

## Annex 1

# Proposed work programme table

## Addressing citizen and consumer issues

Theme	Objectives	Outputs
Serving citizens and consumers: Broadcasting Code – application and development	<ul style="list-style-type: none"> <li>▪ Carry out an end-to-end internal examination of the broadcasting complaints process (with Ofcom Contact Centre)</li> <li>▪ Consider a co-regulatory approach to broadcasting complaints</li> <li>▪ Identify implications of future trends and social issues in broadcasting, e.g. gambling deregulation</li> <li>▪ Consider the consumer protection issues arising from new broadcasting models</li> <li>▪ Ensure the conclusions of the debate on advertising food to children are implemented in TV and carried forward to radio and non-broadcast sectors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation and statement on 'Broadcaster First'</li> <li>▪ Consultation and statement on revised sanctions procedure</li> <li>▪ Consultations and statements on code changes</li> <li>▪ Handle 'business as usual' complaints with seamless transition to any new system</li> </ul>
Broadcasting content: The next five years	<ul style="list-style-type: none"> <li>▪ Manage the short- to medium-term broadcasting content issues ahead of digital TV switchover (DSO)</li> <li>▪ Seek effective solutions for reinforcing plurality in (and paying for) public service broadcasting (PSB)</li> <li>▪ Effective management of issues, keeping level of obligations under review in the light of approaching DSO</li> <li>▪ Implement outcomes of TV Production Sector Review, continuing work as necessary on Codes of Practice</li> <li>▪ Review position of Channel 4 and consider issues of in-house production</li> <li>▪ Secure Ofcom's duties with regard to access services and provision of accessible equipment</li> <li>▪ Input into the BBC Charter Review in those areas which overlap with Ofcom's responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Biannual stakeholder events on aspects of PSB delivery</li> <li>▪ Contribution to development of Codes of Practice for multimedia rights to TV content through facilitating broadcaster and producer dialogue</li> <li>▪ Publish review of Channel 4</li> <li>▪ List of channels subject to access services obligations, plus revised Access Code and new standards</li> <li>▪ Effective co-regulation of broadcaster training activities</li> </ul>
Broadcasting Content: Longer-term issues – post-digital TV switchover	<ul style="list-style-type: none"> <li>▪ Develop framework for regulation of public service broadcasting (PSB) channels post-digital TV switchover (DSO)</li> <li>▪ Consider the future production and consumption of news</li> <li>▪ Review implications of the new Television Without Frontiers Directive (TWF) for origination and independent quotas for delivery of PSB purposes</li> <li>▪ Consider implications of new framework for media literacy</li> <li>▪ Set a funding framework for production in the light of TWF, including RADA implications, product placement and other sources of funding</li> <li>▪ Understand the future of local TV in a digital age</li> <li>▪ Identify and develop strategic framework underpinning the role of the electronic programme guide (EPG)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Forward-looking assessment of the future plurality of PSB and its funding</li> <li>▪ Major review of ITV networking arrangements, aligning regulation of ITV more closely to other public service broadcasters</li> <li>▪ (Pre-)consultation on ITV regional non-news requirements post-DSO, and possibly news</li> <li>▪ Approve new and/or extended local TV licenses as appropriate</li> <li>▪ Publish EPG Code consultation document and implement new rules</li> </ul>

Theme	Objectives	Outputs
Delivering the citizen and consumer interest	<ul style="list-style-type: none"> <li>▪ Clarify the role of Ofcom in improving consumer outcomes by compensating for market imperfections</li> <li>▪ Clarify Ofcom's role in ensuring access to socially desirable services by users who would not receive services through market processes</li> <li>▪ Establish Ofcom's approach to ensuring that citizens and consumers are protected from unethical business activity</li> <li>▪ Ensure that the consumer and citizen interest is sufficiently central to Ofcom's work and is seen to be so by external parties</li> <li>▪ Improve the external communication of Ofcom's consumer and citizen-related activities</li> <li>▪ Put research and evidence at the heart of Ofcom's consumer policy thinking</li> <li>▪ Ensure appropriate and adequate protection of consumers</li> <li>▪ Ensure there are no barriers to entry for innovative services for consumers</li> <li>▪ Ensure there is universal service access to appropriate services</li> <li>▪ Create easy-to-use, online, comprehensive access to telecoms and consumer regulations</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Final number translation services (NTS) statement</li> <li>▪ Continued engagement in relation to mis-selling and migration</li> <li>▪ Delivery of policy view in relation to directory enquiries wholesale markets</li> <li>▪ Universal service review</li> <li>▪ A well-utilised online regulations database</li> <li>▪ Consumer Strategy Phase 2 statement</li> <li>▪ Accessibility Strategy review consultation document</li> <li>▪ Implementation of consumer strategy proposals</li> <li>▪ Review of mis-selling in fixed line telecoms</li> <li>▪ Preparing and carrying out of stakeholder communications plan</li> <li>▪ Considering Consumer Panel recommendations</li> </ul>
Enforcing ex-ante competition and consumer regulations	<ul style="list-style-type: none"> <li>▪ Establish Ofcom as a swift and credible agency when taking action to protect consumers from scams and rogue traders</li> <li>▪ Reduce measurably harm to consumers (e.g. mis-selling, silent calls and scams)</li> <li>▪ Contribute to the wider debate on consumer protection enforcement and work with other agencies to the benefit of consumers</li> <li>▪ Link consumer policy and consumer protection/enforcement</li> <li>▪ Resolve disputes under the Communications Act 2003 to address issues of significant market power (SMP)</li> <li>▪ Enforce ex-ante competition regulations swiftly and effectively</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% compliance with statutory and administrative deadlines for enquires and investigations</li> <li>▪ 100% compliance with statutory deadlines for the resolution of disputes</li> <li>▪ Well thought-out, well-written decisions issued consistently on time, robust enough to withstand high levels of challenge</li> <li>▪ Ofcom positioned as a strong, swift and effective agency capable of taking action to protect consumers where necessary</li> </ul>

