
ANNEXES



Annex I – List of actions to be performed

Actions 2015	TIMETABLE											
	2015				2016				2017			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Assure and protect the interests of users and citizens												
Line of action - Oversee application of the conditions governing universal service provision (electronic communications and postal services) in its various components												
Prepare report on compliance with the QoS parameters and indicators imposed on the universal service providers of electronic communications	X End				X End				X End			
Prepare analysis of compliance with price-cap established for the electronic communications universal service provider (FTS)				X End				X End				X End
Prepare analysis of compliance with price-cap established for the electronic communications universal service provider (public pay-telephones)				X End				X End				X End
Monitor accomplishment of postal network density objectives and minimum offers of service	X End	X End	X End	X End	X End	X End	X End	X End	X End	X End	X End	X End
Conduct analysis of compliance by the universal postal service provider with the universal postal service tariff				X End				X End				X End
Prepare report on compliance with the QoS parameters and indicators imposed on the universal service provider of postal services	X End				X End				X End			
Audit the values of the universal postal service quality indicators of year n-1												
Definition of technical specifications and definition of type of procedure to used in formulation of the provision of services contract	X Start				X Start				X Start			

Selection of auditor	X Start	X End			X Start	X End			X Start	X End		
Perform auditing		X Start	X End			X Start	X End			X Start	X End	
Draft decision on audit findings and subsequent actions.			X End				X End				X End	
Final decision on audit findings and subsequent actions.				X End				X End				X End
Evaluate, and if necessary define, exceptional geographical circumstances or conditions that give basis to a waiver of obligation of daily collection and distribution of universal service and/or distribution at addressee's address (2013-2014)												
Identification of the current situation with universal service provider.	X Start											
Identification of possible criteria to be defined and evaluation of their impact on universal service provision	X End	X End										
Draft decision			X End									
Final Decision				X End								
Audit inventory of assets attached to CTT concession (2014)												
Presentation of inventory by CTT	X End											
Definition of technical specifications and definition of type of procedure to used in formulation of the provision of services contract	X End	X End										
Selection of auditor		X End	X End									
Perform auditing			X End	X End								
Final decision on audit findings and subsequent actions.				X End								
Make assessment of the conditions governing provision of the universal postal service					X Start							X End

Line of action - Assess the appropriateness of quality of service levels provided												
Conduct studies on quality of service on mobile networks												
Voice, video-streaming and coverage in mainland Portugal				X End				X End				X End
Lisbon suburban rail network					X							
Porto suburban rail network						X End						
SMS/MMS			X End				X End				X End	
Autonomous Regions of Azores and Madeira		X End								X End		
Voice, video-streaming and coverage on CP Alfa Pendular (High-speed rail service)			X End								X End	
Conduct quality of service studies on Broadband Internet access (NETmede.pro)												
Implementation of the Netmede.Pro technology platform	X Start			X End								
Production of information/indicators on broadband QoS						X Start	X End	X End	X End	X End	X End	X End
Evaluate and implement measures on net neutrality												
Assessment of the need to define, in the light of possible developments in the regulatory framework or EC recommendations, indicators or minimum requirements for quality of service in the context of net neutrality and the establishment of corresponding metrics.				X Start	X End							
Line of action - Monitor the evolution of retail prices in the markets												
Update and improve monitoring report of retail prices of various services	X Start			X End	X Start			X End	X Start			X End
Line of action - Define and implement actions in the field of security and integrity of electronic communications networks and services												
Conduct security audits												

Conduct public consultation on procedures and technical aspects to be taken into consideration	X Start	X End											
Approval of final measures		X End											
Transitional period and constitution of audit team		X Start			X End								
Line of action - Ensure legal compliance and transparency as regards business practices (including in contract terms) prevailing in the market and promote a review of associated procedures													
Review and revise the Regulamento de Portabilidade (Portability Regulation)													
Identification of amendments and assess impact of options to be considered	X Start	X End											
Draft decision		X Start	X End										
Final Decision			X Start	X End									
Line of action - Strengthen effective complaint management mechanisms													
Review the handling of enquiries/complaints from end-users of communications services				X End									
Line of action - Promote out-of-court dispute resolution in cooperation with relevant authorities													
Develop cooperation with DGC to promote activities of awareness raising/joint training in electronic communications, including information and arbitration centres	X Start			X End	X Start			X End	X Start				X End
Develop solution and mechanisms for out-of-court conflict resolution				X End									
Line of action - Improve information provided to users, giving support to their choices, and enabling them to take more informed decisions and resolve problems with service providers													
Introduce new features on ANACOM's Consumers' Website			X End										

