

NSW Telco Authority

Corporate Plan

2023-24



About us

NSW Telco Authority is a Statutory Authority within the NSW Department of Customer Service, controlled by the Managing Director and guided by strategic advice from the NSW Telco Authority Advisory Board.

Our purpose

Working together to keep people and places safe across NSW.

Our vision

Our vision is to be the connectivity leader for NSW Government.

We will do this by driving innovative and collaborative delivery of resilient communications to keep our customers and the communities they serve connected and safe.

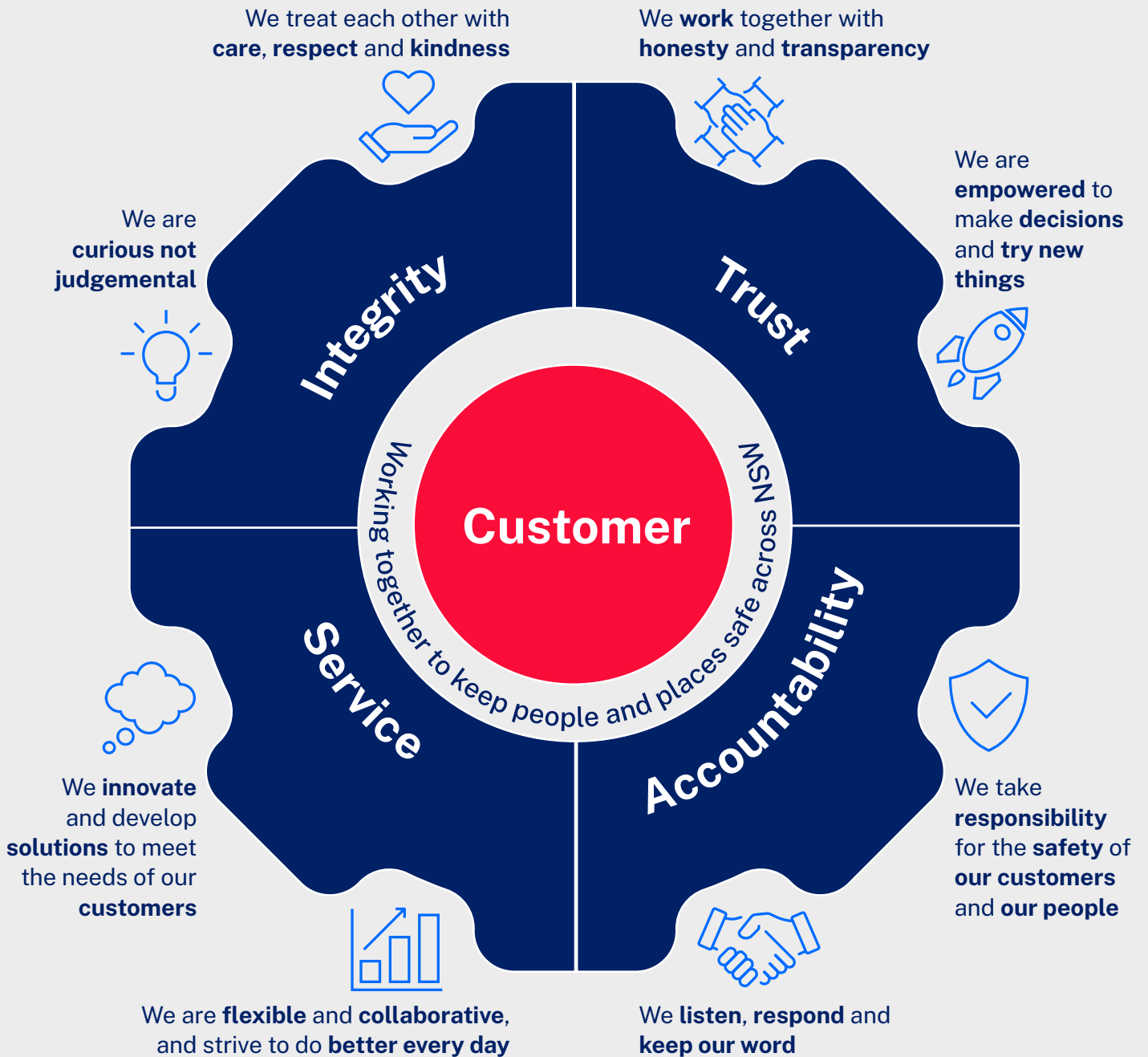
Our role

NSW Telco Authority manages the Public Safety Network to deliver mission-critical and day-to-day operational radio communications for emergency services, essential services and government agencies.

We work with frontline responders, essential services and carriers during disasters to protect telecommunications infrastructure to ensure communities stay connected.