## Encouraging innovation

Theme	Objectives	Outputs
Delivering future regulation and licensing of radio	<ul style="list-style-type: none"> <li>▪ Enhance choice, diversity and innovation for radio listeners at the UK, national, regional and local levels by licensing new services and encouraging the growth of digital radio</li> <li>▪ Secure the provision of radio designed to meet public purposes, for example by encouraging the growth of community radio</li> <li>▪ Ensure the provision of an appropriate amount of local material on local commercial radio stations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Issue new FM commercial, digital and community radio licences</li> <li>▪ Produce report on digital rights management (DRM) migration and small stations' options</li> <li>▪ Publish review of future FM licensing</li> </ul>
Facilitating technological innovation	<ul style="list-style-type: none"> <li>▪ Continue to support the move to digital TV switchover</li> <li>▪ Assess the digital dividend, i.e. examining how the spectrum released by switchover could be used</li> <li>▪ Develop the spectrum management environment to facilitate access to spectrum for innovative new technologies and applications</li> <li>▪ Promote optimum use of spectrum by facilitating the development of new radio-based technologies and applications</li> <li>▪ Facilitate the testing and development of new radio equipment through an authorisation regime that ensures existing users do not suffer harmful interference</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hold a series of seminars with stakeholders to discuss the digital dividend</li> <li>▪ Complete the digital dividend review and publish proposals</li> <li>▪ Continued delivery of Test and Development licences within key performance indicators</li> <li>▪ Development of a suitable regulatory approach for Cognitive Radio devices</li> </ul>
Spectrum awards	<ul style="list-style-type: none"> <li>▪ Provide the market with adequate spectrum to meet the needs of spectrum users</li> <li>▪ Promote optimum use of spectrum through an extensive programme of spectrum awards</li> <li>▪ Identify under-utilised spectrum that can be cleared and released for award</li> <li>▪ Where possible, spectrum to be awarded will be free from technology and usage restrictions and be tradeable</li> <li>▪ Complete spectrum awards, including ex-Inquam spectrum, L-Band and joint award of 1785-1805 MHz with ComReg in Northern Ireland</li> <li>▪ Prepare award of UHF spectrum, 2500-2690 MHz, and other bands</li> </ul>	<ul style="list-style-type: none"> <li>▪ Market study reports</li> <li>▪ Consultation documents</li> <li>▪ Information memorandums</li> <li>▪ Auction design documentation</li> <li>▪ Licences for awarded spectrum</li> </ul>
Promoting technology evolution	<ul style="list-style-type: none"> <li>▪ Establish an ex-ante competition framework for markets following the development of next generation networks (NGN)</li> <li>▪ Exploit the opportunities provided by convergence as an enabler of deregulation</li> <li>▪ Address consumer protection concerns raised by move to NGN</li> <li>▪ Explore NGN as a stage on the road to next generation access (NGA)</li> <li>▪ Pursue the systems and technology developments required of BT by the undertakings made under the Enterprise Act 2002</li> <li>▪ Work towards Deliver delivery of real equality of access and equivalence of input (Eol)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proactive adaptation of the regulatory regime through new market structure, product roadmap and charging principles</li> <li>▪ Initial NGN market reviews: converged bitstream origination, converged access</li> <li>▪ Agree co-regulatory approach to consumer protection issues where possible, review general conditions where not</li> <li>▪ On-time delivery by BT of product, systems and technology developments</li> <li>▪ Consultation and statement on general conditions</li> <li>▪ Product roadmap for Eol products</li> <li>▪ Ongoing monitoring of systems implementation</li> </ul>

Theme	Objectives	Outputs
Enabling spectrum markets	<ul style="list-style-type: none"> <li>▪ Promote optimum use of spectrum through the establishment of a spectrum market and wider adoption of a market-led approach to spectrum management</li> <li>▪ Implement the recommendations of the Spectrum Framework Review</li> <li>▪ Introduce greater clarity regarding spectrum property rights associated with Wireless Telegraphy Act licences</li> <li>▪ Support achievement of a successfully functioning market in spectrum by a strategic approach to new spectrum release</li> <li>▪ Resolve key policy issues on application of administered incentive pricing to TV and radio broadcasting</li> <li>▪ Implement consistent pricing approach for Business Radio licences</li> <li>▪ Introduce recognised spectrum access for radio astronomy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Licence terms varied to allow greater flexibility of use/application (i.e. technology-neutral licences, where possible)</li> <li>▪ An easily accessible and comprehensive spectrum information resource</li> <li>▪ A tradeable spectrum property right for the radio astronomy sector</li> <li>▪ Comprehensive audit of major spectrum holdings. Identification of potential spectrum releases, with timescales and strategic action plan</li> <li>▪ Delivery of a framework that encourages development of Spectrum Management Organisations (SMOs)</li> </ul>
Analysing the evolution of digital multimedia platforms	<ul style="list-style-type: none"> <li>▪ Develop a framework to address the emerging regulatory and policy challenges resulting from developments in digital platforms and services</li> <li>▪ Analyse content delivery across different platforms, business models, consumer demand and options for regulation</li> <li>▪ Promote consumer awareness and understanding of rules surrounding different types of content through media literacy initiatives</li> <li>▪ Enable consumers to take responsibility for what they view and listen to on different platforms</li> <li>▪ Consider changes to the guidance on the Codes of Practice that public service broadcasters must use to negotiate terms of trade with independent producers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publish consultation paper to facilitate a wide-ranging public debate about future developments and regulatory implications, which will address: <ul style="list-style-type: none"> <li>○ Whether the current model of regulating broadcast content is sustainable</li> <li>○ Whether a consistent or platform- neutral approach is desirable, or indeed practical</li> <li>○ How consumer protection can be balanced against the need to protect the rights of others</li> <li>○ The extent to which citizens and consumers will be able to control access to content themselves</li> <li>○ What regulatory model might be adopted for content navigation and search tools, including labelling standards</li> <li>○ The role of Ofcom vis-à-vis government and other regulatory bodies</li> </ul> </li> <li>▪ Ensure a media literacy element in all relevant content and technology publications</li> </ul>