Develop new features on COM.escolha (3rd version - comparison of standardised information)					X Start					X End			
Promote open and competitive markets													
Line of action - Analyse/review relevant electronic communications markets, taking into account the rules adopted at European level													
Review relevant markets													
Markets 2 and 3 (prepare public consultation)										X Start			X End
Markets 4 and 5								X Start			X End		
Market 6									X Start			X End	
Market 7	X End												
Market 18	X Start			X End									
Define methodology for economic replicability													
Identify best practices and request costing data from PTC	X End												
Definition of specific methodology			X Start			X End							
Line of action - Review wholesale offers arising from obligations imposed on undertakings with significant market power in the various relevant markets													
Evaluate offer of virtual access to optical fibre (VULA) that may be imposed in context of analyses of markets 4 and 5			X Start			X End							
Evaluate and review wholesale offers													
Reference interconnection offer (RIO)	X Start				X End								
Subscriber line resale offer (SLRO)	X Start				X End								
Leased lines reference offer (LLRO)					X End								
Reference Ethernet leased lines offer (RELLO)	X Start				X End								
Line of action - Develop and improve regulatory costing systems and audit their results													
Audit of CTT's SCA 2014													

Tender launch	X End												
Contracting of auditor		X End											
Performance of audit			X Start		X End								
Audit of CTT's SCA 2015													
Tender launch					X End								
Contracting of auditor						X End							
Performance of audit							X Start		X End				
Audit of CTT's SCA 2016/2017													
Tender launch									X End				
Contracting of auditor										X End			
Performance of audit											X Start		
SCA review of CTT													
Contracting of consultant		X End								X End			
Performance of audit		X Start		X End									
Develop NGN costing model													
Tender launch		X End											
Contracting of consultant			X End										
Model development			X Start				X End						
Review MTR (mobile termination) model													
Tender launch		X End											
Contracting of consultant				X End									
Model development				X Start				X End					
Review FTR model (fixed termination)													
Tender launch									X End				
Contracting of consultant										X End			
Model development											X Start		
Update WACC PTC 2015													
Contracting of consultant		X End											
Development of work		X End											

Update WACC PTC 2016													
Contracting of consultant						X End							
Development of work						X End							
Update WACC PTC 2017													
Contracting of consultant										X End			
Development of work										X End			
Arrange audit of SCA/CLSU estimates presented by PTC (2013) and any re-submissions													
Monitor the development of the audit; prepare draft and final decision on SCA		X End											
Monitor the development of the audit; prepare draft and final decision on CLSU		X End											
Contract audit of resubmitted SCA Monitor development of audit and final decision on SCA		X Start	X End										
Contract audit of CLSU re-submission Monitor the development of the audit; final decision on CLSU			X Start	X End									
Arrange audit of SCA/CLSU estimates presented by PTC (2014) and any resubmission													
Contract audit of SCA/CLSU			X End										
Monitor the development of the audit; prepare draft and final decision on SCA			X Start			X End							
Monitor the development of the audit; prepare draft and final decision on CLSU				X Start		X End							
Contract audit of resubmitted SCA Monitor development of audit and final decision on SCA						X Start	X End						

Contract audit of CLSU resubmission Monitor the development of the audit; and final decision on CLSU							X Start	X End				
Audit PTC's SCA 2016/2017												
Tender launch									X End			
Contracting of auditor										X End		
Performance of audit											X Start	
Line of action - Undertake actions associated with the provision of the universal service with market impact, particularly associated with universal service financing												
Arrange audit of CLSU 2012 values re-submitted by PTC												
Monitor the audit work (CLSU 2012)	X End											
Presentation of conclusions and preparation of final decision	X End											
Arrange audits of values related to Retirees and Pensioners in the period following designation of the universal service provider by public tender												
As regards 2014	X Start	X End										
As regards 2015						X Start	X End					
As regards 2016									X Start	X End		
Arrange audits of turnover values used in context of universal service compensation fund												
Audit the values reported by operators on 30.06.2015 (in respect of 2014)			X End									
Audit the values reported by operators on 30.06.2016 (in respect of 2015)							X End					

Audit the values reported by operators on 30.06.2017 (in respect of 2016)												X End	
Develop processes for reimbursement of CLSU to PTC (period preceding designation of the universal service provider by public tender)													
Reimbursement of CLSU in respect of 2007 - 2009	X End												
Reimbursement of CLSU in respect of 2010 - 2011			X Start		X End								
Reimbursement of CLSU in respect of 2012 - 2013							X Start		X End				
Reimbursement of CLSU in respect of 2014											X Start		
Develop processes for reimbursement of CLSU in period following designation of the universal service provider by public tender													
CLSU 2014			X Start		X End								
CLSU 2015							X Start		X End				
CLSU 2016											X Start		
Adapt the methodology to be used for calculating CLSU for electronic communications		X End											
Advise Government on the preparation of a new tender for telephone directories and directory enquiry services	X End	X End	X End										
Evaluate the CLSU (if applicable) submitted by postal universal service provider in respect of previous calendar year (year n-1)													

