

2022-  
2023

# ANNUAL REPORT



## AUTHOR

NSW State Emergency Service

All photographs © NSW State Emergency Service 2023, unless otherwise indicated.

## COPYRIGHT

© NSW State Emergency Service 2023. You may copy, distribute, display, download and otherwise freely deal with this work for personal, in-house or non-commercial use provided you attribute NSW SES as the owner. In the event that you would like to copy, distribute, download, store or use this material for purpose other than personal, in-house or non-commercial use, you must obtain permission from NSW SES by writing to the Commissioner at the address below.

You must also obtain permission from the NSW SES if you would like to:

- Charge others for access to the work
- Include all or part of the work in advertising or a product for sale
- Modify the material; or
- Use any trademark from this publication, including the NSW SES roundel or logo.

## CONTACT

NSW State Emergency Service

93-99 Burelli Street, Wollongong  
New South Wales 2500

Phone: (02) 4251 6111

- [www.ses.nsw.gov.au](http://www.ses.nsw.gov.au)
- [www.facebook.com/nsw.ses](https://www.facebook.com/nsw.ses)
- [www.twitter.com/nswses](https://www.twitter.com/nswses)
- [www.instagram.com/nswses](https://www.instagram.com/nswses)
- [www.youtube.com/user/nswses](https://www.youtube.com/user/nswses)
- [www.linkedin.com/company/nswses](https://www.linkedin.com/company/nswses)

For emergency help relating to a flood, storm or tsunami, please call 132 500 to be connected to our 24 hours-7 days-a-week call centre. In a life-threatening emergency, please dial Triple Zero (000). For other information, our contact numbers are shown under 'State Emergency Service' in the alphabetical section of the local Telstra White Pages telephone directory.

For general information about NSW SES, storm, flood and tsunami safety or to volunteer, please contact 1800 201 000. For further information visit our website at [www.ses.nsw.gov.au](http://www.ses.nsw.gov.au). For ongoing updates, safety messages and news about NSW SES activities, like the NSW SES Facebook page at [facebook.com/NSW.SES](https://facebook.com/NSW.SES).

# CONTENTS

<b>00</b>	BEGINNING	4
<b>01</b>	OVERVIEW	10
<b>02</b>	STRATEGY	20
<b>03</b>	OPERATIONS AND PERFORMANCE	26
<b>04</b>	MANAGEMENT AND ACCOUNTABILITY	40
<b>05</b>	SUSTAINABILITY	56
<b>06</b>	FINANCIAL PERFORMANCE	62

# BEGINNING



## ACKNOWLEDGMENT OF COUNTRY

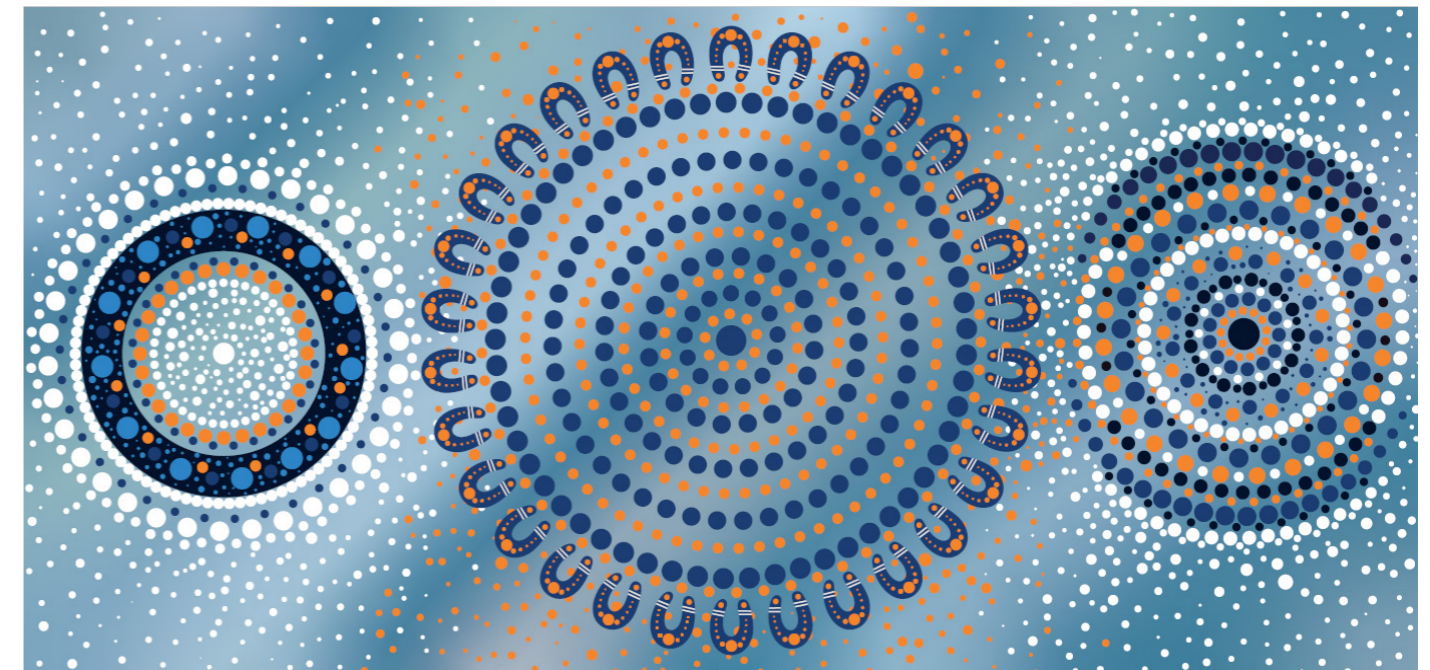
We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of government policies and practices, and recognise our responsibility to work together with and for Aboriginal and Torres Strait Islander peoples, families and communities, towards improved economic, social and cultural outcomes.



Artwork: *Journey After the Storm* by Lani Balzan

## LETTER TO THE MINISTER



1 July 2023

The Hon Jihad Dib MP  
Minister for Emergency Services  
52 Martin Place  
SYDNEY NSW 2000

Dear Minister

I am pleased to present the Annual Report for the NSW State Emergency Service for the year ending 30 June 2023 for submission to NSW Parliament.

This report has been prepared in accordance with the provisions of the *Annual Report (Department) Act 1985* and the Annual Reports (Departments) Regulation 2015.

Yours sincerely

Carlene York APM  
**Commissioner**

## COMMISSIONER'S REVIEW

“

Over 550,000 people were subject to emergency warnings. Twelve flood records were broken in Southern and Western NSW over a six-month period, signifying the longest ongoing flood operation in NSW history.

”

At the start of this financial year, as the New South Wales (NSW) community faced its third consecutive La Niña event, the destruction and devastation from recent flood emergencies were still front-of-mind. As the state's combat agency for flood, storm and tsunami, we knew early on that our volunteers and staff would continue to play a vital role in protecting life and property, and as the months progressed, we experienced some of the most devastating flooding we have ever seen in NSW.

To sum up our year of operations, our dedicated volunteers provided more than one million hours and responded to 47,241 incidents. Over 550,000 people were subject to emergency warnings. Twelve flood records were broken in Southern and Western NSW over a six-month period, signifying the longest ongoing flood operation in NSW history. Sadly, a number of lives were also lost during this time.

Following two years of intense flood response, the NSW Government commissioned two public inquiries into the actions of the the NSW State Emergency Service (NSW SES) and other government agencies. As we worked to address the subsequent recommendations, we were provided with \$88.3 million in additional funding to expand our operational fleet, enhance our training capacity and add further resources to our zone management teams. New roles were created to harness local knowledge within zones, develop our hazard planning and intelligence capability, and provide additional support through technology and operational systems.



CARLENE YORK APM - NSW SES COMMISSIONER

There was an increased focus on interagency, national and international collaboration to meet the needs of our communities. Our agency leveraged the services of other emergency service personnel, including incident and flood response teams from other states, our New Zealand neighbours, and Singapore. To respond to flash floods and storms as quickly as possible, several organisations assisted in preparation and response activities, providing support on land, in water and from the sky.

We improved our public information through the implementation of the Australian Warning System (AWS), a national approach to warnings across all hazards. The application of the AWS was supported through the development of a new app - 'Hazards Near Me' - which merged flood and fire alerts onto one platform. The HazardWatch website was also officially launched to ensure those who were impacted by floods had easy access to the latest emergency information.

As restrictions relating to COVID-19 eased, our members were able to return to events that were put on hold during the pandemic, including state-wide training exercises and community engagement sessions. We rolled out fleet vehicles and vessels, enhanced communications and implemented several changes including the addition of two new zones and staff roles to support our volunteers. We also increased our ability to reach communities through a new partnership with AAMI Insurance.

Over the past financial year, we greatly enhanced our wellbeing systems and services to support our members and build on the positive culture throughout the agency. We updated our training model to support members at a local level and enhanced our course enrolment and resource-sharing across the state. We made significant progress in our member availability solution, which will ensure we have the best people with the relevant skills at the right time and place to respond to incidents. In an increasingly digital era, we strengthened security through new resources and processes, including multi-factor authentication, to protect the cyber identity of our members and agency.

Lastly, with the spotlight on floods for a third year, we recorded an increase of flood awareness and preparedness in communities across the state. Through targeted awareness campaigns, we also reached more culturally and linguistically diverse communities. We utilised more resources including videography and social media to engage and educate communities.

By promoting the incredible efforts of our volunteers through the disasters, our membership increased to almost 11,000 which helped us provide communities with the resources and skills to become safer and more resilient during flood emergencies.

It was an incredibly busy and gruelling year for our agency, and I am proud of the dedication and commitment of all our members in helping people across NSW in their time of need. They took time off from their own employment and away from their families to help neighbours and communities who were impacted by flooding. I offer my heartfelt thanks to the volunteers who are the backbone of our agency and to the support staff who were behind them every step of the way.



Carlene York APM  
**NSW SES COMMISSIONER**

# 01 OVERVIEW



## NSW SES OVERVIEW AND CHARTER

NSW SES was established in 1955 in response to extensive flooding that occurred in the Hunter Valley and North-West New South Wales NSW. The NSW Government identified a need to involve communities in strategic planning for, and response to, flood and storm emergencies. Since then, we have expanded to include preparing for and responding to tsunamis, along with a wide variety of other emergency response support roles that have become part of the services our volunteer-based organisation offers.

NSW SES serves the NSW community as the lead agency for responding to flood, storm, and tsunami as specified by the State Emergency Service Act 1989. We are recognised as the most versatile and widely used emergency service organisation in NSW. Our volunteers are highly skilled, experienced, and well-trained in the wide variety of roles they perform.

### OUR MISSION

**Saving lives and creating safer communities**

**SAVING LIVES** – There is nothing more important than the lives around us and saving those who require our assistance.

**CREATING SAFER COMMUNITIES** – Supporting communities in preparation for and during flood, storm and tsunami. The community is at the heart of everything we do. We want to work with communities so they can recognise their risks and build resilience.

### OUR VISION

**A trusted volunteer-based emergency service, working together to deliver excellence in community preparedness and emergency response**

**TRUSTED** – We want to build upon the strong brand we already have and continue to be trusted by the community our key partners and stakeholders.

**VOLUNTEER-BASED** – Without our volunteers, we would not be here. They are at the core of NSW SES and sacrifice their time to deliver an essential service to the community.

**WORKING TOGETHER** – We want greater collaboration both within and outside NSW SES. We want to work together wherever possible to ensure the community is receiving the best possible support.

**DELIVER EXCELLENCE** – It is about setting the bar high and striving to provide the best service and response we can. As a service we are committed to driving continuous improvement and innovation.

**PREPAREDNESS** – Preparation is essential to minimising the impact of emergencies. We want communities to understand their risks and be able to mitigate, prepare for and deal with emergencies if and when they arise.

**EMERGENCY RESPONSE** – We provide community support and expert response capabilities, helping individuals during their time of need.

Everything we do at NSW SES is underpinned by our values



# THE YEAR AT A GLANCE



RECORD FLOODS  
**12**

CALLS ANSWERED

**113,722**



**47,241** INCIDENTS



**24,043**  
STORM



**1,548**  
FLOOD RESCUES



**41**  
VERTICAL RESCUE



**668**  
GENERAL LAND RESCUES



**506**  
COMMUNITY FIRST RESPONDER



**550**  
ROAD CRASH RESCUE

# AWARDS PRESENTED

STATE COMMAND CENTRE  
**282**  
DAYS

INCIDENT SUPPORT

**10,919**  
VOLUNTEERS



**259** COMMISSIONER'S AWARDS

**919** LONG SERVICE AWARDS

**174** NATIONAL MEDALS

**3** EMERGENCY SERVICE MEDALS

**498** SALARIED STAFF  
PERMANENT, TEMPORARY AND CASUAL

**129** NEW VEHICLES, VESSELS AND TRAILERS UNDER THE FLEET REPLACEMENT PROGRAM

**189** VEHICLE AS A NODE TECHNOLOGY INSTALLED

NORTHERN  
NORTH EASTERN  
NORTH WESTERN  
METRO  
SOUTH EASTERN  
SOUTHERN  
WESTERN



## NSW SES MANAGEMENT AND STRUCTURE

The service's Principal Officers hold the following qualifications, as of 30 June 2023.

### Carlene York APM

Commissioner

*Executive Master of Public Administration; Graduate Certificate in Management; Certificate in Management*

### Daniel Austin GAICD

Deputy Commissioner - Operational Capability & Training

*Bachelor of Emergency Management; Graduate Certificate in Applied Management*

### Damien Johnston ESSAF

Deputy Commissioner - Corporate Services

*Master of Business Administration; Master of Science (Hons); Postgraduate Diploma in Science (Biomedical Science); Bachelor of Science (Human Movement Science)*

### Deborah Platz APM

Deputy Commissioner - Operations

*Master of Studies (Cantab), Master of Business Administration, Graduate Diploma in Education*

### Nicole Hogan ESM

Assistant Commissioner, Director Emergency Management

*Graduate Diploma in Public Safety and Administration; Certified Strategic Commander*

### Sean Kearns ESM

Assistant Commissioner, Director North & West Operations

*Executive Master of Public Administration; Master of Health Management*

### Colin Malone

Assistant Commissioner, Director Metro & South Operations

*Graduate Certificate in Applied Management (Police and Emergency Services), Advanced Diploma of Public Safety (Emergency Management), Control a Level 3 Incident, Manage Operations for a Level 3 Incident*

### Dean Storey ESM

Assistant Commissioner, Director Operational Capability & Training

*Bachelor of Arts (History); Advanced Diploma Public Safety (Emergency Management); Advanced Diploma Leadership and Management; Diploma Human Resource Management; Diploma Quality Auditing (Risk Management)*

### Nicola Clark

Director Organisational Strategy, Planning & Performance

*Bachelor of Engineering (Honours); Master of Science (Logistics)*

### Sarah Crawford

Director People & Development

*Bachelor of Laws (LLB); Bachelor's Degree - Labour and Industrial Relations*

### Stephen McRobert

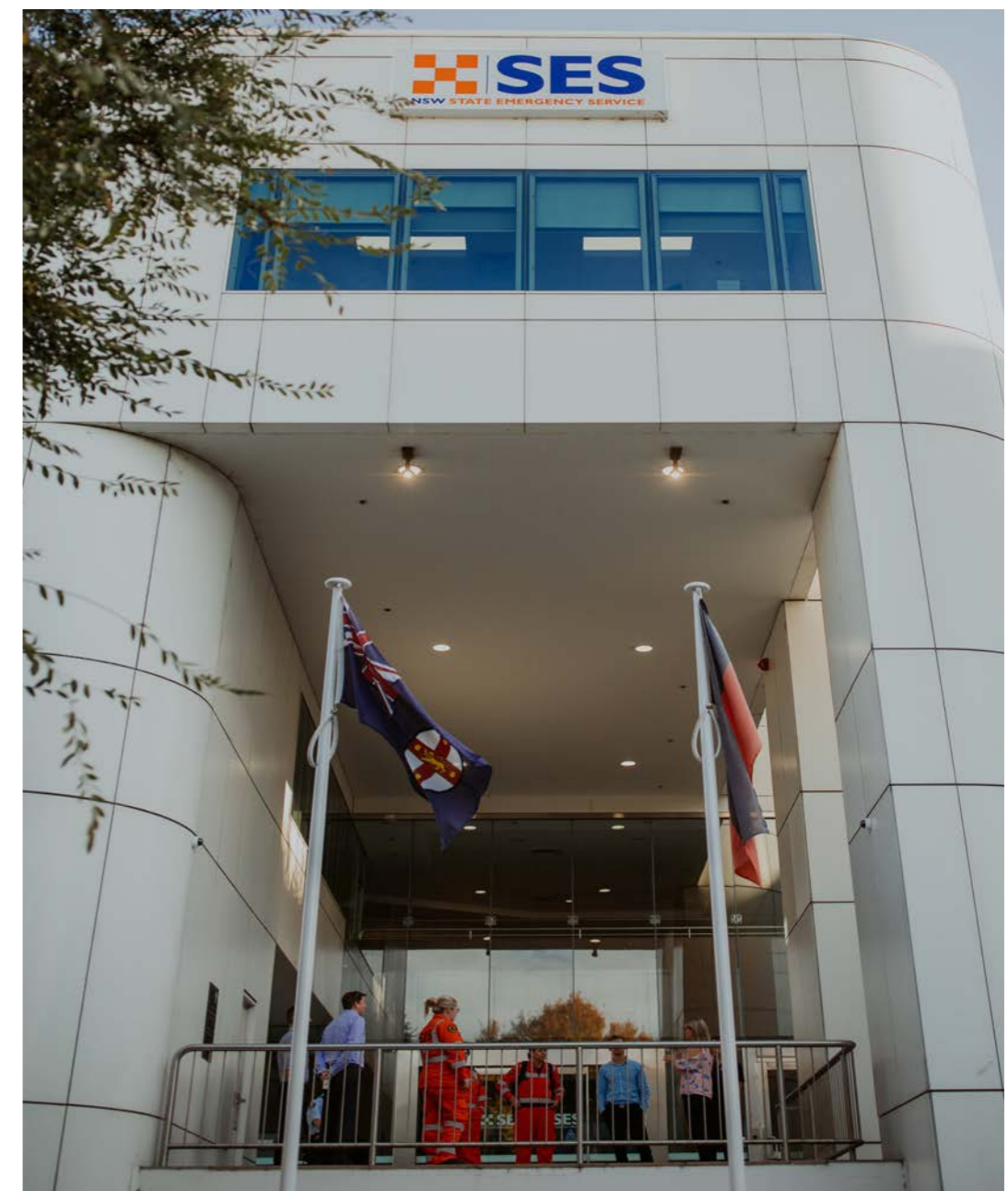
Director Information and Communications Technology/Chief Information Officer