## Promoting competition

Theme	Objectives	Outputs
Implementing BT's Undertakings	<ul style="list-style-type: none"> <li>▪ Help ensure the Undertakings are implemented to the letter and spirit of their intent</li> <li>▪ Proactively assess whether the undertakings are being implemented properly and whether they deliver the desired impact for industry and consumers</li> <li>▪ Swiftly take appropriate remedial action if Undertakings are not being implemented or are not delivering the desired impact</li> <li>▪ Liaise with BT and industry to ensure smooth implementation; build and maintain confidence</li> <li>▪ Embed the Undertakings in 'business as usual' processes for industry and Ofcom</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guidance to stakeholders on enforcement procedures</li> <li>▪ Directions, variations, consents and consultations on the Undertakings where necessary</li> <li>▪ Implementation reports</li> </ul>
Opening voice telecoms markets to competition	<ul style="list-style-type: none"> <li>▪ Work towards Ddelivery ofn the five high-level objectives set out in Ofcom's strategic review of telecommunications (TSR) for the promotion of voice competition and associated deregulation</li> <li>▪ Stage 1: Delivery of fit-for-purpose Wholesale Line Rental (WLR) / Carrier Pre-Selection (CPS)</li> <li>▪ Stage 2: Deregulation of retail voice markets</li> <li>▪ Stage 3: Review of ex-ante regulation in wholesale voice markets which are not enduring bottlenecks</li> <li>▪ Stage 4: Promotion of Voice over Internet Protocol (VoIP) voice competition</li> <li>▪ Stage 5: Promotion of inter-platform competition as a result of fixed–mobile convergence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing Ddelivery of equivalence of input (EoI) for WLR; ongoing developments for CPS</li> <li>▪ Review of retail price control and retail market review</li> <li>▪ Wholesale International Direct Dial (IDD) market review</li> <li>▪ VoIP statement and review of related general conditions</li> <li>▪ Policy for VoIP as a publicly available telephone service (PATS) and code of practice</li> </ul>
Opening consumer broadband markets to competition	<ul style="list-style-type: none"> <li>▪ Ensure the appropriate level of effective and sustainable infrastructure-based competition to deliver better consumer outcomes in broadband</li> <li>▪ Ensure successful development of competition based on local loop unbundling (LLU) inputs</li> <li>▪ Deliver this through economic regulation of bottlenecks (especially local access) and refined (amended or removed) regulation of non-bottleneck markets</li> <li>▪ Ensure that relevant broadband obligations in undertakings are delivered effectively</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve more refined wholesale broadband remedies to support the next development in competitive supply to consumers</li> <li>▪ Achieve effective and sustainable competition based on LLU inputs, driving down costs and driving innovation for consumers</li> </ul>
Opening business telecoms markets to competition	<ul style="list-style-type: none"> <li>▪ Ensure that wholesale products in leased lines markets are fit-for-purpose as a basis for sustainable competition</li> <li>▪ Ensure that Partially Private Circuit (PPC) charges for both terminating and trunk segments bear an appropriate relationship to cost to encourage efficient purchasing decisions and promote market development</li> <li>▪ Ensure that BT is able to earn a reasonable rate of return on PPC terminating segments</li> <li>▪ Phase deregulation of retail business markets for exchange lines, calls and leased lines as competitive conditions permit</li> </ul>	<ul style="list-style-type: none"> <li>▪ New leased lines market definitions and wholesale products, better adapted to changes in markets and technologies</li> <li>▪ New charge control for PPCs, as a better reflection of the real costs of supplying bottleneck products</li> <li>▪ Consult on further relaxation of the significant market power remedies applied to BT to promote competition in retail business markets</li> </ul>
Reviewing competition in mobile telecoms markets	<ul style="list-style-type: none"> <li>▪ Understand likely future developments in mobile markets</li> <li>▪ Facilitate innovation in mobile services</li> <li>▪ Explore opportunities for deregulation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued protection for consumers where significant market power exists</li> <li>▪ Achieve solution to the issues surrounding international roaming call charges</li> </ul>
Reviewing competition in broadcasting markets	<ul style="list-style-type: none"> <li>▪ Ensure Ofcom has a profound understanding of competition issues in broadcasting markets so that it can respond quickly and effectively when issues arise</li> <li>▪ Identify key barriers to successful development of markets, where intervention may be necessary to open up markets to ensure effective competition</li> <li>▪ Lead thinking on broadcasting competition issues so that Ofcom is established as a world-class leader in this relatively undeveloped area</li> <li>▪ Link broadcasting competition issues to wider public policy aims in broadcasting and spectrum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a new approach to opening up broadcasting markets to competition</li> <li>▪ Publish new guidelines and codes for conditional access and, cross-promotion, minimum carriage requirements (if any)</li> <li>▪ Review impact of intangible bottlenecks – e.g. rights – on competition</li> <li>▪ Publish research and economic reports on competition issues to establish Ofcom as a leader in thinking about these issues</li> </ul>