We provide leadership on digital connectivity across NSW by coordinating and aligning whole-of-government connectivity programs and priorities. We bring together government, industry and academia to enable innovation and to solve complex connectivity challenges.

Our values and behaviours



Our environment

NSW has experienced increasingly frequent high-impact weather events that require rapid responses from emergency services to protect lives and property. It is expected that hazards such as extreme weather and security threats will continue to increase in the future. NSW Telco Authority (NSWTA) provides critical communications to ensure the NSW Government and its agencies are prepared for response and recovery.

Delivering voice and narrowband data through a single, interoperable Public Safety Network (PSN) remains our key priority as we continue to increase the network's coverage in more areas of NSW through the \$1.4 billion Critical Communications Enhancement Program.

As a delivery partner to the NSW Government's \$50 million Connecting Country Communities Fund, we are working to improve mobile black spots in regional and remote areas by extending coverage to 28,000 premises and along 1,800 kilometres of transport routes through new telecommunications infrastructure. Also under this fund, the Connecting Country Communities Program is improving broadband internet to more than 4,000 premises in Monaro and Kangaroo Valley to be comparable to the reliability and speed in metropolitan areas.

In 2023–24, we will commence delivery of a consolidated, centralised emergency services paging capability. This will enable access to mobile data capability for our customers, optimising real-time responses to emergencies and better protecting those on the frontline.

Taking a whole-of-government leadership role in digital connectivity, we are identifying connectivity priorities across the state and coordinating investment in connectivity infrastructure through the NSW Connectivity Strategy. Leveraging our specialist skill base and existing infrastructure network, we increasingly work across jurisdictions and partner with industry to provide innovative solutions and improved connectivity for communities, business and emergency services.

Our priorities

This plan supports our longer-term direction set out in the NSW Government Operational Communications Strategy (OCS) 2020, a ten-year roadmap to deliver data-enabled public safety telecommunications programs to a broader set of customers across the state.

All work undertaken by NSWTA is aligned to the five strategic pillars within the OCS:

- Lead with one integrated portfolio
- Evolve critical communications
- Leverage the market for implementation and innovation
- Embed customer centricity
- Empower our people.

NSWTA will continue to embed the customer voice at the centre of our decision-making and program delivery. Success is measured by a Customer Satisfaction score (CSAT) with a target level of 80 per cent or higher in the next 12 months.

Operational priorities

NSWTA is responsible for operating and maintaining the PSN, one of the world's largest trunked radio networks, with a commitment to our 63 customers of an agreed 99.95 per cent network availability.

Under the *State Emergency and Rescue Management Act 1989*, NSWTA leads the Telecommunications Services Functional Area (TELCOFA) to coordinate support and resources for telecommunications during emergencies. We help protect telecommunications infrastructure to ensure continued connectivity for frontline responders and communities.

Strategic priorities

OCS pillar – Lead with one integrated portfolio

Activity	Customer outcomes	Key performance indicator
Critical Communications Enhancement Program (CCEP)	<ul style="list-style-type: none"> Increased PSN coverage across NSW. 	<ul style="list-style-type: none"> By 30 June 2024, CCEP to deliver PSN land coverage of 50% and reach 98.5% of the population – an increase from 46.7% and 97.5% respectively.
NSW Connectivity Strategy	<ul style="list-style-type: none"> Improved connectivity and efficiencies through innovative and coordinated investment in infrastructure for communities, business and emergency services across NSW. 	<ul style="list-style-type: none"> Develop and publish the NSW Connectivity Index in mid-2023 which includes mobile and fixed coverage mapping and helps identify priority areas for improvement. Implement a set of minimum Connectivity Standards for new government infrastructure in 2023. Broker and support new cross-government partnerships to deliver innovative, efficient and coordinated connectivity infrastructure projects.
Asset Management	<ul style="list-style-type: none"> Confidence that NSWTA's asset portfolio provides optimal outcomes in terms of cost, risk and performance. 	<ul style="list-style-type: none"> Deliver an asset management framework aligned to industry standards to support our growing asset portfolio. Achieve compliance with <i>Asset Management Policy for the NSW Public Sector</i> TPP19-07 by 30 June 2024.