*Graduate Diploma Public Administration; Diploma Frontline Management*

### Daniel Crocco FCPA

Director Finance, Asset and Business Services/Chief Financial Officer

*Bachelor of Commerce*





# NSW SES ZONES

## NORTH WESTERN ZONE

Armidale-Dumaresq	Liverpool Plains-Shire	Tenterfield
Ashford	Manilla	Tingha
Barraba	Moree	Uralla
Bingara	Mungindi	Walcha
Boggabilla	Namoi Capability	Warialda
Boggabri	Narrabri	Wee Waa
Deepwater	North West-Capability	Yetman
Garah	Nundle	
Glen Innes	Pilliga	
Gunnedah	Tambar Springs	
Guyra	Tamworth	
Inverell		

**ZONE COMMANDER**  
**Tammy Shepley**

## NORTH EASTERN ZONE

Ballina	Kyogle	Ulmarra
Bellingen	Lawrence	Urbenville
Broadwater	Lismore City	Urunga
Brushgrove	Maclean	Woodburn
Casino	Mullumbimby	Wooli-Yuraygir
Clarence Coffs-Capability	Murwillumbah	Yamba
Coffs Harbour-City	North Eastern-Award & Ceremonial-Capability	
Copmanhurst	Northern Rivers-Capability	
Coraki	Tabulam	
Corindi	Tweed Coast	
Woolgoolga	Tweed Heads	
Coutts Crossing		
Dorrigo		
Grafton City		

**ZONE COMMANDER**  
**Gregory Swindells**

## NORTHERN ZONE

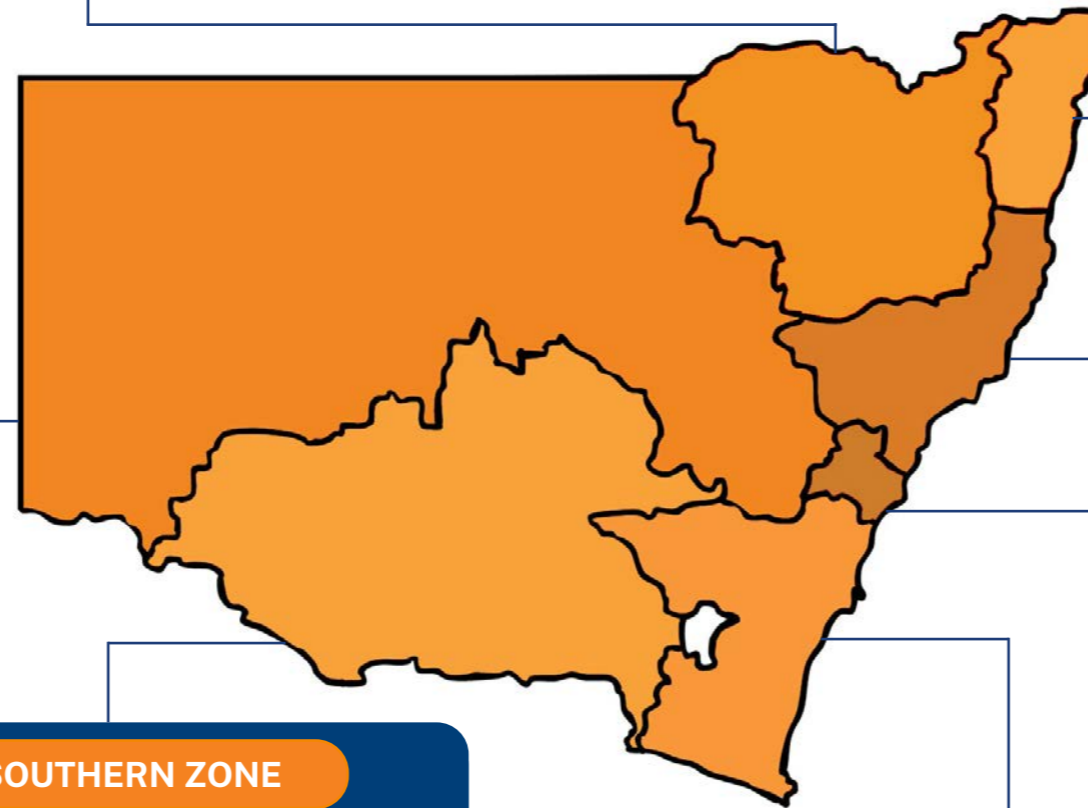
Aberdeen	Lake Macquarie-City	Singleton
Camden Haven	Lord Howe Island	South West-Rocks
Cessnock City	Maitland City	Stroud
City of Newcastle	Merriwa	Swansea
Cooranbong	Mid North Coast-Capability	Taree City
Denman	Murrurundi	Tomaree
Dungog	Muswellbrook	Wauchope
Forster Pacific-Palms	Nabiac	Wingham
Gladstone	Nambucca	Wyong
Gloucester Shire	Port Macquarie-Hastings	
Gosford	Port Stephens	
Harrington	Scone	
Hunter Capability		
Kempsey Shire		

**ZONE COMMANDER**  
**Andrew Cribb**

## WESTERN ZONE

Baradine	Gilgandra	Rylstone
Bathurst	Glengarry	Sofala
Blayney	Goodooga	Tibooburra
Bourke	Ivanhoe	Walgett
Brewarrina	Lightning Ridge	Warren
Broken Hill	Lithgow	Wellington
Burruga	Macquarie-Capability	Wentworth
Canowindra	Menindee	Western Zone-Capability
Carinda	Molong	White Cliffs
Cobar	Mudgee	Wilcannia
Collarenebri	Narromine	
Coonamble	Nyngan	
Dubbo	Oberon	
Dunedoo	Orange City	
Eugowra	Packsaddle	
Far West-Capability	Portland	

**ZONE COMMANDER**  
**Brigid Rice**



## METROPOLITAN ZONE

Ashfield-Leichhardt	Hornsby	North Sydney
Auburn	Hunters Hill	Parramatta
Bankstown	Hurstville	Penrith
Bayside	Kogarah	Randwick
Blacktown	Ku-ring-gai	Ryde
Blue Mountains	Liverpool	Strathfield
Burwood	Manly	Sutherland
Camden	Marrickville	The Hills
Campbelltown	Menai	Warringah-
Canada Bay	Metro East-Capability	Pittwater
Canterbury	Metro West-Capability	Waverley-
City of Sydney	Metro Award & Ceremonial-Capability	Woollahra
Cronulla	Mosman	Willoughby-Lane Cove
Fairfield	Mount Druitt	
Hawkesbury		
Heathcote		
Holroyd		

**ZONE COMMANDER**  
**Allison Flaxman**

## SOUTHERN ZONE

Albury	Griffith	Narrandera
Balranald	Gundagai	Parkes
Barham	Hay	Peak Hill
Coleambally	Hillston	Temora
Condobolin	Holbrook	The Rock
Coolamon	Jerilderie	Tocumwal
Cootamundra	Junee	Trundle
Corowa	Khancoban	Tumbarumba-Shire
Cowra	Lachlan-Capability	Tumut
Culcairn	Lake Cargelligo	Urana
Deniliquin-	Leeton	Wagga Wagga
Conargo	Mathoura	West Wyalong
Euabalong	Moama	
Forbes	Murray Capability	
Goolgowi	Murrumbidgee-Capability	
Gooloogong		
Grenfell		

**ZONE COMMANDER**  
**Benjamin Pickup**

## SOUTH EASTERN ZONE

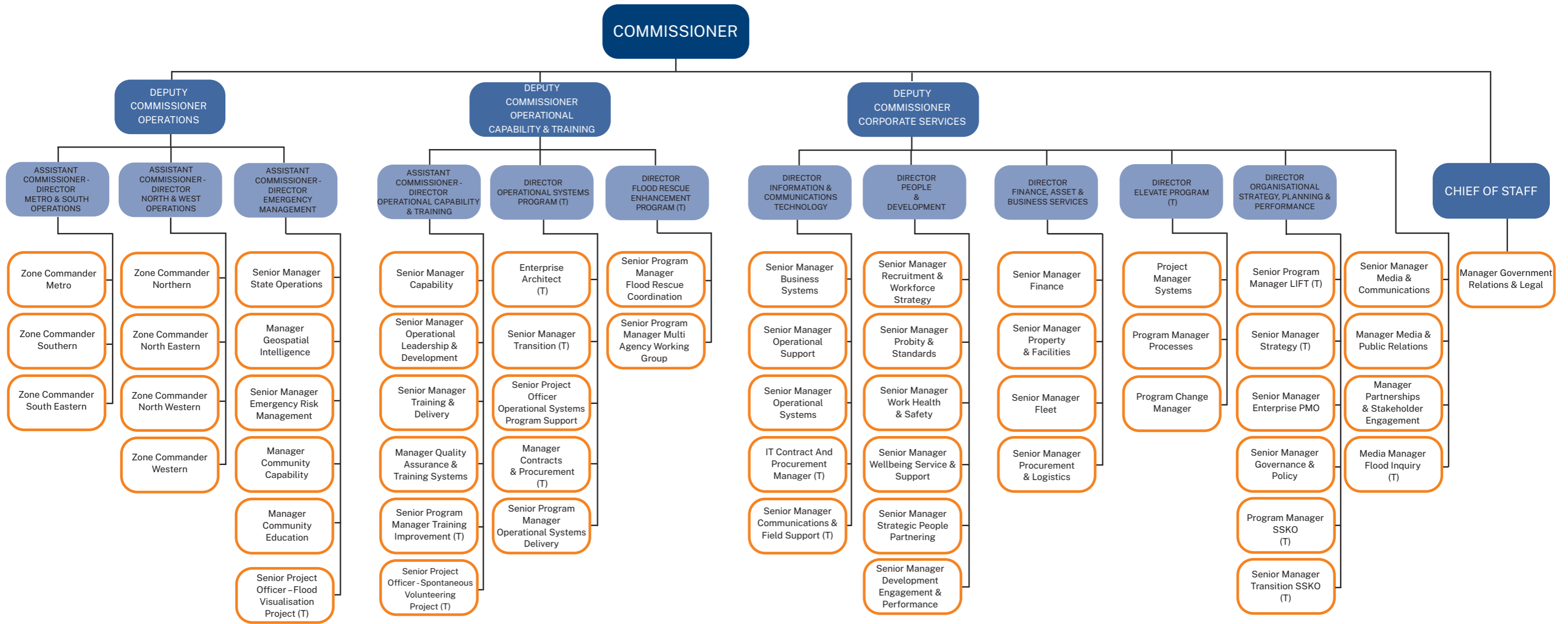
Batemans Bay	Goulburn	St Georges Basin
Bega	Harden	Sutton
Bermagui	Inland Support-Capability	Ulladulla
Bigga	Kiama	Windellama
Bombala	Moruya	Wingecarribee
Braidwood	Moss Vale	Wollondilly
Bungendore	Multicultural-Liaison	Wollongong City
Captains Flat	Nowra	Yass
Coastal Support-Capability	Operational-Support	Young
Collector	Queanbeyan	
Cooma-Monaro	Shellharbour City	
Crookwell	Snowy River	
Dapto		
Eden		

**ZONE COMMANDER**  
**Thomas Jory**

## STATE CAPABILITY UNITS

- Aviation Management
- Alpine Search & Rescue
- Bush Search & Rescue
- Peer Support & Chaplaincy

# ORGANISATIONAL STRUCTURE



\*(T) Temporary

# 02 STRATEGY



## STRATEGIC PRIORITIES

	 <b>OUR PEOPLE</b>	 <b>OUR COMMUNITY</b>	 <b>OUR CAPABILITY</b>
INTENT	<b>Our people are safe, valued, empowered and engaged to enable a diverse, trusted and capable emergency service</b>	<b>Communities across NSW are prepared for and able to manage the impacts of emergencies</b>	<b>Continuous improvement in capability to provide recognised, contemporary, agile and trusted leadership in emergency management</b>
GOALS	1.1 Embed our safe, inclusive and ethical culture 1.2 Enhance our own capabilities and behaviours 1.3 Promote our volunteering ethos	2.1 Build upon existing community resilience through targeted needs-based community engagement 2.2 Deliver a contemporary and collaborative approach to flood planning and preparedness 2.3 Raise the profile of NSW SES through effective public promotion and dissemination of information 2.4 Build effective partnerships and stakeholder engagement	3.1 Strengthen capability to remain ready and equipped to manage emergencies 3.2 Enhance systems and processes so they are responsive, integrated and efficient 3.3 Put data to work for an intelligence and knowledge led organisation 3.4 Ensure our assets, facilities and resources are fit for purpose and future-ready to enable us to support our communities
OUTCOME MEASURES	<ul style="list-style-type: none"> <li>✓ Increased Member engagement and satisfaction</li> <li>✓ Improvement in safety awareness and outcomes</li> <li>✓ Targeted growth in our Member base that reflects changing community needs, risk and diversity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase in community members that understand and act on their flood, storm and tsunami risk</li> <li>✓ Increased community and stakeholder recognition of the NSW SES as a trusted voice on flood, storm and tsunami</li> <li>✓ Increased consideration of flood risk in strategic land use planning decisions</li> <li>✓ Improved collaboration with partners and stakeholders outside the NSW SES</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved training availability and effectiveness</li> <li>✓ Continual capability improvement in our combat and supporting roles</li> <li>✓ Improvement in integration and accessibility of business and operational systems</li> <li>✓ Improved availability and quality of data and intelligence</li> </ul>

### OUR PEOPLE

#### OUR GOALS

##### 1.1 EMBED OUR SAFE, INCLUSIVE AND ETHICAL CULTURE

- Invest in mental health and wellbeing strategies to support our members as they operate in an increasingly complex environment
- Embed an ethical, inclusive and values-led behaviours, recognising we aspire to be as diverse as the communities we represent and serve

- Enhance our organisational approach to safety, continuous learning and empowerment.