Define the technical specifications and the type of procedure for the formulation of the contract with the auditor governing provision of services		X End				X End				X End		
Presentation of CLSU by universal service provider (by end of Q2 of year n)		X End				X End				X End		
Auditor selection procedure		X End	X End			X End	X End			X End	X End	
Perform CLSU audit			X Start	X End			X Start	X End			X Start	X End
Draft decision on CLSU				X End				X End				X End
Final decision (up to 120 working days following universal service provider's submission of CLSU)				X Start	X End			X Start	X End			X Start
Develop processes for reimbursement of CLSU (if applicable)												
CLSU 2014				X Start			X End					
CLSU 2015								X Start		X End		
CLSU 2016												X Start
Arrange auditing of turnover values used in context of the Universal service compensation fund (if applicable)												
Audit the values presented by operators with respect to 2014							X Start		X End			
Audit the values presented by operators with respect to 2015										X Start		X End
Line of action - Oversee and monitor the development of next generation access networks (NGA)												
Conduct audit on the equivalence of access			X Start				X End					

Definition of technical specifications and definition of type of procedure to used in formulation of the provision of services contract			X Start										
Selection of auditor			X Start	X End									
Perform auditing				X Start		X End							
Draft decision on audit findings and subsequent actions.						X End							
Final decision on audit findings and subsequent actions.							X End						
Prepare draft transposition of Directive 2014/61/EU of 15.5.2014			X End										
Line of action - Take an outlook on the market's development and define, review and monitor indicators for analysis and supervision													
Perform OTT study (including net neutrality)				X End									
Conduct internal reflection on the need to review and or (re)define statistical indicators				X End									
Line of action - Assess the impact of adopted regulatory measures													
Develop study on RIA, focusing on comparative analysis of different approaches taken by NRAs on RIA programmes			X End										
Line of action - Monitor and supervise the activities pursued by various agents, enforcing compliance with prevailing rules													
Perform inspections on sector agents to assess compliance with prevailing rules, including ITED / ITUR	X Start			X End	X Start			X End	X Start				X End
Perform spectrum monitoring actions	X Start			X End	X Start			X End	X Start				X End

Prepare draft transposition of Directive 2014/53/ EU of 16.04.2014		X Start				X End							
Ensure the efficient management of public resources													
Line of action - Define and implement a national strategic plan for use of the radio spectrum													
Develop and adopt a national strategic plan for use of the radio spectrum, taking into account the international context, establish medium-long term guidelines		X Start					X End						
Line of action - Examine, on a prospective basis, trends of radio spectrum use occurring internationally, anticipating evolutionary scenarios (digital dividend)													
Assess outlooks on the development of the UHF broadcasting band, taking into consideration the national market, the European and national regulatory framework, as well as the most relevant aspects in terms of the evolution of services, networks and technologies.													
Definition of a strategic framework for the 700 MHz band and its implementation		X Start									X End		
Elaboration of scenarios on the future use of the 470-694 MHz band and respective implementation		X Start											X End
Line of action - Evaluate the development of various services, including broadcasting, and associated spectrum needs													
Designation and provision of spectrum for electronic communications services, taking into account the objectives of regulation established by law, in particular the radio spectrum policy programme, the results of the World Radiocommunication Conference (WRC-15) and level of national interest in the use of spectrum remaining after the BWA auction, after the multi-band auction and other relevant bands of spectrum.													
Definition and implementation of a framework for BWA		X Start			X End								

Definition and implementation of a framework for action with regard to spectrum remaining from multi-band auction	X Start							X End				
Definition and implementation of a framework for action in relation to spectrum which is available and harmonized at a European level	X Start							X End				
Conduct follow-up of public consultation on the evolution of DTT												
Identify a plan of action for the possible provision of spectrum as a result of the public consultation	X End											
Implementation of planned actions	X Start			X End								
Line of action - Monitor and ensure compliance with the obligations of the operator of the digital terrestrial television (DTT) platform												
Conduct QoS study of DTT												
Development of study based on data provided by the probes	X Start		X End									
Preparation of final report				X End								
Monitor the evolution of the DTT network and make necessary adjustment to probe network												
Development of study					X Start			X End	X Start			X End
Formulation of opinion and recommendations								X End				X End
Verify compliance with DTT coverage obligations	X Start			X End	X Start			X End	X Start			X End
Line of action - Establish appropriate rules on the allocation, use and management of numbering												
Reassess the need to define eCall numbering range (National Numbering Plan)												
Consultation / draft decision			X Start	X End								