OCS pillar Evolve critical communications

Activity	Customer outcomes	Key performance indicator
Network operations and emergency management	<ul style="list-style-type: none"> Network availability of 99.95% for emergency services and other customers of the PSN. Enhanced emergency prevention, preparedness, response and recovery capabilities for emergency services. Access to network and environmental data to support emergency responses. 	<ul style="list-style-type: none"> Engage carrier Emergency Services Liaison Officers on a monthly basis and during operational activities to capture network data and ensure reliable communications networks. Deploy geographic information system (GIS) tool and mobile telecommunications assets to support emergencies. Enhance regional liaison officer deployment and presence during emergency situations.
Public Safety Mobile Broadband (PSMB)	<ul style="list-style-type: none"> Improved safety and wellbeing of frontline responders when in the field. Improved safety outcomes for communities in the event of telecommunications outages. Improves flow of information between emergency services during disasters. 	<ul style="list-style-type: none"> Progress the PSMB program including requirements for domestic emergency roaming at a national level. Collaborate on the establishment of a new PSMB Entity and national business case with the Australian Government and other jurisdictions. Apply for NSW funding for augmented coverage and non-terrestrial trials. Continue to lead co-design of PSMB requirements and solutions with NSW emergency services. Engage with international agencies to learn from overseas PSMB experiences.

Strategic priorities – continued

OCS pillar – Leverage the market for implementation and innovation

Activity	Customer outcomes	Key performance indicator
Product and innovation	<ul style="list-style-type: none"> Innovative new products and services to meet evolving customer operational needs. Enhanced product and service offerings with a clear link to operational value. 	<ul style="list-style-type: none"> Lead the delivery of four next-generation digital connectivity experiments. Conduct 20 connectivity trials in partnership with government agencies and industry partners. Test use cases from customers to assist in the development of innovative connectivity solutions.
Cyber security maturity	<ul style="list-style-type: none"> Continuous cyber security improvements and updated state of applicability for new technologies. Enhanced security automation and software-defined secure networks. 	<ul style="list-style-type: none"> Compliance with NSW Cyber Security Policy to a minimum of maturity level 3. Comply with Essential 8 to a minimum target of maturity level 2. Uplift NSWTA's cyber security to meet and maintain NSW and Australian government recommendations and standards.

OCS pillar – Embed customer centricity

Activity	Customer outcomes	Key performance indicator
Customer experience	<ul style="list-style-type: none"> The voice of the customer is at the centre of decision-making and program delivery. 	<ul style="list-style-type: none"> Implement customer initiatives identified through the Customer Satisfaction Program including enhanced customer communication and greater collaboration on products and services, while remaining focused on essential network coverage requirements. Achieve an overall average customer satisfaction score of 80% or above.
Funding, Pricing and Efficiency Review	<ul style="list-style-type: none"> Customer value for money for PSN services. 	<ul style="list-style-type: none"> Develop and commission a funding and pricing agreement for the PSN in consultation with NSW Treasury and customers.

OCS pillar – Empower our people

Activity	Customer outcomes	Key performance indicator
People and culture	<ul style="list-style-type: none"> Improved interactions and relationships with customers. Processes are continuously improved to keep the customer at the centre of everything we do. 	<ul style="list-style-type: none"> Increase employee engagement in the 2023 People Matter Employee Survey by three points to 72%. Meet diversity and inclusion metrics: <ul style="list-style-type: none"> Aboriginal employees represent 4% of all staff in non-executive salary classes Premier's Priority target of 5.6% of public sector roles held by people with a disability Premier's Priority target of 50% women in senior leadership roles Maintain veteran employment at 15 roles or more Increase gender diversity across all roles.

Note: Table does not include projects that are in the initiation phase such as the Mission Critical Messaging Program, which will deliver a messaging service for frontline responders, addressing recommendations of the NSW Bushfire Inquiry 2020 and Royal Commission into Natural Disasters 2020.

Our budget

Funding context

In developing the Draft 2023–24 financial year budget, accounting methods have been consistently applied as per current practice. Revenues received through user charges as recommended by the Independent Pricing and Regulatory Tribunal (IPART) have been applied. NSWTA is primarily funded by:

- user charges
- consolidated funding
- investment revenue
- external government grants (Commonwealth and state).

User charges

NSWTA operates the PSN on a full-cost recovery basis. The emergency service organisations that use the PSN (NSW Ambulance, Fire and Rescue NSW, NSW Rural Fire Service and NSW State Emergency Service) are charged a flat fee irrespective of the number of radio handsets or network usage. The charges reflect the costs incurred in supplying the service.

Essential services and other PSN customers pay fees per handset and a charge for talk groups as a proxy for usage.

Consolidated funding

Activities unrelated to the operation of the PSN that require NSW Treasury funding and/or support from other government agencies are subject to regular government budgetary processes.

This applies to:

- Critical Communications Enhancement Program
- Mobile Black Spot Program
- Public Safety Mobile Broadband Program
- Connecting Country Communities Fund
- Mission Critical Messaging Program
- Next Generation Digital Connectivity Initiative
- NSW Connectivity Strategy.

Corporate reporting

The Corporate Plan 2023–24 is complemented by the NSW State Outcomes, the NSW Government Operational Communications Strategy 2020 and NSWTA's 2021–22 Annual Report.