##### 1.2 ENHANCE OUR OWN CAPABILITIES AND BEHAVIOURS

- Deliver leadership, command and management programs to develop and support current and future leaders

- Ensure talent and succession planning is developed and embedded
- Provide opportunities for professional and personal skills development for our people
- Demonstrate accountability and good governance across our service

### 1.3 PROMOTE OUR VOLUNTEERING ETHOS

- Deliver a contemporary volunteering strategy that positions us for the future by continually improving how we recruit, retain and recognise all our members
- Identify ways to promote greater connectivity, trust and collaboration across all areas of our service

### What success will look like in three years

- A positive member experience and values-led culture
- Enhanced leadership and command capabilities in our members
- Embedded health and wellbeing services in a safety-focused organisation
- Ethical member behaviour and misconduct awareness and prevention
- A workplace culture of diversity and inclusion
- Enhanced recruitment, retention and recognition of all members

## OUR COMMUNITY

### OUR GOALS

#### 2.1 BUILD ON EXISTING COMMUNITY RESILIENCE THROUGH TARGETED NEEDS-BASED COMMUNITY ENGAGEMENT

- Update and implement our community engagement strategy
- Further develop and implement a consistent approach to prioritising engagement activities
- Measure and improve the effectiveness of NSW

SES community engagement programs

- Work with government, non-government and community organisations to implement leading practice in community engagement

#### 2.2 DELIVER A CONTEMPORARY AND COLLABORATIVE APPROACH TO FLOOD PLANNING AND PREPAREDNESS

- Implement a contemporary community-focused flood planning framework
- Prioritise the review and update of existing flood plans
- Engage with consent and planning authorities to influence development decisions in key flood-prone areas

#### 2.3 RAISE THE PROFILE OF NSW SES THROUGH EFFECTIVE PUBLIC PROMOTION AND DISSEMINATION OF INFORMATION

- Review, develop and distribute tailored and timely information and warnings using contemporary approaches
- Partner with agencies to improve the delivery of targeted public information and awareness campaigns
- Implement media messaging that focusses on the Mission of the NSW SES

#### 2.4 BUILD EFFECTIVE PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

- Develop and implement a partnerships and stakeholder engagement strategy and framework
- Increase our mutually beneficial strategic partnerships
- Lead innovative multi-agency emergency management programs and strategies

### What success will look like in three years

- Communities know, understand, accept and act to reduce their flood, storm and tsunami risk
- NSW SES is the trusted voice on preparing for and responding to floods, storms and tsunami
- NSW SES is recognised as the emergency management leaders in floods, storms and tsunami
- Communities understand, appropriately act on NSW SES warnings
- NSW SES proactively partners with community, government and non-government organisations to create safer communities
- Informed, resilient communities make safer decisions before, during and after emergencies
- Consent and planning authorities integrate NSW SES feedback into development decisions

## OUR CAPABILITY

### OUR GOALS

#### 3.1 STRENGTHEN CAPABILITY TO REMAIN READY AND EQUIPPED TO MANAGE EMERGENCIES

- Enhance training to strengthen our capability as the combat agency for flood, storm and tsunami
- Implement risk-based targeted development and skill retention pathways for Members
- Make informed capital investments and develop strategic facilities and equipment management plans to support a collaborative, technology-driven future
- Ensure we are future ready through sustainable resource planning and efficient asset management
- Embed the Capability Framework and implement improved capability planning processes

#### 3.2 ENHANCE SYSTEMS AND PROCESSES SO THEY ARE RESPONSIVE, INTEGRATED AND EFFICIENT

- Enable members through technology that enhances the way they access and use information.
- Ensure our integrated systems and processes are contemporary, compliant, fit for purpose, secure and easily adaptable to change.
- Ensure our policies and procedures are focused on the end user and aligned with our systems and processes.

#### 3.3 PUT DATA TO WORK FOR AN INTELLIGENCE AND KNOWLEDGE LED ORGANISATION

- Build a strong intelligence based decision-making culture based on analytics and quality data
- Promote the release, sharing, use and protection of trusted information
- Promote a learning culture, using knowledge and lessons management to enhance our operations
- Collaborate with our key partners and utilise research to support enhanced knowledge and informed decisions

### What success will look like in three years

- Members have the skills, equipment and technology they need to support our communities
- Decision making is enabled by quality data and intelligence
- Streamlined, accurate information is delivered to communities
- Resources, processes and systems are aligned to our Capability Framework and Targeted Operating Model
- Strong training partnerships are in place and leveraged
- Improved resource utilisation and with other Emergency Service Organisations
- ICT systems and services are cost-effective, reliable, compliant and resilient to threats

## MEASURING SUCCESS

The success of our strategic plan will be demonstrated by:

### OUR PEOPLE

- Increased member engagement and satisfaction
- Improvement in safety awareness and outcomes
- Targeted growth in our Member base that reflects changing community needs, risk and diversity

### OUR COMMUNITY

- Increase in community members that understand and act on their flood, storm and tsunami risk
- Increased community and stakeholder recognition of the NSW SES as a trusted voice on flood, storm and tsunami
- Increased consideration of flood risk in strategic land use planning decisions
- Improved collaboration with partners and stakeholders outside the NSW SES

### OUR CAPABILITY

- Improved training availability and effectiveness
- Continual capability improvement in our combat and supporting roles
- Improvement in integration and accessibility of business and operational systems
- Improved availability and quality of data and intelligence

The NSW SES will also track and monitor delivery of annual business plans, and regularly reports to NSW Treasury on the following Key Performance Indicators:

- Number of volunteers
- Number of Full Time Equivalent Staff (FTEs)
- Number of incidents
- Response times
- Number of dwellings destroyed by storms, floods and tsunamis

Progress against the strategic plan will be regularly communicated to NSW SES members and stakeholders.



# 03 OPERATIONS AND PERFORMANCE



The 2022-23 financial year proved to be one of the busiest on record for NSW SES, with campaign flooding and storm events across the state, including a rare third consecutive La Niña event.

Operational records were broken, and our dedicated volunteers provided more than one million hours of service, responding to 47,241 incidents. Over 550,000 people were subject to emergency warnings. Twelve flood records were broken in Southern and Western NSW, signifying the longest ongoing flood operation in NSW history. Sadly, a number of lives were also lost during this time.

During this highly operational response period, we also continued to achieve success against our strategic plan, *Building Our Future 2021-2024*. This plan is underpinned by three key priorities over a three-year period. The first, Our People, aims for our members to feel safe, valued, empowered and engaged to enable a diverse, trusted and capable emergency service. The second, Our Community, strives for NSW communities to be prepared for and manage the impacts of emergencies. The third priority, Our Capability, pursues continuous improvement to provide recognised, contemporary, agile and trusted leadership in emergency management. This year's performance is reported against these three strategic priorities.

## SUMMARY REVIEW OF OPERATIONS

“ NSW SES undertook significant operational activity this year, responding to several major weather events.

**This resulted in more than 123,000 calls from the public and 47,241 incidents, including 1,548 flood rescues.** ”

While our focus was flood and storm damage response, our members also responded to 550 road crash rescues, 668 general land rescues, 41 vertical rescues and 506 community first responder activations.

Although the 2021-22 La Niña event was declared to be over by July 2022, the Bureau of Meteorology advised another similar weather pattern was expected to appear. From early July, our members were assisting

with the evacuation of communities in the greater Sydney, Illawarra and Central Coast areas due to flooding. Widespread rain continued throughout August, leading to the evacuation of communities in the Central West. In September, the Bureau of Meteorology declared another La Niña event - a rare third consecutive occurrence - with above-average rain forecast to continue throughout spring and summer. Both inland and coastal communities were placed on alert, with a focus on communities who had recently experienced flooding and were likely to flood again.

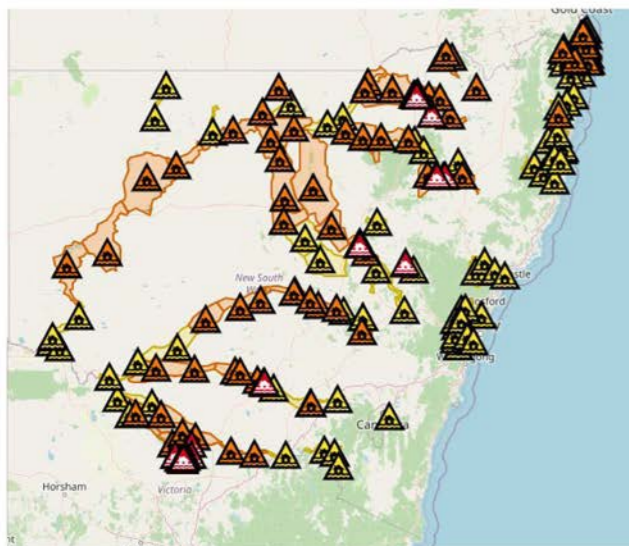
Between September and March, parts of Western and Southern NSW experienced the state's longest ongoing flood operation.

By October, existing floodwaters were slowly moving downstream into western and southern parts of the state, with significant rainfall across western catchments leading to multiple floods in some communities. Our members assisted border communities along the Murray River, distributing tens of thousands of sandbags in a matter of days. More than 30 local government areas were declared as natural disasters by the NSW Government.

In November, floodwater isolated several communities in Western and Southern NSW. In our largest resupply mission ever undertaken, NSW SES delivered essential items to an area equivalent to the size of Switzerland - approximately 40,000 square kilometres. Elsewhere in the Central West, many communities were either evacuated or isolated. Our members were doorknocking, delivering sandbags, transporting community members and essential workers, dropping fodder, delivering public information, conducting damage assessments and coordinating aviation assets for welfare checks on remote communities. With many farming areas affected, our members worked with the Department of Primary Industries and Local Land Services to assist primary producers.

Due to the massive scale of the disaster and with many of our volunteers facing flooding in their own communities and homes, NSW SES requested interstate and international assistance. In November, we welcomed a team of 18 rescue specialists from the Singapore Civil Defence Force, as well as four New Zealand rotations.

## AUSTRALIAN WARNING SYSTEM STATISTICS\*



**266**  
Emergency Warnings



**2,182**  
Watch & Act



**1,578**  
Advice



**4,026**  
TOTAL WARNINGS

\*The number of warnings displayed are from the implementation of the Australian Warning System in September 2022 to the end of the financial year.

In the early hours of Monday 14 November, the town of Eugowra was heavily affected by widespread rain over a short period of time, with the highest totals exceeding 100mm from midnight to 9.00am. The catchment areas flowing into Mandagery Creek overflowed, causing flash flooding to the town and surrounds. More than 700 residents were evacuated and 200 homes severely impacted, with hundreds of flood rescues taking place. NSW SES, with the assistance of other emergency services, responded quickly to help the community, with more than 200 NSW SES and inter-agency personnel on the ground. Over a six-hour period, 12 helicopters from the NSW State Air Desk, Life Flight, Australian Defence Force, NSW Ambulance Aeromedical and NSW Police undertook 124 winch rescues.

Throughout the year in response to the significant flooding, NSW SES received support from state and national emergency services and organisations, including NSW Police Force, Fire and Rescue NSW, NSW Rural Fire Service, Ambulance NSW, Volunteer Rescue Association NSW, Surf Life Saving NSW, Marine Rescue NSW, NSW National Parks and Wildlife Service, NSW Maritime, Transport for NSW, NSW Telco Authority, NSW Reconstruction Authority (previously Resilience NSW), NSW Department of Primary Industries, Local Land Services, National Emergency Management Agency, Australian Defence Force and SES personnel from other Australian states.

In January, as floodwater flowed into South Australia, NSW SES deployed 59 flood rescue personnel and equipment to assist with efforts, whilst in February, we deployed 21 incident management specialists in three rotations to support the flood response in Western Australia.

In February, our members responded to several storm-related flash flooding events, building and road damage, flood rescues and landslides. During one 24-hour period, NSW SES responded to more than 1,300 storm-related incidents, including 65 flood rescues in the greater Sydney area, South Coast and Central West.

By March, we finally lifted the last flood warning in NSW. Over the six-month event, we recorded 177 consecutive days of flood response operations. We responded to almost 27,000 incidents, including more than 960 flood rescues, issued more than a record

two million sandbags to residents trying to protect their properties, and undertook more than 1,000 resupply missions. Multiple lives were lost, as well as thousands of livestock, crops, pets, properties, and businesses. More than 150 homes were destroyed and 2,816 homes left uninhabitable. During this time, NSW SES issued more than 3,960 warning products to flood-affected communities.

In May, we issued a tsunami warning to Lord Howe Island, with members on alert and delivering public information to residents. Our service also logged 50 no-threat tsunami warnings from the Bureau of Meteorology, indicating the scale of seismic activity, the threat potential and our agency's preparedness.

By the end of June, NSW SES deployed six members to assist our international emergency services counterparts with the widespread Canadian wildfires.

### INQUIRIES, RESEARCH AND CONTINUOUS IMPROVEMENT

Outside of responding to campaign flooding, NSW SES progressed well in response to the recommendations of several major inquiries.

All of the recommendations from the 2021 Audit Office of NSW report, *Addressing public inquiry recommendations - Emergency response agencies*, were addressed and appropriate action was taken. In response to the AFAC independent review into NSW flooding, 21 of 28 recommendations were completed or closed. Work has commenced on all remaining recommendations.

Following the unprecedented flooding of 2022, and the years preceding, two government inquiries were commissioned; the *2022 NSW Floods Inquiry* and the *Select Committee on the Response to Major Flooding across New South Wales in 2022*. The NSW SES made significant improvements in response to the recommendations of both flood inquiries, particularly in relation to community information, warnings and flood rescue training. These recommendations continue to be monitored by the Premier's Department.

All other recommendations for NSW SES, from public inquiries and coronials, were completed and closed. In addition, we conducted our own internal After-Action

Reviews (AARs) to identify improvements to practices and processes, and to strengthen our capacity to prepare for and respond to natural disasters.

Following the flooding that occurred between September 2022 and March 2023, the Operational Improvement and Lessons Team coordinated a comprehensive AAR program at a local, zone and state level. This included AARs and debriefs at a Unit and Cluster level; eight face-to-face AARs, with over 170 participants; member survey with over 230 responses; written submissions from members/Units; and an Interagency AAR (written submissions).

A report outlining the lessons identified from the AAR program will be developed in the next financial year.

NSW SES also continued its involvement with Natural Hazards Research Australia (NHRA). Following the catastrophic flooding in the Northern Rivers area in early 2022, we partnered with Queensland Fire and Emergency Services and engaged NHRA to undertake research into community lived experiences before, during and after flooding.

The report, *Community experiences of the January - July 2022 floods in NSW and QLD*, was released in May 2023. The report outlined 13 qualitative policy-relevant themes, identifying problems and challenges faced by interviewed residents, their households and local community members. Of the 13 themes, nine are within the remit of NSW SES. We are working to implement findings from the research to inform approaches to planning, preparedness and response to floods.

A further research program being undertaken through NHRA, *Community risk assessment*, aims to provide a comprehensive understanding of the theory and practice behind community risk assessment to prepare local communities for the increasing challenges they face with climate change. Researchers have reviewed the current risk assessment processes, working closely with NSW SES to understand challenges and needs across the emergency services sector, including insights from other relevant sectors. The results will inform future multi-hazard, compound and cascading community risk assessment approaches.

## MANAGEMENT AND ACTIVITIES

### STRATEGIC PRIORITY : OUR PEOPLE

Our people are central to everything our service strives to achieve. It is essential they remain safe, valued, empowered and engaged. It is through the strategic priority, Our People, that we ensure our members have the essential skills and support to meet the changing needs of the community while remaining agile and responsive.

#### 1.1 EMBED OUR SAFE, INCLUSIVE AND ETHICAL CULTURE

##### HEALTH AND WELLBEING PROGRAM

Our *Being Well Strategy 2023-2024* was released in May. This strategy provided enhanced holistic health and wellbeing systems, initiatives, and services, and assisted in creating a culture of wellbeing for all members.

Over the past year, we expanded our Member Assistance Program to include confidential and free counselling services, information and resources, and connections to community agencies.

Our Wellbeing Services and Support team took on a functional role in the NSW SES State Command Centre, coordinating wellbeing support to the State Command Centre, State Operations Centre, operational incident management teams and volunteers during operational events.

In total, Peer Support Officers and Chaplains provided 18,580 hours of wellbeing assistance to members, and close to 1,000 members attended 33 education and training sessions on health and wellbeing.

In addition, work on our Wellbeing Portal, neared completion. The portal will offer members free access to a variety of interactive information including personalised care programs, wellbeing assessments, training and resources. A new mobile phone application is also under development to make it even easier for members to access this information.

##### DIVERSITY AND INCLUSION

NSW SES continued to work towards building an inclusive and positive culture for all members.

We launched several Diversity and Inclusion Steering Committee (DISC) sub-committees including Aboriginal and Torres Strait Islander, Disability and Carers, Life Cycle, and Gender Equality. These groups are responsible for embedding activities that promote diversity and inclusion visibility, capability and accountability across the agency.

NSW SES hosted several events for National Reconciliation Week and World Refugee Day and launched online learning modules for Pride in Diversity; 'Introduction of Foundations of LGBTQ Inclusion' and 'SBS First Nations Inclusion'.

#### 1.2 EMBED OUR SAFE, INCLUSIVE AND ETHICAL CULTURE

As part of our commitment to supporting and developing leadership capability throughout our service, we continued to offer leadership development opportunities to our members, including the ASPIRE leadership program. More than 100 members completed this program throughout the year, as well as Australian and New Zealand National Council for fire and emergency services (AFAC) and Australian Institute of Police Management leadership courses.

