NSW
GOVERNMENT

Telco
Authority

CORPORATE PLAN

2016/17

OUR
PURPOSE

To lead the reform of government operational communications services and deliver solutions to enable our stakeholders to better respond to the needs of the NSW community.

OUR **VALUES**

Our core values are in line with the *Government Sector Employment Act 2013*.

INTEGRITY – acting professionally with honesty, respect and impartiality while showing leadership and courage.

TRUST – building collaborative relationships based on mutual respect.

SERVICE – developing and implementing flexible, innovative and reliable service solutions based on stakeholder needs.

ACCOUNTABILITY – working together through transparent communication and focusing on efficient and effective use of resources.

OUR OPERATING **PRINCIPLES**

Our operating principles ensure that we are carefully planning for the sector's future and making sound decisions to get the best outcome for NSW government agencies and the community.

COLLABORATION AND CONSULTATION
- We partner and work together with industry and stakeholders to ensure that agencies can deliver reliable, efficient and effective services to the community.
- We engage our stakeholders as partners in aligning strategies, delivering solutions and reforming services.

SERVICE EXCELLENCE
- We acknowledge and provide for the unique operating requirements of emergency service organisations.
- We ensure services deliver the best value outcomes for NSW while continuing to meet stakeholder needs and providing an equal or improved level of service.

LEADERSHIP AND INNOVATION
- We provide strategic direction and value to the NSW Government.
- We advance the leadership role that NSW plays in the radio communications sector nationally.
- We ensure the capabilities and skills of the sector continue to develop and respond to new delivery approaches and technologies.

CONTINUOUS IMPROVEMENT
- We identify opportunities to improve efficiency and minimise operational expenses.
- We benchmark, monitor and assess performance to inform our decisions and support continuous improvement.

2016/17
OBJECTIVES

OBJECTIVE 1: LEAD SECTOR-WIDE REFORM

Sector-wide transformation is required to allow communications services to be delivered through a single, integrated environment rather than through a series of separate networks.

Working in collaboration with agencies and industry, the Authority will lead the delivery of a single shared environment to ensure value for money is provided to government while agencies obtain the services that they require. This objective is aligned with the key initiatives under the Strategy and in particular the One Integrated Portfolio and Evolved Critical Communications initiatives.

STRATEGY

• Build a firm foundation

• Provide leadership and strategic direction to the sector

• Enhance industry engagement and performance

• Improve governance arrangements.

OBJECTIVE 2: DELIVER AND IMPROVE SERVICES TO MEET STAKEHOLDER NEEDS

Frontline agencies require resilient and secure communications capabilities that support mission-critical services for voice, video and data. These operational communications services are relied upon to respond effectively to the needs of the community.

As technology evolves and agency requirements change, it is vital to adapt and continue to meet the needs of the sector. We will work to enable agencies to continue to have access to the services they require, while improving on the service levels and number of services that are available. This objective is aligned with the key initiatives under the Strategy, particularly the Evolved Critical Communications initiative.

STRATEGY

• Enhanced and continued access to mission-critical services

• Investigate innovative ways for agencies to meet service requirements

• Enhanced transparency to promote engagement

• Promote the needs of NSW in relation to spectrum

• Enhance readiness to manage telecommunication emergencies.

OBJECTIVE 3: INCREASE COMPETITION AND CONTESTABILITY

Having a collective buying power, building on strategic relationships and enduring capability, the government will be able to influence the market and commission highly contestable services required by agency users.

By adopting an innovative commissioning approach and proactively engaging with industry partners, we will drive an effective, competitive and mature market that can meet sector requirements. This objective is aligned with the key initiatives under the Strategy, particularly the Shape a Competitive Market initiative.

STRATEGY

• Enable innovative approaches to accessing services

• Promote opportunities for increasing contestability

• Optimise procurement of operational communications services.

OBJECTIVE 4: STRENGTHEN SECTOR-WIDE CAPABILITIES

The evolution in the technological landscape, including in technology readily available to members of the public, means that sector capabilities will need continued development and improvement.

Building on the advancements of previous years, we will work with agencies and industry to further develop capabilities of the sector to better prepare for future challenges. This objective is aligned with the broader aim of the Strategy, which is to ensure that we are able to keep pace with changing technology and stakeholder requirements.

STRATEGY

• Create a framework for gathering operational information

• Develop sector capabilities

• Increase the capability of our people.

ABOUT
US

Our role is to lead and drive reform of the sector. We support NSW Government agencies that use operational communications for critical and non-critical purposes. These include public safety and law enforcement agencies, emergency, essential and community service providers for which the use of telecommunications is a vital part of their work.

We also play an important role coordinating responses to telecommunications outages during major emergencies and natural disasters, including acting as a link between telecommunications carriers and emergency service organisations.

Our unique strategic perspective provides an opportunity to deliver value for money, and encourages interoperability across all agencies by enabling access to unified platforms.

Acting as the central NSW Government interface with the Australian Communications and Media Authority (ACMA), we manage spectrum allocations on behalf of all NSW agencies. This includes a national reform program instigated by ACMA to establish a harmonised government allocation for voice services.

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MESSAGE FROM THE
CHAIR

It is my pleasure to present the NSW Telco Authority Corporate Plan for the 2016-17 financial year. This plan is our first following the launch of the NSW Government Operational Communications Strategy. We have outlined our commitment to implementing the initiatives under the Strategy to lead the continued improvement of our sector.

In 2015-16 we continued working closely with our NSW government agencies and industry partners to build on the policy and governance frameworks that had been established. Our engagement included extensive consultation to finalise the Strategy and prepare for the Critical Communication Enhancement Program.

As recent significant natural disasters and other major incidents have shown, operational communications are essential to ensure that government can effectively respond, reducing risks to frontline staff, the community, property and infrastructure. By the continued coordination of our efforts, we can achieve more for our frontline staff and the community.

With the release of the Strategy and the accompanying *Department of Finance, Services and Innovation Circular DFSI-2015-06*, we will continue to build upon the strategic coordination of NSW Government agencies expenditure and procurement. This will allow us to further deliver improvements in the services relied upon by frontline staff and provide value for money to government.

Key initiatives that have been completed in 2015-16 include:

- finalising the planning and business case for the Critical Communications Enhancement Program to set out future investment and ensure that radio service levels are improved, while creating a sustainable foundation for future services

- improving the resilience and reliability of the Government Radio Network through upgrading backhaul at more than 130 sites, implementing 3G/4G connectivity, and deploying cells on wheels

- completing a detailed cost and benefit analysis of a public safety mobile broadband capability for NSW to provide strategic leadership and guidance to agencies and government.

As we build on our progress to date, we continue to plan and look ahead to the future, ensuring that we are in a strong position to continue delivering successful outcomes for the sector. We are on the right track and will continue to maintain this momentum.

ROD GILMOUR
CHAIRPERSON

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