Final Decision				X Start	X End								
(Re)evaluate the conditions governing the use of geographic numbers and, if necessary, define these conditions (National Numbering Plan)		X Start		X End									
Develop numbering regulation updating the main elements of the PNN and defining the services associated with the use of E.164 numbering													
Analysis and identification of options/scenarios to be considered, taking into account standardisation, including at international level, and any technical, administrative and operational constraints		X Start	X End										
Public Consultation				X Start	X End								
Final Decision					X Start	X End							
Promote institutional and technical cooperation													
Line of action - Ensure active participation at international forums with relevance to the sector (electronic communications and postal services)													
Implement new strategy for participation in international organisations/agencies													
Implementation of approved strategy	X Start			X End				X End	X Start			X End	
Promote improvements at ITU and UPU, in terms of efficiency and resource management	X Start			X End	X Start			X End	X Start			X End	
Reformulate the contributions to international organisations/agencies													
Evaluation of the possibility of a reduction in membership dues paid to UPU			X End										

Implementation where need to reduce UPU contribution is confirmed							X End					
Line of action - Increase involvement in BEREC, including taking over the BEREC Chair in 2015 and Vice-chair in 2016												
Ensure participation in BEREC												
Active participation in all Expert Working Groups (EWG) and ad hoc groups	X Start			X End	X Start			X End	X Start			X End
Participation of 3 drafters in EWGs	X Start			X End	X Start			X End	X Start			X End
Presidency of 1 EWG	X Start			X End	X Start			X End	X Start			X End
Chair 2015	X Start			X End								
Vice-chair 2016					X Start			X End				
Line of action - Promote the sector at a national and international level and promote cooperation with other regulators												
Ensure participation in EMERG												
Active participation in the secretariat	X Start			X End								
International promotion of sector and of knowledge transfer												
Agreement with AICEP-global	X Start			X End	X Start			X End	X Start			X End
Prioritisation of bilateral cooperation actions	X Start			X End	X Start			X End	X Start			X End
Evaluate strategic redefinition of bilateral cooperation protocols	X End				X End				X End			
Entry of bilateral cooperation protocols into effect	X Start			X End	X Start			X End	X Start			X End
Assessment of economic impact of cooperative effort in previous year	X End				X End				X End			

Line of action - Actively participate in the platforms of collaboration between Portuguese-speaking countries, especially ARCTEL-CPLP												
Ensure participation in ARCTEL												
Active participation in the secretariat	X Start			X End	X Start	X End						
Maintenance of effort for participation in GTs	X Start			X End	X Start			X End	X Start			X End
Annual support for workshops/seminars of ARCTEL training centre (CFA)												X End
Active contribution to the completion of a study on universal service in CPLP countries				X End								
Active contribution to further studies	X Start			X End	X Start			X End	X Start			X End
Line of action - Promote cooperation with national and international organisations and ensure coordination of activities in relevant areas (spectrum management, consumer protection, communications security)												
Conduct audits, pursuant to the lei do cinema (cinema law), upon request of the ICA	X Start			X End								
Develop the necessary protocols with entities involved in spectrum management of the aeronautical services to ensure effective and efficient management	X Start			X End								
Line of action - Promote the dissemination of legal and regulatory regimes applicable to the sector												
Promote the dissemination and awareness of ITED / ITUR regime	X End	X End		X End	X End	X End		X End	X End	X End		X End
Promote dissemination and awareness in relation to Directive on radio equipment						X End		X End	X End			
Adapt the rules associated with the amateur and amateur-satellite services												
Preparation and publication of legislation amending Decree-Law no. 53/2009 of 2 March	X											

Drafting, consultation and publication of Regulation to replace current procedures associated with these radio services	X Start	X End											
Line of action - Promote coordination of the entities involved in the planning, construction and maintenance of infrastructure, including management of the SIC													
Implement SIC - sistema informação centralizado (Centralised Information System)													
Development of technology platform	X Start			X End									
Entry of SIC into operation				X Start	X End	X End	X End	X End	X End	X End	X End	X End	X End
Promote internal efficiency and effectiveness													
Line of action - Implement measures to rationalize expenditure, guaranteeing efficiency													
Computerize procedures for the supervision of equipment market (DER Directive)													
Development of computer application									X Start		X End		
Entry into production													X End
Line of action - De-materialise/automate/simplify procedures and expand the provision of services online													
Consolidate e-invoicing model, arranging its uptake	X Start			X End									
Implement the strategic plan for information systems (ISSP) 2015-2017	X Start			X End	X Start			X End	X Start				X End
Develop the process of providing the Direção Geral de Saúde (General Health Directorate) and municipalities with reports from annual monitoring plans													