In line with our overall strategic initiatives, NSW SES commenced work on a talent recognition strategy to review the values and behaviours of our service. This work is due to be completed in the next financial year.

#### 1.3 PROMOTE OUR VOLUNTEERING ETHOS

As part of our goal to increase volunteer engagement, NSW SES conducted the annual Volunteer Voice Survey to give members an opportunity to have their say on areas of improvement. The survey received the strongest engagement to date, with 2,093 responses. This feedback was shared with members, with most zones establishing working groups to produce and implement action plans. By incorporating our members' insights and experiences into tangible goals, our service continued to work towards staying up to date with the changing needs of our membership.

After several months of state-wide deployments, a team of volunteers from Port Stephens were given the opportunity to travel to Luxembourg to compete in the World Rescue Challenge. Closer to home, specialist





volunteer teams participated in the Road Crash Rescue Challenge in Coffs Harbour whilst volunteers across the state took part in the annual Wellington Wombats training event. It was one of the first opportunities for a large-scale volunteer exercise following the unprecedented flooding that unfolded in 2022. While these events and challenges enhanced skillsets and tested capabilities, they also provided opportunities for volunteers to meet, connect and share stories.

During National Volunteer Week, we celebrated 'WOW Day', a national day of appreciation for SES volunteers. A state-wide media campaign was rolled out encouraging the community to wear orange and thank a NSW SES volunteer. Various events were held across the state, with NSW SES staff members hosting morning teas and BBQs to say thank you to their friends in orange.

With a focus on the next generation of volunteers, NSW SES developed a youth internship trial program, with the first intake due to commence in the next financial year. This trial is aimed at year 9 and 10 students to develop their leadership skills and to provide greater understanding of the role NSW SES plays in the community. More than 100 students from 22 high schools are anticipated to be involved in the trial program.



## STRATEGIC PRIORITY : OUR COMMUNITY

Our aim is to strengthen our collaboration with organisations to ensure communities are aware of their flood, storm and tsunami risk and are prepared to act. By building awareness and preparation skills in our communities, our purpose is to embed the principles of shared responsibility for disaster risk reduction and recognise, support and build community resilience. NSW SES continued to strengthen relationships between units and community groups as well as develop new relationships with groups and agencies at local, state and national levels.

### 2.1 BUILD UPON EXISTING COMMUNITY RESILIENCE THROUGH TARGETED NEEDS-BASED COMMUNITY ENGAGEMENT COMMUNITY RESILIENCE AND TARGETED COMMUNITY ENGAGEMENT

Our service constantly reviews and improves our community engagement activities. Throughout the financial year, members conducted more than 750 community engagement activities, with the following goals:

- To understand and enhance the capabilities of individuals and communities to manage disaster risks;
- Provide appropriate tools, training and development for members who participate in community engagement activities;
- Develop and utilise processes to measure and improve the effectiveness of our community engagement activities.

We continued development of our measurement, evaluation and learning visualisation dashboards, which enabled us to target activities to communities with higher risk profiles and measure their effectiveness. We also reviewed our internal community engagement training course and volunteer development pathways to ensure leading practice and to reflect community needs.

NSW SES continued to support the increase of individual and community capability to manage flood, storm and tsunami risks through formal arrangements such as community action teams, and informal support through equipment caches in high-risk locations.

Three modules of school safety information about flood, storm and tsunami were added to the 'Triple Zero Kids Challenge' game. This resource can be used as self-guided learning through online gaming or can be incorporated into lesson plans and activities and linked to the national curriculum.

### COMMUNITY ENGAGEMENT WITH CULTURALLY AND LINGUISTICALLY DIVERSE (CALD) COMMUNITIES

NSW SES increased efforts to improve the accessibility of disaster preparedness resources for all parts of our communities. We updated the 'In Your Language' website for improved searchability and better content alignment. A range of new materials for different CALD groups was published for the Hawkesbury Nepean Valley and more broadly, across NSW.

### COMMUNITY ENGAGEMENT IN HIGH-RISK FLOOD ZONES

Our service continued to collaborate with Infrastructure NSW and NSW Reconstruction Authority (previously known as Resilience NSW) to raise awareness of the flood risk in the Hawkesbury Nepean catchment and develop appropriate preparedness actions. Key messages and awareness collateral developed through the project were also utilised in other high-risk flood areas.

On the Mid North Coast, a program of work, co-designed by communities and NSW SES, delivered improved cooperation and collaboration before, during and after flood emergencies. This approach to understanding community priorities and strengths is due to be replicated in the Hunter and Central Coast, Southern and Western Zones in the next financial year.

### 2.2 DELIVER A CONTEMPORARY AND COLLABORATIVE APPROACH TO FLOOD PLANNING AND PREPAREDNESS

### FLOOD PLANNING, PREPAREDNESS REVIEWS AND IMPROVEMENTS

NSW SES developed strong stakeholder relationships to influence the reduction and management of flood, storm and tsunami risk. More than 300 responses were provided to consent and planning authorities regarding land use management, with a focus on high-risk flood areas. These responses provided the basis for strategic input to minimise an increased future risk related to development on the floodplain.

We refined the evacuation areas for high flood risk areas, ensuring warnings were issued at the community level, and continued to review the 123 flood plans across NSW.

The State Storm Plan also underwent a review, consultation and submission to the State Emergency Management Committee, with the State Tsunami and State Flood Plan reviews due to continue into the next financial year.

### 2.3 RAISE THE PROFILE OF NSW SES THROUGH EFFECTIVE PUBLIC PROMOTION AND DISSEMINATION OF INFORMATION

On 30 September 2022, the NSW SES launched a new warnings framework, aligned to the Australian Warning System (AWS), to provide improved information to communities at risk of floods and tsunamis. The new warnings framework incorporates several years of research, focus group testing and analysis to develop clear action statements and wording that leads communities to make safe decisions when facing the impact of a severe weather event.

Each warning includes a polygon which shows the precise location of the warning area, empowering communities with more timely and accurate information. Flood warnings have improved, with a focus on localised action statements, and are issued for each community, and utilise NSW SES intelligence and historical flooding data to determine the warning level based on expected flood impacts.

The new warnings framework dramatically improved the quality of NSW SES warnings issued to flood affected communities. A new warnings platform

–HazardWatch, developed in partnership with the NSW Department of Customer Service, made these warnings more accessible through a web browser and in a format that can be easily understood. HazardWatch was designed around the end user, to ensure that people who are impacted by floods have easy access to the latest emergency information.

NSW SES also developed and implemented a new warnings management platform, HazardPublisher. The system allows information and warnings officers to create, approve and disseminate warnings from a single system. The time to publish warnings has significantly decreased from an average of 30 minutes to three minutes under the new platform, saving an estimated 1,800 hours and \$90,000 in time-based costs. HazardPublisher is integrated into the NSW SES mapping platform, GEMS, to allow for detailed maps to be created and attached to each warning released. The system, also developed in partnership with the NSW Department of Customer Service, was designed to guide users through the process of creating a warning while minimising data entry and ensuring all relevant information is included.

HazardPublisher feeds published warnings directly into a range of distribution channels, replacing a previous manual and cumbersome process. Warnings are sent via email to pre-established distribution lists which include emergency management stakeholders, local members of parliament, the media and local community contacts. Warnings are published directly to HazardWatch so communities can access information within minutes of publication.

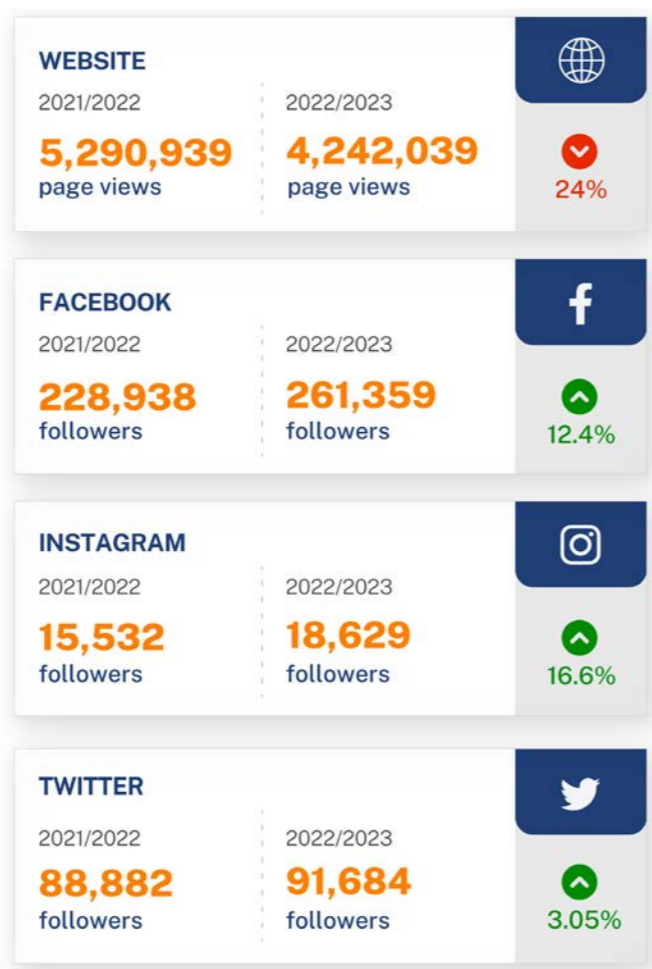
Since early 2023, warnings have also been published to the HazardsNearMe smartphone app, a joint collaboration between the NSW SES, Department of Customer Service and the NSW Rural Fire Service (NSW RFS). HazardsNearMe includes NSW SES warnings for floods and tsunamis data along with warning data from the NSW RFS for bushfires to provide an accessible platform for communities. The app also includes a feature to establish alert areas, so users can receive push notification when a warning is issued in a defined location –such as near their home or workplace.

During busy operational periods, the NSW SES Media and Communications unit was bolstered with additional staff to assist with media and social media coverage. This resulted in an uplift in operational information-sharing and extensive media coverage during campaign flooding.

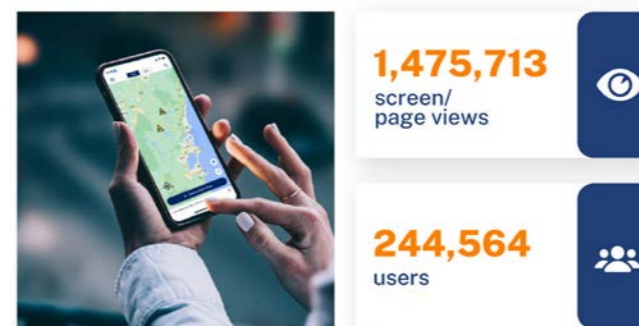
During this financial year, the NSW SES website received 4,242,039 views. Improvements were made to the accessibility of information to meet the needs of the community and we liaised with other government agencies to ensure consistency across messaging to the NSW community.

Our social media following increased across all platforms. Facebook followers increased by more than 30,000 followers to 261,359, Instagram followers increased to 18,629 and X (formerly known as Twitter) increased to 91,684 followers.

### WEBSITE AND SOCIAL MEDIA STATISTICS



### HAZARDWATCH STATISTICS



### 2.4 BUILD EFFECTIVE PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

Over the financial year, NSW SES continued work to align our partnerships strategy. This model provides the framework that ensures our partnerships are centred around the NSW SES values and the partnership principles; enhancing our performance, building our pipeline, raising our profile, and significantly enhancing outcomes for NSW communities and the agency.

NSW SES acknowledged the support provided by our previous principal partner, NRMA, during significant severe weather events that affected NSW communities in 2022-23.

In May 2023, NSW SES entered into a new major partnership agreement with AAMI Insurance. The partnership supports volunteer efforts, shared learnings and bolsters capabilities throughout the service. The funding provided by AAMI is focused on building resilient communities in the face of ongoing natural disasters through preparedness, education and public safety campaigns.

AAMI has provided support to Victoria SES as a Principal Community Partner since 2003, while the overarching Suncorp Group has maintained a partnership with Queensland SES since 2020. Our goal for this partnership is to build upon and enhance this success and allow for consistent engagement and awareness campaigns across the three states.

As part of our partnership launch, AAMI paid tribute to our volunteers on Wear Orange Wednesday.

This financial year, we also saw significant partnering activity with organisations such as Wests Tigers, Kathmandu, GWS Giants and the Newcastle Jets to recognise and reward our volunteers for their continued efforts.

## STRATEGIC PRIORITY : OUR CAPABILITY

### 3.1 STRENGTHEN CAPABILITY TO REMAIN READY AND EQUIPPED TO MANAGE EMERGENCIES

In December 2022, we launched our new Training Management System, 'aXcelerate', and manual to improve learning for members, trainers, assessors and support staff. The new online enrolment catalogue, launched alongside aXcelerate, provided all members with a one-stop-shop to enrol in available courses. This increased visibility, enabled greater collaboration and sharing of training opportunities and resources across the state.

As part of the Training Improvement Program, the Trainer and Assessor qualification and Endorsement and Supervision procedure was updated. The purpose of this procedure is to ensure a consistent approach to the way we induct, endorse, develop and deactivate instructors, trainers and assessors in NSW SES.

More than 2,000 flood rescue-related courses were delivered to NSW SES volunteers, incorporating land-based and in-water flood rescue operators, flood boat operators and general flood rescue awareness. We also delivered flood-rescue courses to more than 100 participants from other emergency services.

### 3.2 ENHANCE SYSTEMS AND PROCESSES SO THEY ARE RESPONSIVE, INTEGRATED AND EFFICIENT

As part of our service's review of operational systems and technology, significant work was undertaken on a state-wide approach to manage our members' availability, providing enhanced ability to place the right people, with the right skills, in the right location at the right time. In March, a tenderer was selected to develop a solution to display real-time, state-wide availability of members and their capabilities. The

trial of the new app commenced in June and provides a consistent, state-wide approach for members to manage their availability, and enables NSW SES to manage operational readiness. The app will be launched in the new financial year.

### 3.3 PUT DATA TO WORK FOR AN INTELLIGENCE AND KNOWLEDGE LED ORGANISATION

Over the last financial year, NSW SES developed our business intelligence capability, including dashboards that highlight our members' capabilities, operational reporting capability and expanding reports to provide insights into our communities.

We also strengthened the security of our data through our login process and introduced additional security controls on our systems. In early 2023, NSW SES introduced multi-factor authentication to all members and introduced new resources to improve cyber safety skills, cyber security training, and links to report a cyber security incident.

In Geospatial Intelligence, NSW SES received funding to implement a Flood Risk Analysis and Visualisations Project, which is being developed in to flood stories, imagery and 3D visualisation to help communities build their flood awareness. NSW SES captured more than 20,000 images to assist our flood response, and we increased our image-collecting sources to include Remotely Piloted Airborne Systems videos, high-resolution multi-spectral satellite imagery, Synthetic Aperture Radar Satellite products via Australian Climate Services and Spatial Intelligence Group aerial reconnaissance datasets.

### 3.4 ENSURE OUR ASSETS, FACILITIES AND RESOURCES ARE FIT FOR PURPOSE AND FUTURE-READY TO ENABLE US TO SUPPORT OUR COMMUNITIES

NSW SES rolled out 129 new vehicles, vessels and trailers under the Fleet Replacement Program over the past financial year.

We continued working towards centralised communication, to mitigate frontline operational risk and improve member and community safety.

We integrated our much-anticipated Cell on Wheels vehicles, which transport a self-powered communications cell into rugged terrain to extend the Government Radio Network into areas with little or no coverage. This means enhanced radio coverage with better voice clarity for members and other emergency services during operations. We also integrated our Mobile Incident Command Centre, which provides incident management capability in difficult terrain or when infrastructure is damaged.

NSW installed Vehicle as a Node (VaaN) technology in 189 vehicles across 40 units in Metro Zone. This technology enables members and other emergency services to communicate and operate with limited or no radio coverage by automatically switching to the most accessible network via an in-vehicle modem. The technology is due to be rolled out across all zones by March 2024.

As part of our Local Investment in Facilities and Teams (LIFT) program, which aims to provide better local support to communities and members, NSW SES hired 81 new staff to support our volunteers. We enhanced our structure by creating two additional zones in the Northern and Western parts of the state – areas that have experienced frequent flood events. This allowed NSW SES to relieve some of the administrative burden on volunteers, increase our community engagement capability, provide enhanced training opportunities and give greater access to local staff support.

We also commenced critical unit upgrades and replacements to ensure they are safe and fit-for-purpose. This included three units under construction, 10 units in design phase and sites identified for four units.