Theme	Objectives	Outputs
Consistency in regulatory approach and policy-making	<ul style="list-style-type: none"> <li>▪ Ensure internal consistency in economic approach (across all Ofcom groups)</li> <li>▪ Identify implications of economic analysis for other areas</li> <li>▪ Identify necessary trade-offs between our different duties e.g. efficiency vs equity and regulatory vs competition powers</li> <li>▪ Explore and establish whether there is a converged, generalised approach for both telecoms and broadcasting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recommendations on the economic reasoning of the Competition Appeals Tribunal (CAT)</li> <li>▪ Recommendations arising from work on leveraging into nascent markets</li> <li>▪ Market definition (indirect constraints and geographic)</li> </ul>
Providing technology input to policy development	<ul style="list-style-type: none"> <li>▪ Provide technology expertise to Ofcom strategy and policy projects</li> <li>▪ Ensure that Ofcom decisions take into account the impact of convergence and technology change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analysis of how new content services, digital rights management and secure payment systems could drive the take-up of faster broadband services</li> <li>▪ Analysis of the strengths and weaknesses of new media content delivery platforms</li> <li>▪ Technical analysis of different potential uses of the L-band and spectrum released from digital switchover</li> <li>▪ Next generation services regulation</li> <li>▪ Analysis of strengths and weaknesses of Operating Support System's</li> <li>▪ Input to EC framework review</li> <li>▪ Input to Next Generation Access Review</li> </ul>
Efficient allocation of telephone numbers	<ul style="list-style-type: none"> <li>▪ Communicate strategic objectives of Ofcom's numbering policy</li> <li>▪ Ensure the availability of telephone numbers</li> <li>▪ Promote efficiency in the administration of a limited numbering resource</li> <li>▪ Develop the numbering plan in alignment with commercial and technical advances</li> <li>▪ Ensure service targets for the allocation of numbers are met</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statement setting out Ofcom's numbering strategy</li> <li>▪ Consultation on proposals relating to charging for numbers</li> <li>▪ Allocate numbers to communications providers in accordance with statutory targets</li> <li>▪ Implement necessary changes to the UK numbering plan</li> </ul> <p>Implement a consumer protection test in relation to the allocation of numbers</p>
Enforcing other regulatory obligations	<ul style="list-style-type: none"> <li>▪ Ensure the quality and consistency of regulatory financial reports and their systems</li> <li>▪ Maximise the value of regulatory financial information and minimise the burden in meeting regulatory obligations</li> <li>▪ Ensure that operators facing price control and non-discrimination obligations demonstrate their compliance status in a robust and transparent manner</li> <li>▪ Ensure that Ofcom makes optimal use of the available financial data</li> <li>▪ Understand the impact of business rates on competitive conditions in the telecoms sector and take action where necessary to influence developments</li> <li>▪ Prevent non-price discrimination through transparency in relation to quality of service</li> <li>▪ Respond to applications for Electronic Communications Code powers</li> <li>▪ Ensure compliance with obligations regarding funds for liabilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Production of annual regulatory financial reports of BT and Kingston – prepared by the respective companies but monitored by Ofcom</li> <li>▪ Publish consultations on enhancing the regulatory financial reports</li> <li>▪ Improve the level of financial analysis used by Ofcom in its decision-making</li> <li>▪ Use data extract tool to provide information inputs to policy projects and investigations, resulting in faster, deeper, quicker analysis</li> <li>▪ Input into relevant government consultation processes and decisions where necessary in relation to pricing of affected services</li> </ul>

## Pursuing better regulation

Theme	Objectives	Outputs
Reducing regulation: spectrum	<ul style="list-style-type: none"> <li>▪ Reduce the regulatory burden on spectrum users and increase the amount of spectrum available for use by licence-exempt equipment</li> <li>▪ Introduce a lifetime licensing regime for ships' radio and amateur radio</li> <li>▪ Complete administrative transfer of aeronautical licensing to Civil Aviation Authority (CAA)</li> <li>▪ Deregulate CB radio (subject to consultation process)</li> <li>▪ Enable Community Audio Distribution (CAD) services via exemption</li> <li>▪ Reduce the regulatory burden on low power equipment through a programme of (Wireless Telegraphy Act) licence exemptions</li> <li>▪ Enable higher power use in rural areas through licence exemption</li> </ul>	<ul style="list-style-type: none"> <li>▪ Introduce a lifetime licensing regime for ships' radio and amateur radio users</li> <li>▪ Publish consultation on proposal to reform aeronautical radio</li> <li>▪ Achieve exemption of new equipment operating in the ex-ERMES spectrum</li> <li>▪ Achieve exemptions for earth stations on vessels and aircraft earth stations</li> </ul>
Delivering better regulation	<ul style="list-style-type: none"> <li>▪ Establish Ofcom at the forefront of regulatory thinking and action in relation to reducing and targeting regulation</li> <li>▪ Understand current thinking on better regulation, assess emerging ideas and refine Ofcom's approach to regulation where appropriate</li> <li>▪ Develop a strategic response to proposals for new structural arrangements for regulation which might affect Ofcom</li> <li>▪ Propose ways in which Ofcom can minimise regulatory burdens on stakeholders</li> <li>▪ Anticipate future market and consumer trends in our approach to regulation</li> <li>▪ Enhance and develop Ofcom's internal arrangements for evaluating impact and performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Produce Impact Assessments in accordance with Ofcom guidelines</li> <li>▪ Publish Ofcom evaluation report</li> <li>▪ Review media ownership rules</li> <li>▪ Review how the Communications Act is working in practice</li> </ul>

Other relevant themes	Aim or activity
Enabling spectrum markets	Encouraging innovation
Opening voice telecoms markets to competition	Promoting competition
Opening business telecoms markets to competition	Promoting competition
Reviewing competition in mobile telecoms markets	Promoting competition
Reviewing competition in broadcasting markets	Promoting competition
Developing international strategy: EU 2006 Regulatory Framework Review	Engaging internationally
Licensing access to the radio spectrum	Providing key services
Improving licensing	Operating effectively
Improving field operations	Operating effectively