Establish contacts with the DGS and municipalities	X End												
Development of IT solution in order to provide information to external parties		X End											
Amend the relevant regulations - Decree-Law no. 11/2003 of 18 January and Regulation no. 609/2011 - to be effective for the reporting of monitoring plans from 2016		X Start		X End									
Implement improvements in survey plans in SMCE - serviço de monitorização e controlo de espectro (spectrum monitoring and control service)	X Start			X End									
Develop new features to be implemented in computer applications supporting spectrum management, including electronic licensing													
Prepare proposal for the implementation of new features (as identified) and monitor their development					X Start			X End					
Management and availability of geo-referenced information	X Start			X End									
Extend the extranet to encompass FTS, IAS, STV and postal services, annual questionnaire communications and portability survey													
Extend extranet to quarterly questionnaires	X Start			X End									
Extend extranet to the annual questionnaire and portability questionnaire					X Start			X End					
Line of action - Invest in training and ensure excellence in human resources													
Implement new training model (complete)				X End									

Streamline internal communication				X End									
Submit application of 2 or 3 improvement processes to "Committed to Excellence" (part of the scheme of European EFQM recognition)				X End									
Line of action - Promote an organisational culture that is more open to change													
Conduct studies of organisational climate	X Start		X End										

Annex II – Strategic People Plan (tables)

Table 1 - Evolution in ICP-ANACOM human resources

Category	2015	2016	2017
1 – Managerial staff	253	253	253
2 – Non managerial staff	150	150	150
Total permanent staff (1+2)	403	403	403

Unit: number of staff.

Table 2 - Evolution in types of complementary work

2015/2017 Plan			
Category	2015	2016	2017
Supplementary work	4960	4712	4476
Total	4960	4712	4476

Unit: hours.

Table 3 - Evolution in personnel costs

2015/2017 Plan			
Category	2015	2016	2017
Wages and expenses	20 900 610	21 207 200	21 513 800
Other Personnel Costs	2 161 790	2 173 700	2 185 800
Total	23 062 400	23 380 900	23 699 600

Unit: euros.

Table 4 - Personnel costs plan

Category	2015	2016	2017
1. Permanent contracts (year-end)	403	403	403
2. Permanent staff potential (1800 hours/year)	725 400	725 400	725 400
3 Supplementary work (hours)	4 960	4 712	4 476
4. Potential work (2 to 4)	730 360	730 112	729 876
5. Management Remuneration	952 668	972 291	991 914
6. Staff remuneration	13 711 705	13 907 782	14 106 663
7. Additional remuneration	2 886 156	2 927 428	2 969 290
8. Post-employment benefits	724 636	735 506	746 539
9. Salary expenses	3 350 081	3 399 699	3 445 933
10. Work accident insurance	67 319	68 359	69 426
11. Social action costs	694 892	694 892	694 892
12. Other personnel costs	674 943	674 943	674 943
13. Total (5 to 12)	23 062 400	23 380 900	23 699 600

Unit: euros.

Annex III – 2015 Budget

Table 5 - Investment budget

Category	2014 Budget	2015 Budget	Variation 2015/2014	
			Value	%
Land and Buildings	0	160 000	160 000	
Basic radio Equipment	1 272 500	790 500	-482 000	-37,9%
Transport Equipment	24 000	24 000	0	0,0%
Administrative Equipment				
* IT Equipment (Hardware)	813 700	1 150 000	336 300	41,3%
* Miscellaneous Equipment	85 000	25 000	-60 000	-70,6%
Computer programmes (Software)	929 300	1 020 000	90 700	9,8%
Work to premises	0	60 000	60 000	
Total	3 124 500	3 229 500	105 000	3,4%

Unit: euros.

Table 6 - Income Budget

Category	2014 Budget	2015 Budget	Variation 2015/2014	
			value	%
Regulation of electronic communications	66 260 700	75 226 200	8 965 500	13,5%
* Statements of rights	14 000	14 000	0	0,0%
* Exercise of electronic communications activity	24 291 400	24 480 000	188 600	0,8%
* Use of frequencies - SCET	28 056 000	37 933 200	9 877 200	35,2%
* Use of frequencies - other	12 226 500	11 042 800	-1 183 700	-9,7%
* Use of numbering	1 672 800	1 756 200	83 400	5,0%
Regulation of postal services	1 075 900	1 500 000	424 100	39,4%
ITED/ITUR	146 400	43 100	-103 300	-70,6%
Remaining provisions of service	351 000	405 000	54 000	15,4%
Interest and other similar income	1 200 000	863 000	-337 000	-28,1%
Other income and gains	60 000	155 400	95 400	159,0%
Total	69 094 000	78 192 700	9 098 700	13,2%

Unit: euros.