## AWARDS

A number of awards were presented to members including:

- 259 Commissioner's Awards
- 919 Long Service Awards
- 174 National Medals

### EMERGENCY SERVICE MEDALS

Three (3) Emergency Service Medals (ESM) were awarded to the following members:

- Sue Chapple ESM (Australia Day 2023)
- Barry Wademan ESM (Australia Day 2023)
- David Parsons ESM (King's Birthday 2023)

### LIFE MEMBERSHIP

- Jenny Coulter
- Marc Coulter
- Jill Gill
- Peter Kaye
- Russell Moore
- Christine Speer
- Ian Shepherd
- Peter Thomson

### 60 YEARS OF SERVICE

- James Pullin

### 55 YEARS OF SERVICE

- Edward Bennett
- John Martin

### 50 YEARS OF SERVICE

- William Webster
- Garry Whitaker

### 45 YEARS OF SERVICE

- Kim Birmingham
- Ian Craft
- Lloyd Graham
- Patricia Johnson
- Merien Jones
- Maryanne Kelly
- David King
- David Parsons
- Ken Pearsall
- Graeme Ruff
- Gregory Steele
- Ron Van Es
- Barry Wademan
- Ray Walkden

### 40 YEARS OF SERVICE

- Kevin Barlett
- Kenneth Brown
- Andrew Hall
- Sandra Snape
- Stephen Walsh

### 35 YEARS OF SERVICE

- Matthew Chifley
- Keith Dawe
- Colin Fitton
- Gregory Gill
- Wayne Hannan
- Malcolm Liston
- Dale McKissack
- David Monk
- Glen Morgan
- Phillip Neich
- Judith Price
- Craig Ronan
- Maureen Thompson
- Peter Thomson
- Wendy Tucknott
- Lyn Willis



### 30 YEARS OF SERVICE

- Peter Barnes
- Nathan Birchall
- Brett Byron
- John Chapman
- Barry Clenton
- Shannon Crofton
- Mark Darling
- Mark Dunn
- Lynette Emmett
- Robyn Fry
- Peter Green
- Barry Griffiths
- Peter Hollingbery
- Louise Humphries
- Daniel Kenner
- Darren Larkin
- Kenneth Leader
- Claire Mitchell
- Paul Morgan
- Andrew Page
- Graham Potbury
- Alan Price
- Alan Sheehan
- Christopher Smith
- Robert Stevens
- Dale Thompson
- Larry Thompson
- Dominic Warnock

# 04 MANAGEMENT AND ACCOUNTABILITY



## PRIVACY MANAGEMENT PLAN

In compliance with section 33 of the Privacy and Personal Information Protection Act 1998 (PPIP Act), NSW SES has a Privacy Management Plan. The plan includes information on the types of personal and health information held by the NSW SES, the management of health and personal information and the procedures the NSW SES adopts in relation to any internal review under Part 5 of the PPIP Act.

The plan is available on the NSW SES website.

Questions, comments or complaints about the management of personal and health information should be directed to the NSW SES Privacy Officer, by:

**Post:** The Privacy Officer  
Office of the Commissioner  
NSW State Emergency Service  
PO Box 6126  
Wollongong, NSW 2500

**Phone:** (02) 4251 6509

**Email:** [gipa@ses.nsw.gov.au](mailto:gipa@ses.nsw.gov.au)

## PRIVACY REVIEWS

The NSW SES conducted 1 internal privacy review under Part 5 of the PPIP Act during 2022-23.

## AVAILABILITY

This annual report has been designed for accessible online use and distribution. A limited number of copies have been printed for statutory purposes.

### This report is available at:

[www.ses.nsw.gov.au](http://www.ses.nsw.gov.au) > About Us > Publications and Reports > Annual Reports

## ECONOMIC OR OTHER FACTORS

No significant factors impacted achievement of operational objectives.

## ANNUAL REPORT COSTS

No external costs were incurred in the preparation and production of the NSW SES Annual Report 2022-23.

**CONSULTANTS**

**Engagements greater than \$50,000**

ERNST & YOUNG

2022 Flood Inquiry business case development  
\$1,134,903

ALTIS CONSULTING

Training Improvement ICT Consulting on business intelligence  
\$644,241

THE SERVICES COMPANY

Training Improvement Business Analytics & ICT Project  
\$426,115

KPMG

\$392,006  
State operations centre and Probity and Standards reviews

THE VERNER-MACKAY GROUP

Training Improvement Customisations, Development & Enhancements  
\$256,750

NAVIRO

Cyber security consultancy  
\$230,710

GROSVENOR PERFORMANCE GROUP

SES Public Information Review  
\$148,934

GHD

Strategic Planning Support - 2021 Flood Inquiry  
\$121,628

FIRE AND RESCUE NSW

SAP System config planning support  
\$89,219

THE RECRUITMENT COMPANY

Cyber security consultancy  
\$75,502

SPEDDING, TORRES & ASSOCIATES

Strategic Planning Support - Flood Rescue  
\$70,120

**Engagements less than \$50,000**

Nature of Consultancy – Information Technology  
Total number of engagements 6  
Total Cost \$ 73,827.45

Nature of Consultancy – Audit and Risk Total  
number of engagements 4  
Total Cost \$ 36,211.52

Nature of Consultancy – Internal Audit Total  
number of engagements 5  
Total Cost \$ 81,410.70

Nature of Consultancy – Human Resources Total  
number of engagements 4  
Total Cost \$ 81,916.00

Nature of Consultancy – Community Engagement Total  
number of engagements 3  
Total Cost \$ 38,162.73

Nature of Consultancy – Organisation  
Transformation  
Total number of engagements 1 Total Cost  
\$ 14,910.00





**Cyber Security Annual Attestation Statement for the 2022-2023 Financial Year for NSW State Emergency Service**

I, Carlene York, am of the opinion that NSW State Emergency Service have managed cyber security risks in a manner consistent with the mandatory requirements set out in the *NSW Government Cyber Security Policy*.

The controls in place to mitigate identified risks to the digital information and digital information systems of NSW State Emergency Service are adequate.

- A. Risks to the information and systems of NSW State Emergency Service have been assessed and are managed.
- B. Governance forums are in place to manage the cyber-security maturity and initiatives of NSW State Emergency Service.
- C. There is a current Information Security Management System.
- D. There exists a current cyber incident response plan for NSW State Emergency Service which has been tested during 2022-23 financial year.

Cyber security is a key focus area for the NSW State Emergency Service, and a risk-based approach has been taken to implement improvements. The NSW State Emergency Service will continue to enhance education and awareness throughout the agency of security requirements and information classification to ensure efficient and effective management of sensitive information.

The effectiveness of controls against the mandatory requirements of the *NSW Cyber Security Policy* was found to be adequate or being properly addressed in a timely manner.

*Carlene York*  
 Carlene York  
 Commissioner  
 28/8/23

STATE HEADQUARTERS OFFICE  
 OF THE COMMISSIONER  
 93-99 Burelli Street, Wollongong  
 NSW 2500  
 P (02) 4251 6503  
 F (02) 4251 6500

**GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009**

In 2022-23 the NSW State Emergency Service (NSW SES) dealt with 43 formal applications for information under the Government Information (Public Access) Act 2009 (GIPA Act).

**1. REVIEW OF PROACTIVE RELEASE PROGRAM – CLAUSE 8A**

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least every 12 months.

The NSW SES has made information available through the HazardWatch website and the NSW Flood Data Portal, which brings together flood risk information from State and Local Governments into a central repository with access available to the public. NSW SES also released information on its Publication and Reports section of its website.

**2. NUMBER OF ACCESS APPLICATIONS RECEIVED – CLAUSE 8B**

During the reporting period, the NSW SES received 43 formal access applications. This includes withdrawn but not invalid applications.

**3. NUMBER OF REFUSED APPLICATIONS FOR SCHEDULE 1 INFORMATION – CLAUSE 8C**

During the reporting period, NSW SES partially refused 1 formal access application on the basis that it was conclusively presumed that there was an overriding public interest against disclosure of information.

**4. STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS FOR PERIOD 1 JULY 2022 TO 30 JUNE 2023 (SCHEDULE 2)**

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	1	2	0	1	0	0	0	0	4
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	0	0	0	2	0	0	0	0	2
Members of the public (other)	3	28	1	6	3	1	0	0	42
<b>Total</b>	<b>4</b>	<b>30</b>	<b>1</b>	<b>9</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>48</b>

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B:** Number of applications by type of applicant and outcome\*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	3	3	0	6	2	1	0	1	15
Access applications that are partly personal information applications and partly other	1	27	1	3	1	0	0	0	33
<b>Total</b>	<b>4</b>	<b>30</b>	<b>1</b>	<b>9</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>48</b>

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).



**Table C:** Invalid Applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	10
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
<b>Total number of invalid applications received</b>	<b>10</b>
Invalid applications that subsequently became valid applications	3

**Table D:** Conclusive presumption of overriding public interest against disclosure: Matters listed in Schedule 1 of Act

Number of times consideration used*	
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally - Sch 1 (5A)	0
Information provided to High Risk Offenders Assessment Committee	0
<b>Total</b>	<b>1</b>

**Table E:** Other public interest considerations against disclosure: Matters listed in table to section 14 of GIPA Act

Number of applications*	
Responsible and effective government	4
Law enforcement and security	0
Individual rights, judicial processes and natural justice	30
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
<b>Total</b>	<b>34</b>

\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application).

**Table F:** Timeliness

Number of applications	
Decided within the statutory time frame (20 days plus any extensions)	43
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	2
<b>Total</b>	<b>43</b>



**Table G:** Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	
<b>% of Total</b>	<b>0%</b>	<b>0%</b>	

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H:** Applications for review under Part 5 of the Act (by type of applicant)

Number of applications for review	
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
<b>Total</b>	<b>1</b>

**Table I:** Applications transferred to other agencies.

Number of applications transferred	
Agency-initiated Transfers	0
Applicant-Initiated Transfers	0
<b>Total</b>	<b>0</b>

## HUMAN RESOURCES

### ONBOARDING

- **Onboarded / number of hires:** 95 (Casual – 10, Ongoing – 37, Temp – 48 )
- **Operational onboarding members (e.g. interagency or interstate emergency service personnel):** 700
- **Recruitment training for writing job applications and interview skills:** 238 members
- **Zone commanders gender equity** Throughout Project LIFT, the agency utilised the opportunity whilst growing its workforce to change its diversity profile. The agency was successful at moving from a historically male-dominated leadership role to a gender balanced cohort of seven Zone Commanders, with three being women and four male.

### NSW SES STAFF PROFILES AS OF JUNE 2023.

	2022/2023			2021/2022			2020/2021		
	Total Staff	Women	Racial Ethnic Religious Minority	Total Staff	Women	Racial Ethnic Religious Minority	Total Staff	Women	Racial Ethnic Religious Minority
Salary Bands as of 30 June 2023									
\$67,975 - \$73,901 Grade 1/2	44	27	2	49	36	4	37	27	2
\$75,992 - \$83,211 Grade 3/4	95	73	5	78	62	3	79	60	2
\$89,707 - \$98,982 Grade 5/6	133	67	9	117	63	5	101	57	3
\$101,947 - \$112,849 Grade 7/8	115	66	5	92	50	4	77	37	4
\$116,211 - \$128,061 Grade 9/10	69	29	3	49	21	2	42	13	1
\$134,411 - \$155,445 Grade 11/12	30	14	4	23	12	0	22	10	0
Above A & C Grade 12	12	5	0	9	3	0	7	2	0
<b>Totals</b>	<b>498</b>	<b>281</b>	<b>28</b>	<b>417</b>	<b>247</b>	<b>18</b>	<b>365</b>	<b>206</b>	<b>12</b>

Representation of employees by level compared with the two previous years.

**Note:** Total staff for 2022-23 is inclusive of a Full Time Employees of 468.

This is inclusive of ongoing, temporary and casual staff.

# INTERNAL AUDIT AND RISK MANAGEMENT POLICY ATTESTATION



14 September 2023

Director  
 Financial Management Governance & Analytics  
 NSW Treasury  
 GPO Box 5469  
 SYDNEY NSW 2001

By email: [finpol@treasury.nsw.gov.au](mailto:finpol@treasury.nsw.gov.au)

Dear Director

Internal Audit and Risk Management Attestation Statement for the 2022-2023 Financial Year for the NSW State Emergency Service.

I, Carlene York am of the opinion that the NSW SES has internal audit and risk management processes in operation that are, excluding the exemptions or transitional arrangements described below, compliant with the seven (7) Core Requirements set out in the Internal Audit and Risk Management Policy for the General Government Sector, specifically:

**Core Requirements**

Risk Management Framework	
1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal Audit Function	
2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant



Audit and Risk Committee	
3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

The NSW SES does not have any controlled entities.

**Membership**

The chair and members of the Audit and Risk Committee are:

Role	Name	Start Term Date	Finish Term Date
Independent Chair (outgoing)	Terry Clout	May 2020	May 2023
Independent Chair (incoming)	Elizabeth Crouch	May 2023	May 2026
Independent Member	Elizabeth Crouch	July 2022	May 2023
Independent Member	Kenneth Barker	January 2020	January 2026
Independent Member	Allan Cook	May 2023	May 2026

Yours sincerely

Carlene York APM  
 Commissioner  
 NSW SES

## LEGAL CHANGE

Acts and subordinate legislation affecting NSW State Emergency Service

State Emergency Service Act 1989 (NSW) ('SES Act')

The SES Act establishes that the NSW SES has the following functions:

- to protect persons from dangers to their safety and health, and to protect property from destruction or damage, arising from floods, storms and tsunamis;
- to act as the combat agency for dealing with floods (including the establishment of flood warning systems) and to co-ordinate the evacuation and welfare of affected communities;
- to act as the combat agency for damage control for storms and to co-ordinate the evacuation and welfare of affected communities;
- to act as the combat agency for dealing with tsunamis and to co-ordinate the evacuation and welfare of affected communities;
- as directed by the State Emergency Operations Controller, to deal with an emergency where no other agency has lawful authority to assume command of the emergency operation;
- to carry out, by accredited SES units, rescue operations allocated by the State Rescue Board;
- to assist the State Emergency Operations Controller to carry out emergency management functions relating to the prevention of, preparation for and response to, and to assist the State Emergency Recovery Controller to carry out emergency management functions relating to the recovery from, emergencies in accordance with the State Emergency and Rescue Management Act 1989 (NSW) (SERM Act);
- to assist, at their request, members of the NSW Police Force, Fire and Rescue NSW, the NSW Rural Fire Service or the Ambulance Service of NSW in dealing with any incident or emergency;
- to maintain effective liaison with all emergency services organisations;
- to carry out such other functions as may be assigned to it by or under this or any other Act, or by the State Emergency Operations Controller or the Minister.

### SERM ACT

The functions of the NSW SES are to be exercised in accordance with the SERM Act.

### CHANGES TO LEGISLATION

There have not been any changes to the SES Act in 2022-23.

## SENIOR EXECUTIVES

### NUMBERS OF SENIOR EXECUTIVE ROLES

Band	2022-2023 Gender Break		2022-2023 Total	2021-2022 Gender Break		2021-2022 Total
	Male	Female		Male	Female	
Band 4 (Secretary)	-	-	0	-	-	0
Band 3 (Deputy Secretary)	0	1	1	0	1	1
Band 2 (Executive Director)	2	1	3	2	0	2
Band 1 (Director)	5	3	8	4	2	6
<b>Totals</b>	<b>12</b>		<b>12</b>	<b>9</b>		<b>9</b>

### REMUNERATION OF SENIOR EXECUTIVE ROLES

Brand	Range 2023	Average Remuneration 2022-23	Range 2022	Average Remuneration 2021-22
Band 4 (Secretary)	-	-	-	-
Band 3 (Deputy Secretary)	\$ 361,301 - \$ 509,250	\$ 447,024	\$ 361,301 - \$509,250	\$ 398,417
Band 2 (Executive Director)	\$ 287,201 - \$ 361,300	\$ 341,485	\$ 287,201 - \$361,300	\$ 316,381
Band 1 (Director)	\$ 201,350 - \$ 287,200	\$ 260,002	\$ 201,350 - \$287,200	\$ 229,416

### SENIOR EXECUTIVE TOTAL EMPLOYEE - RELATED EXPENDITURE

	2022-23	2021-22
Total Employee Related Expenses (ERE)	\$ 59,948,000	\$ 46,560,000
Senior Executive ERE	\$ 3,199,000	\$ 2,580,000
Senior Executive ERE	5.34 %	5.54 %

## PROMOTION: OVERSEAS VISITS BY EMPLOYEES

Minister approved overseas travel from 1 July 2022 to 30 June 2023:

Name	Date of Travel	Country	Purpose
Hunter Valley Rescue Team (comprising coordinator, exercise and planning and design, rescue officer, unit commander and six volunteers.	3-12 September 2022	Luxembourg	World Rescue Challenge
Assistant Commissioner – Director Operational Capability and Training, Senior Manager Training Delivery, and two volunteers.	17-29 June 2023	United States of America	2023 Annual Surface Water Rescue Symposium and flood rescue facility visit

## PUBLIC INTEREST DISCLOSURES

NSW SES is required to prepare an annual report on its obligations under the Public Interest Disclosures Act 1994. This is to be prepared in accordance with section 4 of the Public Interest Disclosures Regulation 2011.