## Engaging internationally

Theme	Objectives	Outputs
International engagement and strategy	<ul style="list-style-type: none"> <li>▪ Ensure the overall coherence of Ofcom's international policies</li> <li>▪ Enhance the quality of Ofcom's relationships with key international bodies and stakeholders</li> <li>▪ Improve transparency of Ofcom's international activity and international developments</li> <li>▪ Ensure Ofcom's and UK's compliance with international legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Produce revised international strategy</li> <li>▪ Higher profile for Ofcom internationally</li> <li>▪ Conduct targeted press and event activity in Brussels and Europe</li> <li>▪ Establish International Stakeholder Forum</li> <li>▪ Prepare a political engagement plan for Brussels and key European capitals</li> </ul>
Providing leadership to the European Regulators' Group	<ul style="list-style-type: none"> <li>▪ Lead European Regulators' Group (ERG) thinking on the development of the EU regulatory framework</li> <li>▪ Promote the application of a harmonised approach among European national regulatory authorities (NRAs) of the implementation of the European framework</li> <li>▪ Enhance Ofcom's profile internationally and build close relationships with heads of other NRAs and senior Commission officials</li> <li>▪ Enhance Independent Regulators' Group (IRG) and ERG effectiveness over a period beyond the UK chairmanship</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve a more effective and active IRG and ERG with worthwhile outcomes</li> <li>▪ Greater transparency of IRG and ERG work – including an ERG manual</li> <li>▪ Resolve IRG and ERG organisational problems</li> </ul>
Developing international strategy: EU 2006 Regulatory Framework Review	<ul style="list-style-type: none"> <li>▪ Influence the Commission's thinking in the review of the regulatory framework for electronic communications networks and services</li> <li>▪ Press for the revised framework to reflect Ofcom's objectives, in particular: <ul style="list-style-type: none"> <li>○ maintaining Ofcom's current degree of regulatory discretion in applying the framework in the UK</li> <li>○ providing scope for deregulation where appropriate (e.g. in the list of mandatory relevant markets)</li> <li>○ avoiding an inappropriate framework for regulation of NGNs such as 'regulatory holidays'</li> <li>○ addressing problems with the current framework such as PATS definition and its applicability to VoIP</li> <li>○ ensuring Ofcom meets its international telecoms obligations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ A clear and well-argued case for changes to the framework desired by Ofcom</li> <li>▪ Effective lobbying of Commission, European Parliament and other key Brussels influencers (e.g. trade associations) on key issues in the 2006 Framework Review</li> <li>▪ Effective liaison with Ofcom's stakeholders including the UK Government</li> <li>▪ Achieve accurate representation of Ofcom's and UK's position in reports from influential international bodies, in particular the European Commission's Annual Implementation Report</li> </ul>
Developing international strategy: broadcast and content issues	<ul style="list-style-type: none"> <li>▪ Ensure coordinated Ofcom response to the Television Without Frontiers proposals</li> <li>▪ Ensure a consistent UK Government / Ofcom approach</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proactively engage with the Commission and the UK Government before detailed legislative proposals emerge</li> <li>▪ Analyse and assess draft legislation when it emerges</li> <li>▪ Set up an internal 'bill team' to handle co-ordination</li> <li>▪ Work with industry stakeholders to lead the debate on regulatory impact and on scope for effective self-regulatory and co-regulatory models</li> </ul>
Developing international strategy: spectrum	<ul style="list-style-type: none"> <li>▪ Ensure international spectrum policies are internally consistent and consistent with Ofcom's other international policies</li> <li>▪ Maintain an overview of the principal international spectrum issues, in particular spectrum trading, spectrum management and digital dividend</li> <li>▪ Ensure international developments facilitate and do not frustrate implementation of UK policies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve more effective and coherent international spectrum strategy and engagement</li> <li>▪ Achieve greater transparency for Ofcom stakeholders on international spectrum issues</li> </ul>



Theme	Objectives	Outputs
<p>Developing international strategy: international spectrum engagement</p>	<ul style="list-style-type: none"> <li>▪ Engage effectively in the international arena to ensure Ofcom's regulatory principles and plans are adopted internationally where possible</li> <li>▪ Ensure that a coordinated UK position is agreed prior to international meetings/conferences (CEPT, ITU etc)</li> <li>▪ Achieve a successful outcome at the Regional Radio Conference 2006 (May/June) that enables implementation of UK digital TV switchover plan, and initiation of the award process for released spectrum</li> <li>▪ ITU: Achieve successful outcomes from major conferences (Telecoms Development – March 2006, Council – April 2006, Plenipotentiary – November 2006)</li> <li>▪ Lead improved management, protection of stakeholder interests, and re-election of UK to Council</li> <li>▪ World Radio Conference 2007: Ensure UK interests are adequately covered in European Common Proposals – March 2007</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve international agreements that result in increased access to spectrum for UK users</li> </ul>

