external legal services which are engaged to provide assistance in matters approaching litigation. It also assists in managing the agency’s corporate legal obligations. The Economic Group aims to facilitate the consistent and robust use of economic principles in decision making, increase the quality of economic analysis and contribute to economics-related learning and development initiatives. The Economic Group is committed to strengthening the quality of economic analysis in the organisation and to maximising the influence of economic principles.

The Division’s objectives are directed at increasing ACCC and AER effectiveness, and providing expert advisory services and assistance to help the agency achieve its strategies and deliverables. The Division aims to provide its legal and economic services efficiently, and assists the agency in obtaining value for money from its external legal and economic service providers. It also invests in projects to improve organisational effectiveness and improve the capability of the agency in making high quality decisions, through its contributions to legal and economic discussion, guidance and training.

5.6. Effective outcomes through improved international cooperation

The International Unit supports the effective performance of the functions of the ACCC and AER by:

- fostering cooperation with international counterparts to improve outcomes in matters involving extra-territorial evidence or conduct
- encouraging an international regulatory environment that enhances the welfare of Australians
- promoting the ACCC and AER in international fora to influence action supporting agency aims, and
- educating employees on international practices and developments to assist them in their daily work.

The International Unit also supports the welfare of Australians more broadly by advising Treasury and the Department of Foreign Affairs and Trade on international competition issues for policy development and free trade negotiations and delivers technical assistance and capacity building to developing agencies in the region.

5.7. Improved communication capability

The ACCC and the AER engage with a broad range of audiences and stakeholders for a number of different purposes. We will continue to review and refine our advice, tools, services, communication and engagement practices to help achieve our strategic goals.

We will help ensure consumers and businesses have access to information on their rights and obligations, and that we communicate clearly and effectively with regulated businesses.

We will respond to trends such as increasingly time-poor and fragmented audiences, and increasing use and demand for digital services and communications, by helping the agency improve its skills and offerings in these areas.

Our engagement with stakeholders through the media is a significant element of our communication strategy. The ACCC intends to publish a Media Code of Conduct during 2015–16 that will outline a policy for when and how the public is informed about its work.

6. Risk oversight and management

Each year, we consider our strategic priorities at an organisational-level and also in relation to our specific functions.

Risk management is an integral part of ensuring the agency's success in achieving our goals and priorities. The ACCC and the AER are committed to the management of risk and have integrated effective risk management priorities into our strategic planning, decision-making and business operations. This commitment is underpinned by a risk management framework modelled on best practice requirements of the Commonwealth Risk Management Policy.

The ACCC through the Commission and the AER through its Board also considers the key strategic risks that the organisation needs to manage proactively. These strategic risks then form part of the agency's overall risk management plan, which covers agency-wide risks as well as risks at the divisional or functional level.

The framework includes risk management policies and guidelines which communicate accountabilities, responsibilities and expectations of all employees in ensuring the management of risk across the agency. Risks are managed by undertaking regular risk assessments and implementing practical and cost-effective risk treatments commensurate with business need. We aim for best practice in controlling all risks by identifying priority exposures, addressing them through improvement strategies and contingency planning, and monitoring and reviewing ongoing risk.

The link between risk and strategic objectives is reinforced through the maintenance of organisational and divisional strategic risk profiles and the updating of an operational risk management register. This is further supported by focused internal audits scrutinising compliance with relevant statutory requirements and performance expectations of key businesses processes.

A future challenge for the agency in our commitment to risk management is maintaining ongoing awareness and proactive action on identified risks. This will be achieved through the continued incorporation of effective risk management priorities into our culture and everyday business operations, and those of our contractors and business partners. Other areas of focus will be the ongoing education and training of managers and employees in risk management and further integrating risk management into the core business activities of the ACCC and the AER.

Contact the ACCC and AER

The best way to contact the ACCC is through the Infocentre by webform or by telephone on 1300 302 502. Refer to the ACCC's contact us page on our website, www.accc.gov.au.

For general AER inquiries, please call 1300 585 165 and we will organise for an AER officer to contact you within 48 hours. Refer to the AER's contact us page on our website, www.aer.gov.au.

The ACCC and AER can also be contacted at the following locations:

ACCC and AER Adelaide office

Level 2
19 Grenfell Street
Adelaide SA 5000
GPO Box 922
Adelaide SA 5001

ACCC and AER Brisbane office

Level 24
400 George Street
Brisbane Qld 4000
PO Box 12241
George Street Post Shop
Brisbane Qld 4000

ACCC and AER Canberra office

23 Marcus Clarke Street
Canberra ACT 2601
GPO Box 3131
Canberra ACT 2601

ACCC Darwin office

Level 8, National Mutual Centre
9–11 Cavenagh St
Darwin NT 0800
GPO Box 3056
Darwin NT 0801

ACCC Hobart office

Level 3
70 Collins Street
(Cnr Collins & Argyle Streets)
Hobart Tas 7000
GPO Box 1210
Hobart Tas 7001

ACCC and AER Melbourne office

Level 35, The Tower
360 Elizabeth Street
Melbourne Central
Melbourne Vic 3000
GPO Box 520
Melbourne Vic 3001

ACCC Perth office

3rd floor, East Point Plaza
233 Adelaide Terrace
Perth WA 6000
PO Box 6381
East Perth WA 6892

ACCC and AER Sydney office

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175 Pitt Street
Sydney NSW 2000
GPO Box 3648
Sydney NSW 2001

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