- (a) The number of public officials who have made a public interest disclosure: 1
- (b) The number of public interest disclosures not covered above that are made under a statutory or other legal obligation: 0
- (c) The number of all other public interest disclosures: 0
- (d) The number of public officials who have made a public interest disclosure to the public authority: 1
- (e) The number of public interest disclosures received by the public authority in total: 2
- (f) The number of public interest disclosures received by the public authority relating to each of the following:
  - i) Corrupt conduct: 0

- ii) Maladministration: 2
- iii) Serious and substantial waste of public or local government money: 0
- iv) Government information contraventions: 0
- v) Local government pecuniary interest contraventions: 0
- (g) The number of public interest disclosures finalised by the public authority: 0
- (h) Whether the public authority has a public interest disclosure policy in place: The NSW SES has a Public Interest Disclosure Policy in place.
- (i) What actions have been taken to ensure awareness of responsibilities under the Act: The Public Interest Disclosures Policy is available on the NSW SES intranet for all volunteers and staff to access. It is also referred to in the NSW SES Code of Conduct and Ethics training, which is mandatory training for all members. Members of the NSW SES have also undertaken refresher training courses offered through the NSW Ombudsman and knowledge is shared amongst peers.

NSW SES insurance is provided by the Treasury managed Fund Insurance Scheme. The Director of Finance, Assets and Business Services is the NSW

## RISK MANAGEMENT AND INSURANCE ACTIVITIES

SES insurance is provided by the Treasury managed Fund Insurance Scheme. The Director of Finance, Assets and Business Services is the appointed Risk Manager under the scheme.

**The Contract of Coverage encompasses:**

- Workers' compensation insurance
- Public liability insurance
- Motor vehicle comprehensive insurance
- Property insurance
- Personal Property insurance, and
- Miscellaneous insurance.



# 05 SUSTAINABILITY



## DISABILITY INCLUSION ACTION PLANS

NSW SES continues to develop policies, practices and initiatives to integrate accessibility and inclusion in workplace culture, operational readiness and community resilience-building.

### Key activities this year included:

1. Ongoing membership with Australia Network on Disability, enabling staff and volunteers to access knowledge, resources and guidance on disability inclusion in the workplace;
2. Recognising significant dates including International Day of People with a Disability and International Day of Sign Languages and National Week of Deaf People to increase awareness and provide links to resources for members on how to get involved;
3. Assistance with individual members regarding workplace adjustments to facilitate and maximise their ability to participate and contribute to the service;
4. Launch of a Disability and Carers Network, made up of staff and volunteer members, who are responsible for developing and implementing action plans to embed accessibility, and promote diversity and inclusion visibility, capability and accountability across the agency;
5. Ongoing assistance, guidance and subject matter expertise provided by the Diversity and Inclusion Coordinator to Directorates, Units, Zones and Leadership as requested.

## WORK HEALTH AND SAFETY - DETAILS OF INJURIES AND PROSECUTIONS

The Work Health & Safety (WHS) team has been working closely with all members to ensure their safety in the activities undertaken throughout the agency. We have in place Health and Safety Representatives (HSRs) for volunteer members who extend and enhance the capability of the safety requirements for our members.

The WHS team has been proactive in addressing the investigations required on incidents and providing timely advice regarding safety through Bulletins and Alerts. This has included the management of Covid-19 across the agency and the timely dissemination of advice to ensure that we keep all our members safe during the ongoing pandemic.

NSW SES has not had any prosecutions under the WHS Act over the past year.

The WHS team continues to report to both its Senior Leadership Team and its Zone Commanders and HSRs on a monthly basis regarding its performance in safety. All injuries are managed in house by a small and dedicated team dealing with our insurers.

## WORK HEALTH AND SAFETY INCIDENTS

	July 2022 to June 2023
No. of Incidents	889
No. of Hazards	85
No Near Misses	53

## INJURY MANAGEMENT DATA

Staff and Volunteer Injuries/ Illness	Total no.
Injuries that required no treatment	250
First Aid injuries	188
Medical Treated Injuries	80
Lost Time Injuries	4

Staff - Mechanism of Injury for Claimed Injuries/Illnesses	No.
Biological factors	6
Mental stress	3
Body stressing	2
Falls Trips & Slips	2
Being hit by moving objects	1
Sound & pressure	1
<b>Total</b>	<b>15</b>

Volunteers - Mechanism of Injury for Claimed Injuries/Illnesses	No.
Falls Trips & Slips	24
Body Stressing	15
Hitting objects with a part of the body	17
Biological factors	8
Being hit by moving objects	8
Mental stress	4
Heat, electricity & other environmental factors	4
Chemicals & other substances	2
Sound & pressure	2
Vehicle Incidents and others	1
<b>Total</b>	<b>85</b>

\*Claimed refers to circumstances where workers compensation claim has been lodged.

Claimed refers to circumstances where compensable claim has been lodged.

## WORKFORCE DIVERSITY

Reporting of workforce diversity statistics is based on data collected voluntarily from NSW SES Members. As data is voluntary, these statistics are not an accurate representation of the complete population of NSW SES members as a whole.

Workforce Diversity Statistics	FY 2023
<b>TOTAL</b>	
Yes (An employee of the agency at census)	478
No (Not an employee at census)	67
Casual employee not working on census	10
<b>Diversity Survey Response Rate</b>	
Diversity Survey Response Rate	89.62
Non-casual employees	472
Respondents to Diversity Survey	423
<b>Gender</b>	
Male	206
Female	271
Not stated	1
<b>Aboriginal and Torres Strait Islander (ATSI)</b>	
Aboriginal	9
Torres Strait Islander	1
Non-Aboriginal and Torres Strait Islander	383
Withdrawn	0
<b>Disability</b>	
Disability requiring adjustment at work	4
Disability requiring no adjustment at work	20
No disability	392
Withdrawn	0
Missing	56
<b>Ethnicity</b>	
Person from a Racial, Ethnic/Ethno-religious minority	26
Person not from a Racial, Ethnic/Ethno-religious minority group	309
Withdrawn	0
Missing	137
<b>Language</b>	
Other language	38
English	359
Withdrawn	0
Missing	75

NSW SES continues to work through the strategic objectives outlined in the Diversity and Inclusion Strategic Framework 2020-2025, including governance, awareness-raising, capacity-building, and culture change.

#### KEY ACHIEVEMENTS FOR THIS YEAR INCLUDE:

- A consideration checklist, expected to be rolled out in the 2023-24 financial year, was created and trialled to ensure learning is inclusive to all members.
- Learning sessions focusing on unconscious and conscious bias were rolled out to more than 800 members.
- We hosted a National Reconciliation Week panel event to discuss Aboriginal and Torres Strait Islander experiences, histories, cultures and achievements, and our agency's role in contributing to achieving reconciliation. The event featured Commissioner York, Mark Elm (Deputy Zone Commander North-East), Hayden Doolan (Richmond Valley), Felicity Forbes (Walgett Unit), and Rebecca Trindall (Walgett Unit).
- Continuation of the inaugural Diversity and Inclusion Steering Committee (DISC) - an executive led Committee informed by Member Advisors responsible for overseeing programs and initiatives, and embedding activities that promote diversity and inclusion visibility, capability and accountability across the agency. This is represented by volunteer, executive and corporate members with 12 in total.
- Launch of the DISC Sub-Committees – Aboriginal and Torres Strait Islander, Disability & Carers, Life Cycle, Gender Equality and continuation of the NSW SES Pride Network. Networks meet on a quarterly basis and across the networks approximately 60 members represent the agency to discuss, highlight and look for solutions in further developing a diverse and inclusive culture at the NSW SES.
- Participation in the Sydney Gay and Lesbian Mardi Gras World Pride with a wrapped rainbow High Clearance Vehicle, with Commissioner York and Deputy Commissioner Johnston and 80 members across NSW SES participating in the parade.
- Participation at Hay Rainbow on the Plains Festival and Wagga Wagga Mardi Gras.
- Hosted World Refugee Day with Rosemary Kariuki OAM, a multi-cultural community leader.
- Senior Leadership Team attendance to the Champions of Change Coalition Step Up Forum – preventing workplace sexual harassment on 19 October 2022.
- Adoption of internal e-Signature template that includes Traditional Place Names and personal pronouns.





OFFICE OF THE NSW STATE EMERGENCY SERVICE  
FINANCIAL STATEMENTS  
For the Year Ended 30 June 2023

STATEMENT BY THE ACCOUNTABLE AUTHORITY

Pursuant to section 7.6(4) of the *Government Sector Finance Act 2018* ('the Act'), I state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, *the Government Sector Finance Regulation 2018* and the Treasurer's directions, and
- present fairly Office of the NSW State Emergency Service's financial position, financial performance and cash flows.

Carlene York APM  
**Commissioner**  
**NSW State Emergency Service**

28 September 2023



STATE HEADQUARTERS  
OFFICE OF THE COMMISSIONER  
93-99 Burrelli Street, Wollongong NSW 2500  
PO Box 6126, Wollongong DC NSW 2500  
P (02) 4251 6503  
F (02) 4251 6500  
[www.ses.nsw.gov.au](http://www.ses.nsw.gov.au)  
ABN: 88 712 649 015





## INDEPENDENT AUDITOR'S REPORT

### Office of the NSW State Emergency Service

To Members of the New South Wales Parliament

#### Opinion

I have audited the accompanying financial statements of Office of the NSW State Emergency Service (the Service), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly the Service's financial position, financial performance and cash flows.

My opinion should be read in conjunction with the rest of this report.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Service in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### Commissioner's Responsibilities for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Commissioner's responsibility also includes such internal control as the Commissioner determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for assessing the Service's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

#### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Service carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

Susan Prichard  
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

28 September 2023  
SYDNEY

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**  
Statement of Comprehensive Income for the year ended 30 June 2023

	Notes	Budget 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000
<b>Continuing operations</b>				
<b>Expenses excluding losses</b>				
Employee-related expenses	2(a)	54,659	59,948	46,544
Operating expenses	2(b)	96,499	91,951	62,061
Depreciation and amortisation	2(c)	19,044	16,593	17,445
Grants and subsidies	2(d)	12,350	9,465	36,181
Finance costs	2(e)	11	124	810
Other expenses (Disaster Relief)	2(f)	15,000	46,439	26,703
<b>Total expenses excluding losses</b>		<b>197,563</b>	<b>224,520</b>	<b>189,744</b>
<b>Revenue</b>				
Services from contracts with customers	3(b)	44	28	24
Investment revenue	3(c)	486	2,325	136
Grants and other contributions	3(d)	172,164	230,794	224,717
Acceptance by the Crown of employee benefits and other liabilities	3(e)	165	268	271
Other income	3(f)	366	1,554	1,468
<b>Total Revenue</b>		<b>173,225</b>	<b>234,969</b>	<b>226,616</b>
<b>Operating result</b>				
Gains / (losses) on disposal	4	(149)	(147)	613
Other gains / (losses)	5	-	-	3,677
<b>Net result from continuing operations</b>		<b>(24,487)</b>	<b>10,302</b>	<b>41,162</b>
<b>Net result</b>		<b>(24,487)</b>	<b>10,302</b>	<b>41,162</b>
<b>Other comprehensive income</b>				
<b>Total other comprehensive income</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>(24,487)</b>	<b>10,302</b>	<b>41,162</b>

The accompanying notes form part of these financial statements.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**  
Statement of Financial Position as at 30 June 2023

	Notes	Budget 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	6 & 11	50,674	75,075	88,650
Receivables	7	7,158	30,777	13,344
Inventories	8	2,608	4,746	3,970
<b>Total Current Assets</b>		<b>60,440</b>	<b>110,598</b>	<b>105,964</b>
<b>Non-Current Assets</b>				
Property, plant and equipment				
- Leasehold improvements	9	7,408	6,183	7,260
- Plant and equipment	9	117,592	114,616	100,974
Total property, plant and equipment		125,000	120,799	108,234
Right-of-use assets	10	1,027	3,039	1,563
<b>Total Non-Current Assets</b>		<b>126,027</b>	<b>123,838</b>	<b>109,797</b>
<b>Total Assets</b>		<b>186,467</b>	<b>234,436</b>	<b>215,761</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	12	15,563	23,768	17,369
Borrowings	13	-	226	226
Provisions	14	4,819	6,160	5,466
<b>Total Current Liabilities</b>		<b>20,382</b>	<b>30,154</b>	<b>23,061</b>
<b>Non-Current Liabilities</b>				
Borrowings	15	1,053	3,969	2,666
Provisions	16	1,286	1,970	1,993
<b>Total Non-Current Liabilities</b>		<b>2,339</b>	<b>5,939</b>	<b>4,659</b>
<b>Total Liabilities</b>		<b>22,721</b>	<b>36,093</b>	<b>27,720</b>
<b>Net Assets</b>		<b>163,746</b>	<b>198,343</b>	<b>188,041</b>
<b>EQUITY</b>				
Accumulated funds		163,746	198,343	188,041
<b>Total Equity</b>		<b>163,746</b>	<b>198,343</b>	<b>188,041</b>

The accompanying notes form part of these financial statements.

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of Changes in Equity for the year ended 30 June 2023

	Accumulated Funds \$'000	Total \$'000
<b>Balance at 1 July 2022</b>	188,041	188,041
<b>Net result for the year</b>	10,302	10,302
<b>Total comprehensive income for the year</b>	<u>10,302</u>	<u>10,302</u>
<b>Balance at 30 June 2023</b>	<u><b>198,343</b></u>	<u><b>198,343</b></u>
<b>Balance at 1 July 2021</b>	146,879	146,879
<b>Net result for the year</b>	41,162	41,162
<b>Total comprehensive income for the year</b>	<u>41,162</u>	<u>41,162</u>
<b>Balance at 30 June 2022</b>	<u><b>188,041</b></u>	<u><b>188,041</b></u>

The accompanying notes form part of these financial statements.

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of Cash Flows for the year ended 30 June 2023

	Notes	Budget 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(54,493)	(58,554)	(45,598)
Grants and subsidies		(27,350)	(55,904)	(62,883)
Finance costs		(11)	(124)	(809)
Other		(96,499)	(104,768)	(77,547)
<b>Total Payments</b>		<u><b>(178,353)</b></u>	<u><b>(219,350)</b></u>	<u><b>(186,837)</b></u>
<b>Receipts</b>				
Sale of goods and services		44	28	24
Interest received		486	2,325	136
Grants and other contributions		172,164	230,274	224,663
Other		366	1,880	9,054
<b>Total Receipts</b>		<u><b>173,060</b></u>	<u><b>234,507</b></u>	<u><b>233,877</b></u>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	20	<u><b>(5,293)</b></u>	<u><b>15,157</b></u>	<u><b>47,040</b></u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of property, plant and equipment		71	546	1,003
Purchases of property, plant and equipment		(40,279)	(28,443)	(23,870)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<u><b>(40,208)</b></u>	<u><b>(27,897)</b></u>	<u><b>(22,867)</b></u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings and advances		(55)	(835)	(3,438)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<u><b>(55)</b></u>	<u><b>(835)</b></u>	<u><b>(3,438)</b></u>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		<u><b>(45,556)</b></u>	<u><b>(13,575)</b></u>	<u><b>20,735</b></u>
Opening cash and cash equivalents		96,230	88,650	67,915
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	6	<u><b>50,674</b></u>	<u><b>75,075</b></u>	<u><b>88,650</b></u>

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE  
Notes to the financial statements for the year ended 30 June 2023

Contents

Note

1	Statement of Significant Accounting Policies
2	Expenses Excluding Losses
3	Revenue
4	Gains / (Losses) on Disposal
5	Other Gains / (Losses)
6	Current Assets - Cash and Cash Equivalents
7	Current Assets - Receivables
8	Current Assets - Inventories
9	Property, Plant and Equipment
10	Leases
11	Restricted Assets
12	Current Liabilities - Payables
13	Current Liabilities - Borrowings
14	Current Liabilities - Provisions
15	Non Current Liabilities – Borrowings
16	Non Current Liabilities - Provisions
17	Commitments
18	Contingent Liabilities and Contingent Assets
19	Budget Review
20	Reconciliation of Cash Flows from Operating Activities to Net Result
21	Financial Instruments
22	Related Party Disclosures
23	Volunteer Services
24	Events after the Reporting Period

OFFICE OF THE NSW STATE EMERGENCY SERVICE  
Notes to the financial statements for the year ended 30 June 2023

**1. Statement of Significant Accounting Policies**

**(a) Reporting entity**

The Office of the NSW State Emergency Service (NSW SES) (the entity) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Entity is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

These financial statements for the year ended 30 June 2023 have been authorised for issue by the Commissioner on 28 September 2023.