## Providing key services

Theme	Objectives	Outputs
Delivering contact services to citizens and consumers	<ul style="list-style-type: none"> <li>▪ Provide a high quality of service and meet key performance indicators (KPIs) in response to complaints from a broad range of viewers, listeners, customers of telecoms companies and users of wireless services</li> <li>▪ Provide high-quality reporting on consumer expressions of dissatisfaction to Ofcom, stakeholders, panels and advisory committees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure integrity and accuracy of citizen and consumer case-logging in support of consumer policy and Ofcom investigations</li> <li>▪ Deliver appropriate processes and systems to support a multi-channel citizen, consumer and customer Contact Centre with Information Services</li> </ul>
Licensing access to the radio spectrum	<ul style="list-style-type: none"> <li>▪ Provide spectrum through the licensing function and deliver liberalised licences</li> <li>▪ Meet customer-focused KPIs and legal requirements</li> <li>▪ Provide accurate billing and pricing information to customers and provide bills 'right first time'</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure the licensing delivery function is not disrupted during Ofcom's business process re-engineering and that the business benefits are realised</li> <li>▪ Develop and train staff in their use of new systems and processes in support of customers</li> <li>▪ Up-skill and cross-skill staff in order to meet changing customer and business demands – increase flexibility within team.</li> </ul>
Keeping the radio spectrum free from interference	<ul style="list-style-type: none"> <li>▪ Enforce against illegal use of the radio spectrum</li> <li>▪ Remove non-compliant equipment from the market</li> <li>▪ Protect safety-of-life communications</li> <li>▪ Support other Ofcom colleagues</li> <li>▪ Enable legitimate use of the spectrum through stakeholder and consumer support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Undertake enforcement operations against illegal broadcasting</li> <li>▪ Investigate R&amp;TTE infringements</li> <li>▪ Prosecute individuals in relation to illegal activities</li> <li>▪ Resolve safety-of-life cases within 24 hours of reporting</li> <li>▪ Close interference cases within 30 days of reporting</li> <li>▪ Make first contact with interference complainants within five days of reporting</li> </ul>
Supporting spectrum authorisation	<ul style="list-style-type: none"> <li>▪ Authorise spectrum access in line with Ofcom's statutory duties</li> <li>▪ Provide continued access to spectrum through the ongoing licensing function required for non-discretionary Category B &amp; C Wireless Telegraphy (WT) Act licences</li> <li>▪ Support the ongoing development of the UK economy through the provision of access to suitable spectrum</li> <li>▪ Ensure that spectrum users within the UK do not suffer harmful interference</li> <li>▪ Ensure that UK spectrum use does not cause harmful interference internationally</li> <li>▪ Manage the ongoing spectrum authorisation regime in the most cost-effective manner</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to issue Category B and C licences within relevant KPI timescales</li> <li>▪ Develop a revised set of KPIs to provide a more meaningful measure of performance</li> </ul>
Maintaining the spectrum regulatory framework	<ul style="list-style-type: none"> <li>▪ Fulfil Ofcom's statutory responsibilities relating to maintaining the regulatory framework in respect of spectrum use</li> <li>▪ Ensure clarity regarding the legal framework through the production, and maintenance, of relevant regulations and guidance</li> <li>▪ Ensure that the UK is adequately represented at international regulatory fora</li> <li>▪ Produce a single, consolidated version of the various 'editions' of the WT Act</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop an improved spectrum information resource containing relevant (and up-to-date) procedures and regulations</li> <li>▪ Consult on new pricing proposals</li> <li>▪ Produce new regulations (fees, limitations, exemptions, inspections etc)</li> </ul>

## Understanding the sector and our stakeholders

Theme	Objectives	Outputs
Understanding consumer and marketplace evolution	<ul style="list-style-type: none"> <li>▪ Identify demographic and technological change and how it impacts on the way people use new and existing services</li> <li>▪ Develop scenarios about how the impact of market trends will inform the need for regulation</li> <li>▪ Identify key communications issues for different demographic and social groups – by ethnicity, gender, age, national, regional, urban and rural</li> <li>▪ Identify key structural changes in the marketplace</li> <li>▪ Scope the impact of capital markets' recovery</li> <li>▪ Identify the impact of internationalism and globalisation on the communications sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete audit of Nations and Regions</li> <li>▪ A completed Digital Multimedia Platforms project</li> <li>▪ Produce report addressing the strategies of key international 'pacesetting' companies</li> <li>▪ Make preparations for longer-term, scenario-based strategic plan</li> </ul>
Understanding the impact of technology developments	<ul style="list-style-type: none"> <li>▪ Provide insights into the impact of new technology developments and ensure that these are taken into account when developing Ofcom decisions and strategy</li> <li>▪ Promote a broad understanding of communications technology issues across Ofcom</li> </ul>	<ul style="list-style-type: none"> <li>▪ Produce half-yearly update on the 'state of convergence' across the communications sector</li> <li>▪ Produce detailed reports on specific technology developments</li> <li>▪ Provide update on next generation services – description of new telecoms services</li> <li>▪ Produce regular update on 'Market Moves'</li> </ul>
Providing evidence base and market research	<ul style="list-style-type: none"> <li>▪ Provide Ofcom with world-class, appropriate and timely insights across the media and telecommunications markets</li> <li>▪ Provide an evidence base to inform and drive strategic thinking and decision-making</li> <li>▪ Ensure readily available relevant citizen- and consumer-focused research is available to Ofcom</li> <li>▪ Ensure Ofcom is always able to draw on and interpret up-to-date market developments and industry trends</li> <li>▪ Ensure the whole of Ofcom is able to draw on and benefit from a proactive and responsive knowledge centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publish research report on food advertising to children</li> <li>▪ Publish annual Communications Market Review</li> <li>▪ Publish stakeholder research report</li> <li>▪ Produce a second audit of Nations and Regions</li> <li>▪ Produce a second media literacy report</li> </ul>
Managing stakeholder relationships	<ul style="list-style-type: none"> <li>▪ Take initiatives to fully understand the requirements of our stakeholders</li> <li>▪ Balance the requirements of different stakeholder groups – e.g. business, government, individuals</li> <li>▪ Ensure consistency of approach to stakeholders</li> <li>▪ Manage the expectations of our stakeholders</li> <li>▪ Deal effectively with queries and other requests for information</li> <li>▪ Ensure use of the most appropriate means of communication – meetings, user panels, written, electronic, etc</li> <li>▪ Manage sharing constraints in shared civil/military bands</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide an accessible information resource aimed at meeting stakeholder requirements</li> <li>▪ Develop appropriate Memoranda of Understanding (MoUs)</li> </ul>