Table 7 - Expenditure budget

Category	2014 Budget	2015 Budget	Variation 2015/2014	
			Value	%
External Supplies and Services	11 334 900	11 193 000	-141 900	-1,3%
* Specialized work	3 219 500	3 408 800	189 300	5,9%
* Advertising and promotion	146 700	122 300	-24 400	-16,6%
* Surveillance and Security	439 000	441 000	2 000	0,5%
* Maintenance and repairs	2 796 600	2 685 200	-111 400	-4,0%
* Books and technical documents	250 000	250 000	0	0,0%
* Energy and liquids	552 700	537 900	-14 800	-2,7%
* Travel, accommodation and transport	486 100	595 500	109 400	22,5%
* Rents and leasing	1 700 200	1 669 800	-30 400	-1,8%
* Communication	626 900	435 000	-191 900	-30,6%
* Insurance	132 000	132 000	0	0,0%
* Cleanliness, hygiene and comfort	283 200	291 500	8 300	2,9%
* Other supplies and services	702 000	624 000	-78 000	-11,1%
Personnel costs	21 992 200	23 062 400	1 070 200	4,9%
* Wages and wage expenses	20 054 793	20 900 610	845 817	4,2%
* Other personnel expenses	1 937 407	2 161 790	224 383	11,6%
Depreciation and amortisation	3 507 000	3 207 500	-299 500	-8,5%
Impairment losses	90 000	90 000	0	0,0%
Provisions for period	1 000 000	5 338 800	4 338 800	433,9%
Other expenses and losses	6 657 400	7 211 700	554 300	8,3%
* Contributions	986 500	963 100	-23 400	-2,4%
* Meetings and conferences	289 500	313 400	23 900	8,3%
* Sponsorships	218 100	185 000	-33 100	-15,2%
* Payments/Transfers	4 949 200	5 526 100	576 900	11,7%
* Cooperation	173 100	173 100	0	0,0%
* Other expenses and losses	41 000	51 000	10 000	24,4%
Total	44 581 500	50 103 400	5 521 900	12,4%

Unit: euros.

Table 8 - Personnel expenditure budget

Category	2014 Budget	2015 Budget	Variation 2015/2014	
			Value	%
1. Permanent staff (year-end)	396	403	7	1,8%
2. Permanent staff potential (1800 hours/year)	712 800	725 400	12 600	1,8%
3. Supplementary work (hours)	5 882	4 960	-922	-15,7%
4. Potential work (2 to 3)	718 682	730 360	11 678	1,6%
5. Management Remuneration	944 470	952 668	8 198	0,9%
6. Staff remuneration	13 149 380	13 711 705	562 325	4,3%
7. Additional remuneration	2 813 262	2 886 156	72 894	2,6%
8. Post-employment benefits	702 565	724 636	22 071	3,1%
9. Salary expenses	3 147 681	3 350 081	202 400	6,4%
10. Work accident insurance	66 649	67 319	670	1,0%
11. Social action costs	699 866	694 892	-4 974	-0,7%
12. Other personnel costs	468 327	674 943	20 616	44,1%
Total (5 to 12)	21 992 200	23 062 400	1 070 200	4,9%

Unit: euros.

Table 9 - Income and expenses budget

Category	2014 Budget	2015 Budget	Variation 2015/2014	
			Value	%
INCOME				
* Fees - regulation of electronic communications	24 291 400	24 480 000	188 600	0,8%
Fees - use of frequencies	40 282 500	48 976 000	8 693 500	21,6%
* Fees - use of numbering	1 672 800	1 756 200	83 400	5,0%
* Fees - regulation of postal services	1 075 900	1 500 000	424 100	39,4%
* Remaining provisions of service	511 400	462 100	-49 300	-9,6%
* Interest and other similar income	10 JULy	863 000	-337 000	-28,1%
* Other income and gains	60 000	155 400	95 400	159,0%
Total income	69 094 000	78 192 700	9 098 700	13,2%
EXPENSES				
* External supplies and services	11 334 900	11 193 000	-141 900	-1,3%
* Personnel costs	21 992 200	23 062 400	1 070 200	4,9%
* Depreciation and amortisation	3 507 000	3 207 500	-299 500	-8,5%
* Impairment losses	90 000	90 000	0	0,0%
* Provisions for period	1 000 000	5 338 800	4 338 800	433,9%
* Other expenses and losses	6 657 400	7 211 700	554 300	8,3%
Total expenses	44 581 500	50 103 400	5 521 900	12,4%
Net profit for period	24 512 500	28 089 300	3 576 800	14,6%

Unit: euros.