**(b) Basis of preparation**

The entity's financial statements are general purpose financial statements, which have been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Government Sector Finance Act 2018* (GSF Act) and
- Treasurer's Directions issued under the GSF Act.

Property, plant and equipment and certain financial assets are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the entity's presentation and functional currency.

**(c) Statement of compliance**

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

OFFICE OF THE NSW STATE EMERGENCY SERVICE  
Notes to the financial statements for the year ended 30 June 2023

1. **Statement of Significant Accounting Policies (continued)**

(d) **Accounting for the Goods and Services Tax (GST)**

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- amount of GST incurred by the entity as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of the asset's cost of acquisition or as part of an item of expense and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the ATO are classified as operating cash flows.

(e) **Comparative information**

Except when an AAS permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(f) **Changes in accounting policy, including new or revised AAS**

(i) Effective for the first time in 2022-23

The accounting policies applied in 2022-23 are consistent with those of the previous financial year except as a result of the following new or revised AAS that have been applied for the first time in 2022-23:

- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2021-7a *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [general editorials]*
- AASB 2022-3 *Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15*

There was no impact of these Standards in the period of initial application.

OFFICE OF THE NSW STATE EMERGENCY SERVICE  
Notes to the financial statements for the year ended 30 June 2023

1. **Statement of Significant Accounting Policies (continued)**

(f) **Changes in accounting policy, including new or revised AAS (continued)**

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new AAS, unless Treasury determines otherwise.

The following new AAS have not been applied and are not yet effective.

- AASB 17 *Insurance Contracts*
- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- AASB 2021-2 *Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates*
- AASB 2021-5 *Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction*
- AASB 2021-6 *Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*
- AASB 2021-7b *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- AASB 2021-7c *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
- AASB 2022-1 *Amendments to Australian Accounting Standards – Initial Application of AASB 17 and AASB 9 – Comparative Information*
- AASB 2022-5 *Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback*
- AASB 2022-6 *Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*
- AASB 2022-7 *Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards*
- AASB 2022-8 *Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments*

OFFICE OF THE NSW STATE EMERGENCY SERVICE  
Notes to the financial statements for the year ended 30 June 2023

1. Statement of Significant Accounting Policies (continued)

(f) Changes in accounting policy, including new or revised AAS (continued)

(i) Issued but not yet effective (continued)

- AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector
- AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

	2023	2022
	\$'000	\$'000
<b>2. Expenses Excluding Losses</b>		
<b>(a) Employee related expenses</b>		
Salaries and wages (including annual leave)	50,411	39,141
Superannuation - defined benefit plans	134	158
Superannuation - defined contribution plans	4,220	3,251
Long service leave	1,270	1,054
Workers' compensation insurance	1,203	966
Payroll tax and fringe benefit tax	2,710	1,974
	<b>59,948</b>	<b>46,544</b>

Employee related costs that have been capitalised in fixed asset accounts, and therefore excluded from Note 2(a) are \$2.78m (2022: \$3.58m)

	2023	2022
	\$'000	\$'000
<b>(b) Other operating expenses include the following:</b>		
Auditor's remuneration	174	174
- audit of financial statements		
Insurance	1,644	1,662
Cleaning	881	956
Fleet expenditure	3,102	2,226
Travel	2,573	1,044
Telecommunication	4,504	3,904
Government Radio Network	34,843	28,000
Printing and Stationery	1,022	515
Fees for services rendered	7,141	1,773
Contractors	4,119	1,874
Consultants	3,917	2,845
Training	2,228	736
Maintenance*	5,058	4,681
Computer Services	3,861	1,599
Minor Equipment	9,187	3,955
Cost of inventories held for distribution	3,789	3,057
General Expenses <sup>#</sup>	3,908	3,060
	<b>91,951</b>	<b>62,061</b>

<sup>#</sup> Utilities, freight, advertising and legal fees were previously reported separately. They are now combined in general expenses.

	2023	2022
	\$'000	\$'000
<b>*Reconciliation - Total maintenance expense</b>		
Maintenance expense - contracted labour	5,058	4,681
and other (non-employee related), as above	5,058	4,681
Total maintenance expenses included in Note 2(a) + 2(b)	<b>5,058</b>	<b>4,681</b>
<b>*Reconciliation - Total maintenance expense</b>	<b>5,058</b>	<b>4,681</b>

**Recognition and Measurement**

**Maintenance expense**

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement or an enhancement of a part or component of an asset, in which case the costs are capitalised and depreciated.

**Insurance**

The entity's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government entities. The expense (premium) is determined by the Fund Manager based on past claims experience.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2023

**2. Expenses Excluding Losses (continued)**
**(b) Other operating expenses (continued)**
**Lease expense**

The Entity recognises the lease payments associated with the following types of leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term, i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.

Variable lease payments are not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate, initially measured using the index or rate as at the commencement date). These payments are recognised in the period in which the event or condition that triggers those payments occurs.

	2023	2022
	\$'000	\$'000
<b>(c) Depreciation and amortisation expense</b>		
Depreciation		
Right of Use Assets	887	3,719
Plant and equipment	14,408	12,273
Leasehold improvements	1,069	1,225
Amortisation		
Intangibles	229	228
	<b>16,593</b>	<b>17,445</b>

Refer to Note 9 for recognition and measurement policies on depreciation and amortisation.

	2023	2022
	\$'000	\$'000
<b>(d) Grants and subsidies</b>		
Grants - Emergency workers compensation insurance contribution *	6,212	35,122
Grants - Unit accommodation	3,253	1,059
	<b>9,465</b>	<b>36,181</b>

\* Grants to Emergency workers compensation represents payments required under the Emergency and Rescue Workers Compensation Fund, has reduced from 2022 (\$35m) to 2023 (\$6m) due to a fully funded historic premium adjustment with NSW Self Insurance Corporation.

	2023	2022
	\$'000	\$'000
<b>(e) Finance costs</b>		
Interest expense from lease liabilities	94	780
Total interest expense	<b>94</b>	<b>780</b>
Unwinding of discount on restoration provision	30	30
	<b>124</b>	<b>810</b>

**Recognition and Measurement**

Finance costs consist of interest and other costs incurred in connection with the borrowing of funds. Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit NSW GGS entities.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2023

**2. Expenses Excluding Losses (continued)**
**(f) Other expenses**

	2023	2022
	\$'000	\$'000
Disaster Relief - Goods and services	35,281	18,837
Disaster Relief - Staff	11,158	7,866
	<b>46,439</b>	<b>26,703</b>

Flood, storm, tsunami and bushfire relief payments are made during emergencies for expenses directly attributable to Natural Disaster events. Declared disaster events during the reporting period include major storm and flood operations (July 2022 to February 2023). Parts of these payments are reimbursable through the Natural Disaster Relief Arrangements between the Commonwealth and NSW Governments.

**3. Revenue**
**Recognition and Measurement**

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer as defined by AASB 15 *Revenue from Contracts with Customers*. Comments regarding the accounting policies for the recognition of income are discussed below.

**(a) Special Deposit Account Revenue**

Funds received by the Service form part of the New South Wales State Emergency Service Fund which is a Special Deposit Account (SDA) pursuant to the State Emergency Service Act 1989. In accordance with the GSF Act, SDAs do not form part of the Consolidated Fund. Hence the Service does not receive revenue which is in the nature of deemed appropriations. The accounting policies which outline how revenue items are recognised and measured are contained in Note 3, and expenditure items are outlined in Note 2.

The Service receives its funding under grant funding received from Department of Communities and Justice which receives appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Bill that is prepared and tabled for that year. The State Budget and related 2023-24 Appropriation Bill has been delayed until September 2023. However, pursuant to section 4.10 of the GSF Act, the Treasurer has authorised Ministers to spend specified amounts from Consolidated Fund. This authorisation is current from 1 July 2023 until the earlier of 30 September 2023 or release of the 2023-24 Appropriation Act.

	2023	2022
	\$'000	\$'000
<b>(b) Sale of services from contracts with customers</b>		
Rendering of services	28	24
	<b>28</b>	<b>24</b>

**Recognition and Measurement**
**Rendering of services**

Revenue from rendering of services is recognised as or when the Entity satisfies the performance obligation by transferring the promised services.

Type of Service	Nature of Timing of Satisfaction of Performance Obligation, Including Significant Payment Terms	Revenue Recognition Policies
Provision of 132500 phone number for other state's SES's to use.	The performance obligations in relation to 132500 phone number are satisfied at the time the phone number is available for use by other states. Payments from SES agencies are typically received either in advance or at the time of service provision.	No element of financing is deemed present as payments are due when the service is provided.

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

## 3. Revenue (continued)

	2023	2022
	\$'000	\$'000
(c) <b>Investment revenue</b>		
Interest income from financial assets at amortised cost	2,325	136
	<u>2,325</u>	<u>136</u>

**Recognition and Measurement****Interest income**

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For financial assets that become credit impaired, the effective interest rate is applied to the amortised cost of the financial asset (i.e. after deducting the loss allowance for expected credit losses).

	2023	2022
	\$'000	\$'000
(d) <b>Grants and other contributions</b>		
Disaster relief	35,959	13,495
Donations and fundraising *	877	1,127
Gifted assets and insurance proceeds	520	54
Digital restart funding	-	800
Recurrent grant from Government agency	1,268	-
Stronger Communities Grants:		
Recurrent appropriation grant	170,426	165,354
Capital appropriation grant	21,744	43,887
	<u>230,794</u>	<u>224,717</u>

\* Includes \$0.41m in bequests (2022: \$0.03m)

**Recognition and Measurement**

Revenue from grants with sufficiently specific performance obligations are recognised as and when the entity satisfies a performance obligation by transferring the promised goods.  
Revenue from grants without sufficiently performance obligations are recognised when the entity obtains control over the granted assets (e.g. cash).

## (e) Acceptance by the Crown of employee benefits and other liabilities

The following expenses have been assumed by the Crown:

	2023	2022
	\$'000	\$'000
Superannuation - defined benefit	134	158
Payroll tax	6	7
Long service leave provision	128	106
	<u>268</u>	<u>271</u>

## (f) Other income

	2023	2022
	\$'000	\$'000
Miscellaneous/Insurance Recoveries	1,458	846
NRMA Sponsorship	96	622
	<u>1,554</u>	<u>1,468</u>

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

	2023	2022
	\$'000	\$'000
4. <b>Gains / (Losses) on Disposal</b>		
Proceeds from sale	546	1,003
Less: written down value of assets disposed	(693)	(390)
	<u>(147)</u>	<u>613</u>

	2023	2022
	\$'000	\$'000
5. <b>Other Gains/(Losses)</b>		
Derecognition of right-of-use assets and lease liabilities with Property NSW*	-	3,677
	<u>-</u>	<u>3,677</u>

\* The net gains (losses) were recognised from the derecognition of the right-of-use asset and lease liability with Property NSW as at 30 June 2022. Please refer to Note 10 for further details on the derecognition.

The net gain/(loss) from the derecognition of right-of-use asset and lease liability as at 30 June 2022 is reconciled as below:

	2023	2022
	\$'000	\$'000
<b>Right-of-use asset</b>		
Gross carrying value	-	(34,909)
Less: accumulated depreciation	-	8,781
Net book value	<u>-</u>	<u>(26,128)</u>
<b>Amortised balance of incentives received</b>	-	(1,300)
<b>Lease liability</b>	-	31,105
<b>Net Gains/(Losses)</b>	<u>-</u>	<u>3,677</u>

	2023	2022
	\$'000	\$'000
6. <b>Current Assets - Cash and Cash Equivalents</b>		
Cash at bank and on hand	75,075	88,650
	<u>75,075</u>	<u>88,650</u>

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash on hand and cash at bank.

	2023	2022
	\$'000	\$'000
Cash and cash equivalents (per Statement of Financial Position)	75,075	88,650
	<u>75,075</u>	<u>88,650</u>

Refer Note 21 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Refer Note 11 for details regarding restricted assets.



## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

7. Current Assets - Receivables	2023	2022
	\$'000	\$'000
Trade receivables from contracts with customers	528	586
Natural Disaster Relief and Recovery Receivable	24,346	9,630
GST Receivable	3,546	1,579
Prepayments	2,297	1,338
Other	60	211
	<b>30,777</b>	<b>13,344</b>

Details regarding credit risk of trade debtors that are neither past due or impaired, are disclosed in Note 21.

**Recognition and Measurement**

The entity recognises a financial asset or a financial liability when, and only when, it becomes a party to the contractual provisions of the instrument. To determine when the agency becomes a party to the contractual provisions of the instrument, the entity considers:

- Whether the entity has a legal right to receive cash (financial asset) or a legal obligation to pay cash (financial liability); or
- Whether at least one of the parties has performed under the agreement.

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

**Subsequent measurement**

The entity holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

**Impairment**

The entity recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, the entity applies a simplified approach in calculating ECLs. The entity recognises a loss allowance based on lifetime ECLs at each reporting date. The entity has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

8. Current Assets - Inventories	2023	2022
Held for distribution	\$'000	\$'000
Clothing, equipment and other items	4,746	3,970
	<b>4,746</b>	<b>3,970</b>

**Recognition and Measurement**

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the entity would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

9. Property, Plant and Equipment	Leasehold Improvements \$'000	Plant and Equipment \$'000	Total \$'000
<b>At 1 July 2021 - fair value</b>			
Gross carrying amount	13,963	155,701	169,664
Accumulated depreciation	(5,221)	(66,017)	(71,238)
<b>Net carrying amount</b>	<b>8,742</b>	<b>89,684</b>	<b>98,426</b>
<b>Year Ended 30 June 2022</b>			
Net carrying amount at beginning of year	8,742	89,684	98,426
Purchases of assets	17	23,853	23,870
Gifted assets	-	54	54
Disposals	(46)	(344)	(390)
Depreciation expense	(1,453)	(12,273)	(13,726)
<b>Net carrying amount at end of year</b>	<b>7,260</b>	<b>100,974</b>	<b>108,234</b>
<b>At 1 July 2022 - fair value</b>			
Gross carrying amount	13,934	179,264	193,198
Accumulated depreciation	(6,674)	(78,290)	(84,964)
<b>Net carrying amount</b>	<b>7,260</b>	<b>100,974</b>	<b>108,234</b>
<b>Year Ended 30 June 2023</b>			
Net carrying amount at beginning of year	7,260	100,974	108,234
Purchases of assets	220	28,222	28,442
Gifted assets and insurance proceeds	-	520	520
Disposals	-	(692)	(692)
Depreciation expense	(1,297)	(14,408)	(15,705)
<b>Net carrying amount at end of period</b>	<b>6,183</b>	<b>114,616</b>	<b>120,799</b>
<b>At 30 June 2023 - fair value</b>			
Gross carrying amount	14,119	202,441	216,560
Accumulated depreciation	(7,936)	(87,825)	(95,761)
<b>Net carrying amount</b>	<b>6,183</b>	<b>114,616</b>	<b>120,799</b>

**Recognition and Measurement****Acquisition of property, plant and equipment**

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other AAS.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2023

**9. Property, Plant and Equipment (continued)**
**Capitalisation thresholds**

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

**Major inspection costs**

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

**Restoration costs**

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

**Depreciation of property, plant and equipment**

Except for certain non-depreciable assets, depreciation is provided for on a straight-line basis so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity.

All material identifiable components of assets are depreciated separately over their useful lives.

The useful lives of major categories of assets are:

Leasehold improvements	shorter of useful life or lease term
Plant and Equipment	3 to 25 years
Computers	3 to 30 years
Operational Equipment	7 to 15 years
Communication Equipment	3 to 15 years
Vehicles	3 to 25 years
Vessels	10 to 20 years

**Right-of-Use Assets acquired by lessees**

The entity has elected to present right-of-use assets separately in the Statement of Financial Position.

Further information on leases is contained at Note 10.

**Revaluation of property, plant and equipment**

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP21-09) and Treasurer's Direction 'Valuation of Physical Non-Current Assets at Fair Value (TD21-05)'. TD21-05 and TPP21-09 adopt fair value in accordance with AASB 13, AASB 116 and AASB 140 *Investment Property*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer to Note 21 for further information regarding fair value.

Revaluations shall be made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date.

Non-specialised assets with short useful lives are measured at depreciated historical cost, which for these assets approximates fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

Where an asset that has previously been revalued is disposed of, any balance remaining in the revaluation surplus in respect of that asset is transferred to accumulated funds.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

**Impairment of property, plant and equipment**

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as where the costs of disposal are material.

The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2023

**9. Property, Plant and Equipment (continued)**
**Impairment of property, plant and equipment (continued)**

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. The reversal is recognised in other comprehensive income and is treated as a revaluation increase, except to the extent that an impairment loss on the same class of asset was previously recognised in net result, then the reversal is recognised in net result.