## Operating effectively

Theme	Objectives	Outputs
Business efficiency improvements	<ul style="list-style-type: none"> <li>▪ Improve customer service through process re-engineering</li> <li>▪ Empower users through automation and e-enablement</li> <li>▪ Reduce operating costs through the use of robust, industry-standard systems</li> <li>▪ Provide better business integration and consistency</li> <li>▪ Provide accurate and consistent information to system users</li> </ul>	<ul style="list-style-type: none"> <li>▪ User empowerment through information provision and online services – e.g. self-assignment through automated planning tools</li> <li>▪ Simplified processes</li> </ul>
Delivering technology R&D and technical services	<ul style="list-style-type: none"> <li>▪ Develop new tools to allow Ofcom to perform its work better</li> <li>▪ Enhance the efficiency with which spectrum is used</li> <li>▪ Support other projects within Ofcom</li> <li>▪ Commission and co-ordinate technology R&amp;D projects for other teams in Ofcom</li> </ul>	<ul style="list-style-type: none"> <li>▪ Produce reports and contribute to work being led by others</li> </ul>
Managing the Spectrum Efficiency Scheme	<ul style="list-style-type: none"> <li>▪ Understand new technology</li> <li>▪ Develop new tools to allow Ofcom to perform its work better</li> <li>▪ Enhance the efficiency with which spectrum is used</li> <li>▪ Support key initiatives such as the Cave Audit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual R&amp;D report</li> <li>▪ Annual R&amp;D symposium</li> <li>▪ Multiple final reports from projects</li> </ul>
Delivering Information Services (IS)	<ul style="list-style-type: none"> <li>▪ New partner contract and focus</li> <li>▪ Improved desktop and infrastructure services</li> <li>▪ Fully implement (and test) DR/BCP solution for Ofcom</li> <li>▪ Cost-effective IS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure improved desktop and infrastructure services, measurable by KPI</li> <li>▪ TCO model for each of the major systems, e.g. email</li> <li>▪ DR/BCP process with a fully engaged Ofcom</li> </ul>
Improving Information Services (IS)	<ul style="list-style-type: none"> <li>▪ Implement Project Unify</li> <li>▪ New partner contract and focus (core and non-core package and systems)</li> <li>▪ New business systems and process</li> </ul>	<ul style="list-style-type: none"> <li>▪ New system implementation roadmap agreed with the business</li> <li>▪ New systems</li> <li>▪ New system change and support agreements</li> </ul>
Improving licensing	<ul style="list-style-type: none"> <li>▪ Support and implement de-regulation, liberalisation and business efficiency improvements</li> <li>▪ Improve the customer experience of licensing services including electronic assignment</li> <li>▪ Reduce customer entry points into Ofcom and increase the volume of electronic activity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure the licensing delivery function and customer support is not disrupted during the transition period</li> <li>▪ Improve and encourage customer take-up of Ofcom e-licensing services</li> </ul>
Improving field operations	<ul style="list-style-type: none"> <li>▪ Improve the quality and timeliness of service delivery to consumers and industry</li> <li>▪ Reduce operational costs and improve productivity</li> <li>▪ Adapt to the changing environment of spectrum use, licensing and technology</li> <li>▪ Focus on spectrum priorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve modernised, effective and efficient business process with meaningful and measurable KPIs</li> <li>▪ Develop methodology for alternative service delivery that has completed consultation</li> <li>▪ Establish and implement new processes for enforcement action</li> </ul>

## Annex 2

# Responding to this consultation

## How to respond

Ofcom invites written views and comments on the issues raised in this document, to be made by **5pm on Friday 10 February 2006**.

Ofcom strongly prefers to receive responses as email attachments, in Microsoft Word format, as this helps us to process the responses quickly and efficiently. We would also be grateful if you could assist us by completing a response cover sheet (see Annex 4), among other things to indicate whether or not there are confidentiality issues. The cover sheet can be downloaded from the 'Consultations' section of our website.

Please can you send your response to: [alistair.bridge@ofcom.org.uk](mailto:alistair.bridge@ofcom.org.uk).

Alternatively, responses may be posted or faxed to the address below, marked with the title of the consultation.

Alistair Bridge

Ofcom  
6<sup>th</sup> Floor  
Riverside House  
2A Southwark Bridge Road  
London SE1 9HA

Fax: 020 7981 3706

Note that we do not need a hard copy in addition to an electronic version. Also note that Ofcom will not routinely acknowledge receipt of responses.

It would be helpful if your response could include direct answers to the questions asked in this document, which are listed together at Annex 5. It would also help if you can explain why you hold your views, and how Ofcom's proposals would impact on you.

## Further information

If you want to discuss the issues and questions raised in this consultation, or need advice on the appropriate form of response, please contact Alistair Bridge on 020 7783 4195.

## Confidentiality

Ofcom thinks it is important for everyone interested in an issue to see the views expressed by consultation respondents. We will therefore usually publish all responses on our website, [www.ofcom.org.uk](http://www.ofcom.org.uk), ideally on receipt (when respondents confirm on their response cover sheet that this is acceptable).

All comments will be treated as non-confidential unless respondents specify that part or all of the response is confidential and should not be disclosed. Please place any confidential parts of a response in a separate annex, so that non-confidential parts may be published along with the respondent's identity.

Ofcom reserves its power to disclose any information it receives where this is required to carry out its legal requirements. Ofcom will exercise due regard to the confidentiality of information supplied.

Please also note that copyright and all other intellectual property in responses will be assumed to be licensed to Ofcom to use, to meet its legal requirements. Ofcom's approach on intellectual property rights is explained further on its website, at [www.ofcom.org.uk/about\\_ofcom/gov\\_accountability/disclaimer](http://www.ofcom.org.uk/about_ofcom/gov_accountability/disclaimer)

## Next steps

Following the end of the consultation period, Ofcom intends to publish a final version of the Annual Plan at the beginning of April 2006.

Please note that you can register to get automatic notifications of when Ofcom documents are published, at [http://www.ofcom.org.uk/static/subscribe/select\\_list.htm](http://www.ofcom.org.uk/static/subscribe/select_list.htm)

## Ofcom's consultation processes

Ofcom is keen to make responding to consultations easy, and has published some consultation principles (Annex 3) which it seeks to follow, including on the length of consultations.