Annex IV –2015-2017 Financial Plan (Tables)

Table 10 – Investment Plan (by project)

Category	Objectives	2015	2016	2017
Modernisation of laboratories	Acquisition of equipment in light of evolution in technology and regulatory framework; and update of software	146 000	150 000	150 000
Technological refurbishment of spectrum monitoring	Upgrade of existing MCE (spectrum monitoring and control) facilities and acquisition of equipment for the new communications systems	110 000	300 000	300 000
Major repairs and hardware updates no SINCRER	Improvements to metallic towers, earth network and air conditioning. Hardware updates to network support equipment.	528 500	260 000	260 000
NETMEDEPRO	Update of infrastructure used to measure Internet access quality of service (QoS)	51 000	100 000	100 000
SIC	Adaptation of the terms of availability and information on access to ducts, poles, other installations and sites by the public communication service concessionaire for coordination with SIC	420 000	100 000	100 000
Technological adaptation -architecture and technology platforms	Adaptation of infrastructural technological strongpoints through the acquisition of necessary hardware and software	1 615 000	1 365 000	1 365 000
Acquisition of various basic radioelectric equipment	Acquisition of basic equipment for inspection actions	70 000	100 000	100 000
Acquisition of various IT equipment	Acquisition of current hardware and software	135 000	135 000	135 000
Miscellaneous day-to-day acquisitions	Acquisition of administrative equipment and performance of works in building	154 000	164 000	164 000
Total		3 229 500	2 674 000	2 674 000

Unit: euros.

Table 11 - Income plan

Category	2015	2016	2017
Electronic communications	75 226 200	74 654 600	74 268 800
* Statements of rights	14 000	14 000	14 000
* Exercise of electronic communications activity	24 480 000	24 300 000	24 200 000
* Use of frequencies - SCET ¹	37 933 200	37 933 200	37 933 200
* Use of frequencies - other	11 042 800	10 651 200	10 365 400
* Use of numbering	1 756 200	1 756 200	1 756 200
Exercise of postal activity	1 500 000	1 983 600	2 100 000
ITED-ITUR	43 100	43 100	43 100
Remaining provisions of service	405 000	405 000	405 000
Interest and other similar income	863 000	650 000	450 000
Other income and gains	155 400	155 400	155 400
TOTAL	78 192 700	77 891 700	77 422 300

Unit: euros.

¹ SCET – Terrestrial electronic communication services.

Table 12 - Expenditure plan

Category	2015	2016	2017
External Supplies and Services	11 193 000	11 223 600	11 073 600
* Specialized work	3 408 800	3 850 400	3 850 400
* Advertising and promotion	122 300	122 300	122 300
* Surveillance and Security	441 000	441 000	441 000
* Maintenance and repairs	2 685 200	2 369 700	2 269 700
* Books and technical documents	250 000	250 000	250 000
* Energy and liquids	537 900	537 900	537 900
* Travel, accommodation and transport	595 500	500 000	450 000
* Rents and leasing	1 669 800	1 669 800	1 669 800
* Communication	435 000	435 000	435 000
* Insurance	132 000	132 000	132 000
* Cleanliness, hygiene and comfort	291 500	291 500	291 500
* Other supplies and services	624 000	624 000	624 000
Personnel costs	23 062 400	23 380 900	23 699 600
* Wages and wage expenses	20 900 610	21 207 200	21 513 800
* Other personnel expenses	2 161 790	2 173 700	2 185 800
Depreciation and amortisation	3 207 500	3 221 500	2 986 200
Impairment losses	90 000	90 000	90 000
Provisions for period	5 338 800	5 400 000	5 400 000
Other expenses and losses	7 211 700	7 078 500	7 059 800
* Contributions	963 100	832 900	832 900
* Meetings and conferences	313 400	313 400	313 400
* Sponsorships	185 000	185 000	185 000
* Payments/Transfers	5 526 100	5 523 100	5 504 400
* Cooperation	173 100	173 100	173 100
* Other expenses and losses	51 000	51 000	51 000
TOTAL	50 103 400	50 394 500	50 309 200

Unit: euros.

Table 13 - Financial Statements by nature

Category	2015	2016	2017
Income and expenses			
* Fees for exercise of activity of electronic communications	24 480 000	24 300 000	24 200 000
* Fees for use of frequencies	48 976 000	48 584 400	48 298 600
* Fees for use of numbering	1 756 200	1 756 200	1 756 200
* Fees for exercise of activity of postal services	1 500 000	1 983 600	2 100 000
* Remaining provisions of service	462 100	462 100	462 100
* External Supplies and Services	-11 193 000	-11 223 600	-11 073 600
* Personnel costs	-23 062 400	-23 380 900	-23 699 600
* Impairment losses	-90.000	-90.000	-90.000
* Provisions for the period	-5 338 800	-5 400 000	-5 400 000
* Other income and gains	155 400	155 400	155 400
* Other expenses and losses	-7 211 700	-7 078 500	-7 059 800
Profit before depreciation and amortisation	30 433 800	30 068 700	29 649 300
* Expenses/Reversals of depreciation and amortisation	-3 207 500	-3 221 500	-2 986 200
Operating profit	27 226 300	26 847 200	26 663 100
* Interest and similar income earned	863 000	650 000	450 000
NET PROFIT FOR PERIOD	28 089 300	27 497 200	27 113 100