**10. Leases**

The entity leases various equipment and motor vehicles. Lease contracts are typically made for fixed periods of 1 to 15 years, but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The entity does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

AASB 16 *Leases* (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

The entity has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less. Low value assets are assets with a fair value of \$10,000 or less when new.

**Right-of-use assets under leases**

The following table presents right-of-use assets that do not meet the definition of investment property.

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Balance at 1 July 2022	-	1,563	1,563
Additions	-	2,379	2,379
Depreciation expense	-	(887)	(887)
Asset revaluation	-	(16)	(16)
Balance at 30 June 2023	-	3,039	3,039

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Balance at 1 July 2021	29,207	1,187	30,394
Additions	-	1,051	1,051
Depreciation expense	(3,043)	(676)	(3,719)
Asset revaluation	(35)	1	(34)
Derecognition of right-of-use-asset	(26,129)	-	(26,129)
Balance at 30 June 2022	-	1,563	1,563

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

## 10. Leases (continued)

## Lease liabilities

The following table presents liabilities under leases.

	2023	2022
	\$'000	\$'000
Balance at 1 July	1,593	35,119
Additions	2,379	1,051
Interest expenses	94	780
Payments	(929)	(4,218)
Remeasurement of leases	(16)	(34)
Derecognition of lease liabilities	-	(31,105)
Balance at 30 June	<u>3,121</u>	<u>1,593</u>
	2023	2022
	\$'000	\$'000

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

Depreciation expense of right-of-use assets	887	3,719
Interest expense on lease liabilities	94	780
Gains or losses arising from derecognising the right-of-use assets and lease liabilities with Property NSW	-	(3,677)
Total amount recognised in the statement of comprehensive income	<u>981</u>	<u>822</u>

The entity had total cash outflows for leases of \$0.93m in FY2023 (2022: \$4.22m)

## Recognition and measurement

The entity assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The entity recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

## i. Right-of-use assets

The entity recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The right-of-use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Land and buildings 1 to 8 years
- Plant and machinery 1 to 17 years

If ownership of the leased asset transfers to the entity at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

## ii. Lease liabilities

At the commencement date of the lease, the entity recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the entity; and
- payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

## 10. Leases (continued)

## Recognition and measurement (continued)

## ii. Lease liabilities (continued)

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the entity's leases, the lessee's incremental borrowing rate is used, being the rate that the entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The entity's lease liabilities are included in borrowings.

## iii. Short-term leases and leases of low-value assets

The entity applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as an expense on a straight-line basis over the lease term.

## iv. Leases that have significantly below-market terms and conditions principally to enable the entity to further its objectives

The initial and subsequent measurement of right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the entity to further its objectives is the same as normal right-of-use assets. They are measured at cost, subject to impairment.

## 11. Restricted Assets

Items that are restricted assets are listed below:

	2023	2022
	\$'000	\$'000
Cash and Cash Equivalents	7,489	6,658
	<u>7,489</u>	<u>6,658</u>

The funds held in the bank accounts of NSW SES Unit Accounts comprise receipt of bequests, donations and fundraising revenue. In accordance with the *State Emergency Service Act 1989*, these monies are to be utilised for the sole purpose of preparing the community and responding to emergencies in the state of NSW.

## 12. Current Liabilities - Payables

	2023	2022
	\$'000	\$'000
Accrued salaries, wages and on-costs	1,499	1,059
Creditors	20,208	15,774
Contract liabilities	2,061	536
	<u>23,768</u>	<u>17,369</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 21.

## Recognition and measurement

Payables represent liabilities for goods and services provided to the entity and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

13. Current Liabilities - Borrowings	2023	2022
	\$'000	\$'000
Lease incentive	226	226
	<b>226</b>	<b>226</b>

Refer to Note 10 for further details on lease liabilities derecognised as a result of changes in the office accommodation arrangements with PNSW.

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in Note 21.

**Recognition and measurement***Financial liabilities at amortised cost*

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

14. Current Liabilities - Provisions	2023	2022
	\$'000	\$'000
<b>Employee benefits and related on-costs</b>		
Annual leave	4,906	4,077
Long service leave on-costs	1,254	1,389
	<b>6,160</b>	<b>5,466</b>
Current annual leave obligations expected to be settled after 12 months	1,461	1,205
Current long service leave obligations expected to be settled after 12 months	1,104	1,218
	<b>2,565</b>	<b>2,423</b>

15. Non-Current Liabilities - Borrowings	2023	2022
	\$'000	\$'000
Lease liabilities	3,121	1,592
Lease incentive	848	1,074
	<b>3,969</b>	<b>2,666</b>

Refer to Note 10 for further details on lease liabilities derecognised as a result of changes in the office accommodation arrangements with PNSW.

16. Non-Current Liabilities - Provisions	2023	2022
	\$'000	\$'000
<b>Employee benefits and related on-costs</b>		
Long service leave on-costs	124	137
	<b>124</b>	<b>137</b>
<b>Other provisions</b>		
Restoration costs	1,846	1,856
	<b>1,846</b>	<b>1,856</b>
	<b>1,970</b>	<b>1,993</b>
<b>Aggregate employee benefits and related on-costs</b>		
Provisions	6,284	5,603
Accrued salaries, wages and on-costs (Note 12)	1,499	1,059
	<b>7,783</b>	<b>6,662</b>

**Movements in provisions (other than employee benefits)**

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

	Restoration	Total
	\$'000	\$'000
Carrying amount at 1 July 2022	1,856	1,856
Unwinding / change in the discount rate	(10)	(10)
Carrying amount at 30 June 2023	<b>1,846</b>	<b>1,846</b>

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

## 16. Non-Current Liabilities - Provisions (continued)

**Recognition and Measurement***Employee benefits and related on-costs**Salaries and wages, annual leave and sick leave*

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the entity does not expect to settle the liability within 12 months as the entity does not have an unconditional right to defer settlement. Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

*Long service leave and superannuation*

The entity's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. The entity accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

*Consequential on-costs*

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

*Other provisions*

Provisions are recognised when: the entity has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. When the entity expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Any provisions for restructuring are recognised only when an entity has a detailed formal plan and the entity has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of the time value of money is material, provisions are discounted at 1.38% (2022: 1.38%), which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of discount rate) is recognised as a finance cost.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2023

**17. Commitments**
**Capital Commitments**

Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for:

	2023	2022
	\$'000	\$'000
Within one year	10,130	4,251
Total (including GST)	<u>10,130</u>	<u>4,251</u>
GST included above which is expected to be paid to the Australian Taxation Office	921	386

**18. Contingent Liabilities and Contingent Assets**

The NSW SES had no contingent liabilities or contingent assets as at 30 June 2023. (2022: nil)

**19. Budget Review**

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

**Net Result**

The Net Result of \$10.3m surplus compared favourably with a budgeted loss of \$24.5m. As a result of extensive flooding across NSW and the ongoing impacts of the COVID-19 Pandemic, on the supply chain, the NSW SES experienced delays in several programs of work, resulting in committed spend and some deliverables being delayed to the 2023-24 financial year. This increased Operational activity resulted in NDRRA Expenditure being \$31.4m over budget. Total expenses were \$27.0m over budget as a result. Total revenue was \$61.7m over budget. This is mainly attributed to the \$36.0m recoup of Disaster Relief expenditure as well as \$22.0m in additional Cluster Grants that were not in the original budget. The increase in Cluster Grants was associated with additional approved funding out of the Flood Inquiries. Note, the expenditure for Grants and subsidies was \$27.3m in the Treasury Budget Papers, however, for the purposes of the financial statements the budget is separated into Grants and Subsidies (\$12.3m) and Disaster Relief (\$15.0m).

**Assets and Liabilities**

Actual net assets were \$34.6m higher than budget. Cash and cash equivalents were \$24.4m higher than budget primarily due to higher than budgeted revenue as described above. Receivables were \$23.6m higher than budget and this is mainly attributed to the reimbursement of operational activity expenditure from NSW Reconstruction Authority. The receivables were partially offset by payables being over budget by \$8.2m.

**Cash Flows**

Net cash flows from operating activities were higher than budget by \$20.5m as a result of higher than budgeted revenue as described above. Net cash flows from investing activities was \$12.3m under budget primarily due to the Stay Safe and Keep Operational Program.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2023

**20. Reconciliation of Cash Flows from Operating Activities to Net Result**

Reconciliation of cash flows from operating activities to the net result as reported in the Statement of Comprehensive Income as follows:

	2023	2022
	\$'000	\$'000
Net cash used on operating activities	15,157	47,040
Depreciation and amortisation expense	(16,593)	(17,445)
Gifted assets and insurance proceeds	520	54
Net gain/(loss) on disposal of non-current assets	(147)	4,290
Decrease/(increase) in provisions	(671)	(303)
Decrease/(increase) in lease incentive	226	-
Increase/(decrease) in receivables	17,433	7,650
Increase/(decrease) in inventories	776	682
Decrease/(increase) in payables	(6,399)	(806)
<b>Net result</b>	<u><b>10,302</b></u>	<u><b>41,162</b></u>

**21. Financial Instruments**

The entity's principal financial instruments are outlined below. These financial instruments arise directly from the entity's operations or are required to finance the entity's operations. The entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The entity's main risks arising from financial instruments are outlined below, together with the entity's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Commissioner with advice from the Audit and Risk Committee has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the entity to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Commissioner and Audit and Risk Committee on a continuous basis.

**a) Financial instrument categories**

Class	Notes	Category	Carrying Amount	
			2023	2022
			\$'000	\$'000
<b>Financial Assets</b>				
Cash and cash equivalents	6	Amortised cost	75,075	88,650
Receivables <sup>1</sup>	7	Amortised cost	24,934	10,427
<b>Financial Liabilities</b>				
Payables <sup>2</sup>	12	Financial liabilities measured at amortised cost	21,700	16,824
Borrowings	13&15	Financial liabilities measured at amortised cost	4,195	2,892

**Notes**

- Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
- Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7). Includes lease liabilities.

The entity determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

**b) Derecognition of financial assets and financial liabilities**

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the entity has transferred substantially all the risks and rewards of the asset; or
- the entity has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control.

When the entity has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the entity's continuing involvement in the asset. In that case, the entity also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the entity has retained.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2023

**21. Financial Instruments (continued)**
**b) Derecognition of financial assets and financial liabilities (continued)**

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the entity could be required to repay.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

**c) Offsetting financial instruments**

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

**d) Financial risks**
**i. Credit Risk**

Credit risk arises when there is the possibility that the counterparty will default on their contractual obligations, resulting in a financial loss to the entity. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the entity, including cash and receivables. No collateral is held by the entity. The entity has not granted any financial guarantees.

Credit risk associated with the entity's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

The entity considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the entity may also consider a financial asset to be in default when internal or external information indicates that the entity is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the entity.

**Cash and cash equivalents**

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

**Accounting policy for impairment of trade receivables and other financial assets under AASB 9**
**Receivables - trade receivables**

Collectability of trade receivables is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

The entity applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 60 days past due.

**ii. Liquidity risk**

Liquidity risk is the risk that the entity will be unable to meet its payment obligations when they fall due. The entity continuously manages risk through monitoring future cash flows to ensure adequate holding of high quality liquid assets.

No assets have been pledged as collateral. The entity's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in TC 11-12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Commissioner (or a person appointed by the Commissioner) may automatically pay the supplier simple interest. No interest payments were made by the entity in the last 12 months.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2023

**21. Financial Instruments (continued)**
**d) Financial risks (continued)**
**ii. Liquidity risk (continued)**

The table below summarises the maturity profile of the entity's financial liabilities based on contractual undiscounted payments, together with the interest rate exposure.

<i>Maturity analysis and interest rate exposure of financial liabilities</i>								
	Weighted Average Effective Int. Rate	Nominal Amount <sup>1</sup>	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate	Variable Interest Rate	Non - Interest Bearing	< 1 yr	1-5 yrs	> 5 yrs
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2023</b>								
<i>Lease Liabilities</i>	N/A	3,121	-	-	3,121	-	3,121	-
<i>Payables</i> <sup>2</sup>	N/A	21,700	-	-	21,700	21,700	-	-
<b>2022</b>								
<i>Lease Liabilities</i>	N/A	1,592	-	-	1,592	-	1,592	-
<i>Payables</i> <sup>2</sup>	N/A	16,824	-	-	16,824	16,824	-	-
Notes:								
1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the Statement of Financial Position.								
2. The amounts disclosed here exclude statutory payables and unearned revenue (not within scope of AASB7).								

**iii. Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

The entity does not have any material exposure to market risk. The entity has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the entity operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the Statement of Financial Position reporting date. The analysis is performed on the same basis as for 2022. The analysis assumes that all other variables remain constant.

**Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Exposure to interest rate risk arises primarily through the entity's interest-bearing liabilities. This risk is minimised by undertaking mainly fixed rate borrowings, primarily with NSW TCorp.

The entity does not account for any fixed rate financial instruments at fair value through profit or loss or as at fair value through other comprehensive income. Therefore, for these financial instruments, a change in interest rates would not affect the carrying value or interest paid/earned. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates (based on official RBA interest rate volatility over the last five years). The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates:

	2023		2022	
	(1%)	1%	(1%)	1%
<b>Net Result</b>	(103)	103	(412)	412
<b>Equity</b>	(1,983)	1,983	(1,880)	1,880

## OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2023

### 22. Related Party Disclosures

The entity's key management personnel compensation are as follows:  
Short-term employee benefits:

	2023	2022
	\$'000	\$'000
Salaries	3,399	2,709
Other long-term employee benefits	223	170
Total remuneration	<b>3,622</b>	<b>2,879</b>

Key management personnel includes the Commissioner, all Deputy Commissioners, all Directors, Chief of Staff and the Chief Procurement Officer.

During the year, the entity did not enter into transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

The entity entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. The aggregate value of the material transactions and related outstanding balances as at and for the year ending 30 June 2023 are as follows:

Government Entity	Nature of transaction	2023		2022	
		\$'000	\$'000	\$'000	\$'000
		Transaction value	Net receivable/ (payable)	Transaction value	Net receivable/ (payable)
NSW Telco Authority	Government Radio Network	34,843	(6)	36,560	(19)
Fire & Rescue New South Wales	SAP Services	1,479	(53)	1,592	(320)
Department of Communities and Justice	Grants and Contributions	(192,170)	-	(209,241)	-
NSW Rural Fire Service	Hire of helicopters	234	(100)	1,435	(200)
Government Property NSW	Rent on leases	4,240	-	4,856	-
NSW Reconstruction Authority	NDRRA reimbursements	(35,959)	24,346	(13,495)	9,572
NSW Self Insurance Corporation	Insurance	10,133	-	38,334	(3,000)
		<b>(177,200)</b>	<b>24,187</b>	<b>(139,959)</b>	<b>6,033</b>

### 23. Volunteer Services

The operations of the Entity are dependant on the services provided by volunteers. Their contributions are essential to the provision of a comprehensive, efficient and effective emergency service throughout NSW.

In accordance with AASB 1058 - *Income of Not-for-Profit Entities* contributions of services will be recognised as revenue and expense when the fair value of those services can be reliably measured, and the services would have been purchased if not donated.

The contribution and cost of volunteer services has not been recognised in the financial statements as the services donated would not be purchased and cannot be reliably measured. The Entity's available budget would not enable the service to purchase alternative services if volunteers did not provide them.

In addition, the contribution and cost of Defence support through Defence Assistance to the Civil Community (DACC) in events 440/2122 and 48/2223 has not been recognised in the financial statements as the services donated would not be purchased and cannot be reliably measured.

### 24. Events after the Reporting Period

There are no events after the reporting period.

END OF AUDITED FINANCIAL STATEMENTS

## INDEX

### A

Acknowledgement of Country	5
Aims and objectives	11
Annual report costs	41

### C

Charter	11
Consultants	42
Cyber Security Policy attestation	44

### D

Disability Inclusion Action Plans	57
-----------------------------------	----

### F

Financial Statements	66
----------------------	----

### G

Government Information (Public Access) Act 2009	45
---	----

### H

Human Resources	34
-----------------	----

### I

Internal audit and risk management policy attestation (TPP20-08)	50
--	----

### L

Legal change	52
Letter of submission	6

### M

Management and activities	31
Management and structure	14

### N

Numbers and remuneration of senior executives	53
---	----

### P

Privacy Management Plan	41
Promotion	54
Public Interest Disclosures	54

### R

Research and development	29
Risk management and insurance activities	55

### S

Strategic objectives	21
Summary review of operations	27

### W

Website at which report may be accessed	41
Work Health and Safety	57
Workforce Diversity	59



**NSW STATE EMERGENCY SERVICE**

[WWW.SES.NSW.GOV.AU](http://WWW.SES.NSW.GOV.AU)