In deciding on the length of the consultation period we have had to balance the need to allow our stakeholders as much time as possible to respond against the practical difficulty of planning our work significantly in advance of the next financial year and the need to publish the finalised Annual Plan at the start of the financial year, i.e. in April 2006. This eight-week consultation is therefore shorter than Ofcom's standard ten weeks. We will be complementing this written consultation document with a series of meetings during the consultation period. These will be held in a number of locations around the UK. For further details, please see our website:

[http://www.ofcom.org.uk/consult/condocs/annual\\_plan2006/annual\\_plan200607/invite](http://www.ofcom.org.uk/consult/condocs/annual_plan2006/annual_plan200607/invite)

Given the importance of the Annual Plan in describing our proposed programme of work, we will ensure that this draft plan is brought to the attention of our stakeholders.

If you have any comments or suggestions on how Ofcom conducts its consultations, please call our consultation helpdesk on 020 7981 3003 or email us at [consult@ofcom.org.uk](mailto:consult@ofcom.org.uk). We would particularly welcome thoughts on how Ofcom could more effectively seek the views of those groups or individuals, such as small businesses or particular types of residential consumer, whose views are less likely to be obtained in a formal consultation.

If you would like to discuss these issues, or Ofcom's consultation processes more generally, you can alternatively contact Vicki Nash, Director, Scotland, who is Ofcom's consultation champion:

Vicki Nash  
Ofcom (Scotland)  
Sutherland House  
149 St. Vincent Street  
Glasgow G2 5NW

Tel: 0141 229 7401  
Fax: 0141 229 7433  
Email: [vicki.nash@ofcom.org.uk](mailto:vicki.nash@ofcom.org.uk)

## Annex 3

# Ofcom's consultation principles

Ofcom has published the following seven principles that it will follow for each public written consultation:

### Before the consultation

Where possible, we will hold informal talks with people and organisations before announcing a big consultation to find out whether we are thinking in the right direction. If we do not have enough time to do this, we will hold an open meeting to explain our proposals shortly after announcing the consultation.

### During the consultation

We will be clear about who we are consulting, why, on what questions and for how long.

We will make the consultation document as short and simple as possible with a summary of no more than two pages. We will try to make it as easy as possible to give us a written response. If the consultation is complicated, we may provide a shortened version for smaller organisations or individuals who would otherwise not be able to spare the time to share their views.

We will normally allow ten weeks for responses to consultations on issues of general interest.

There will be a person within Ofcom who will be in charge of making sure we follow our own guidelines and reach out to the largest number of people and organisations interested in the outcome of our decisions. This individual (who we call the consultation champion) will also be the main person to contact with views on the way we run our consultations.

If we are not able to follow one of these principles, we will explain why. This may be because a particular issue is urgent. If we need to reduce the amount of time we have set aside for a consultation, we will let those concerned know beforehand that this is a 'red flag consultation' which needs their urgent attention.

### After the consultation

We will look at each response carefully and with an open mind. We will give reasons for our decisions and will give an account of how the views of those concerned helped shape those decisions.

## Annex 4

# Consultation response cover sheet

In the interests of transparency, we will publish all consultation responses in full on our website, [www.ofcom.org.uk](http://www.ofcom.org.uk), unless a respondent specifies that all or part of their response is confidential. We will also refer to the contents of a response when explaining our decision, without disclosing the specific information that you wish to remain confidential.

We have produced a cover sheet for responses (see below) and would be very grateful if you could send one with your response. This will speed up our processing of responses, and help to maintain confidentiality by allowing you to state very clearly what you don't want to be published. We will keep your completed cover sheets confidential.

The quality of consultation can be enhanced by publishing responses before the consultation period closes. In particular, this can help those individuals and organisations with limited resources or familiarity with the issues to respond in a more informed way. Therefore Ofcom would encourage respondents to complete their cover sheet in a way that allows Ofcom to publish their responses upon receipt, rather than waiting until the consultation period has ended.

We strongly prefer to receive responses in the form of a Microsoft Word attachment to an email. Our website therefore includes an electronic copy of this cover sheet, which you can download from the 'Consultations' section.

Please put any confidential parts of your response in a separate annex to your response, so that they are clearly identified. This can include information such as your personal background and experience. If you want your name, address, other contact details or job title to remain confidential, please provide them in your cover sheet only so that we don't have to edit your response.



## Cover sheet for response to an Ofcom consultation

### BASIC DETAILS

Consultation title:

To (Ofcom contact):

Name of respondent:

Representing (self or organisation/s):

Address (if not received by email):

### CONFIDENTIALITY

What do you want Ofcom to keep confidential?

Nothing

Name/contact details/job title

Whole response

Organisation

Part of the response

If there is no separate annex, which parts?

If you want part of your response, your name or your organisation to be confidential, can Ofcom still publish a reference to the contents of your response (including, for any confidential parts, a general summary that does not disclose the specific information or enable you to be identified)?

### DECLARATION

I confirm that the correspondence supplied with this cover sheet is a formal consultation response. It can be published in full on Ofcom's website, unless otherwise specified on this cover sheet, and I authorise Ofcom to make use of the information in this response to meet its legal requirements. If I have sent my response by email, Ofcom can disregard any standard email text about not disclosing email contents and attachments.

Ofcom seeks to publish responses on receipt. If your response is non-confidential (in whole or in part), and you would prefer us to publish your response only once the consultation has ended, please tick here.

Name

Signed (if hard copy)

## Annex 5

# Consultation questions

In the draft plan we have highlighted five questions for stakeholders to consider:

**Question 1** – *What are your views on Ofcom's proposed priorities for 2006/7?*

**Question 2** – *What are your views on the citizen and consumer issues which Ofcom should address in 2006/7?*

**Question 3** – *What are your views on the work which Ofcom should do in 2006/7 to encourage innovation?*

**Question 4** – *What are your views on the work which Ofcom should do in 2006/7 to promote competition?*

**Question 5** – *Are there additional areas where Ofcom should reduce or better target regulation? Please provide specific examples.*