Unit: euros

Table 14 - Cash budget

Category	2015	2016	2017
Balance brought forward	89 157 900	91 566 700	101 225 500
Receipts			
* Income from operations	77 329 700	77 241 700	76 972 300
* Interest and other similar income	863 000	650 000	450 000
Total receipts	78 192 700	77 891 700	77 422 300
Payments			
* Investment	3 229 500	2 674 000	2 674 000
* Operations	41 467 100	41 683 000	41 833 000
* Transfer to the State	31 087 300	23 875 900	23 372 600
Total payments	75 783 900	68 232 900	67 879 600
Cash available	91 566 700	101 225 500	110 768 200

Unit: euros.

Table 15 – Balance statement

Category	2015	2016	2017
Assets			
Non-current assets	17 851 700	17 224 200	16 872 000
* Tangible Assets	15 934 450	15 937 700	15 758 600
* Intangible Assets	1 817 250	1 206 500	1 013 500
* Other receivables	100 000	100 000	100 000
Current assets	100 266 700	110 025 500	119 668 200
* Customers	4 900 000	5 000 000	5 100 000
* Other receivables	1 700 000	1 700 000	1 700 000
* Deferrals	2 100 000	2 100 000	2 100 000
* Bank deposits and cash at hand	91 566 700	104 225 500	110 768 200
Total assets	118 118 400	127 269 700	136 540 200
Equity and liabilities			
Equity	54 498 900	58 120 200	61 860 700
* Other reserves	26 409 600	30 623 000	34 747 600
* Net result for period	28 089 300	27 497 200	27 113 100
Liabilities	63 619 500	69 149 500	74 679 500
* Debts and provisions post-employment benefits	54 528 800	60 018 800	65 508 800
* Other account payables	9 090 700	9 130 700	9 170 700
Total liabilities + equity	118 118 400	127 269 700	136 540 200

Unit: euros.

Table 16 – Cash flow Statement

Category	2015	2016	2017
Cash Flows - Operating Activities			
* Receipts from customers	77 174 300	77 086 300	76 816 900
* Payments to suppliers	-11 253 000	-11 283 600	-11 133 600
* Payments to employees	-23 062 400	-23 380 900	-23 699 600
Cash generated from operations	42 858 900	42 421 800	41 983 700
* Other receipts/payments	-38 144 600	-30 800 000	-30 278 000
Cash flows from operating activities	4 714 300	11 621 800	11 705 700
Cash Flows - Investment Activities			
Payments with reference to			
* Tangible Assets	-2 149 500	-1 614 000	-1 314 000
* Intangible assets	- 1 020 00	- 1 000 000	-1 300 000
Receipts from			
* Tangible Assets	1 000	1 000	1 000
* Interest and similar income	863 000	650 000	450 000
Cash flows from investment activities	-2 305 500	-1 963 000	-2 163 000
Change in cash and cash equivalents	2 408 800	9 658 800	9 542 700
Cash and cash equivalents at beginning of period	89 157 900	91 566 700	101 225 500
Cash and cash equivalents at end of period	91 566 700	101 225 500	110 768 200

Unit: euros.

Annex V – Global indicators for 2015-2017 three-year period

Category	2015		2016		2017	
	Target	Actual	Target	Actual	Target	Actual
Percentage of prior hearing reports and final decisions released within a maximum period of (n+15), where n is the number of working days provided for the prior hearing of interested parties	90%		90%		90%	
Rate of implementation of actions under 2015-2017 Plan (Percentage of actions included in the Strategic Plan executed according to approved timetable)	95%		95%		95%	
Average time taken for the allocation of numbering resources (working days)	5		5		5	
Maximum time taken for the allocation of numbering resources (working days)	15		15		15	
Average response time to radio licensing requests (working days)	5		5		5	
Enquiries regarding the market processed during the period / Total enquiries received on the market in the period	95%		95%		95%	
Number of inspections conducted –	1460		1483		1483	
- Electronic communications services	300		300		300	
- Postal services	500		500		500	
- ITED Infrastructure	428		470		470	
- ITUR Infrastructure	18		18		18	
- Equipment market (R&TTE/CEM)	194		175		175	
- Training providers	20		20		20	
Reduction in number of breach proceeding with administrative decisions	10%		10%		10%	
Increase in number of final decisions in respect of breach proceedings	5%		5%		5%	