



NSW SES ANNUAL REPORT

2017-18

Author

NSW State Emergency Service

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For emergency help relating to a flood, storm or tsunami, please call 132 500 to be connected directly to our call centre. For other information, our contact numbers are shown under 'State Emergency Service' in the alphabetical section of the local Telstra White Pages Directory.

For general information about NSW SES, Storm, Flood and Tsunami Safety or to volunteer, please contact 1800 201 000. For further information visit the website at www.ses.nsw.gov.au. For ongoing updates, safety messages and news about NSW SES activities, like the NSW SES Facebook page at www.facebook.com/NSW.SES.

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:

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The Hon Troy Grant MP
Minister for Emergency Services
52 Martin Place
SYDNEY NSW 2000

Dear Minister

I am pleased to present the Annual Report of the NSW State Emergency Service for the year ending 30 June 2018, for submission to NSW Parliament.

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

Yours sincerely



Mark Smethurst DSC, AM
Commissioner

COMMISSIONER'S REVIEW



“Ongoing capability development and innovation is the key to ensuring the Service remains versatile and is vital to delivering on our mission of saving lives and protecting the communities of NSW.”

The past year has been one of both evaluation and evolution for the NSW SES. It started with a clear set of priorities: Volunteer Recruitment and Retention; Training improvements and enhancement; and Operational Capability development and innovation.

These priorities have required us to critically analyse service delivery to our volunteers and the communities they protect. It became clear through this process that we needed to make major changes to transform the Service. This process of organisational transformation has been well underway throughout the past 12 months and will continue to be realised in 2018-19.

Although a relatively quiet operational year with respect to storms and floods, our daily support operations have been constant, with land searches, road crash rescues and animal rescues amongst the 18,040 call-outs our members have attended.

Organisationally, we have welcomed Fatima Abbas as our new Deputy Commissioner of Strategy and Support, whilst Greg Newton has moved into the role of Deputy Commissioner, Operational Delivery. A new directorate of Training has also been established.

Our State Headquarters in Wollongong has moved into a larger, custom renovated building that delivers greater operational functionality and superior technological support.

The *Volunteering Reimagined* initiative, which began last year, has seen an increase in our volunteer base of 21% with an additional 1576 new members. The *Community Action Team* component of this initiative has been embraced by communities from Uranquinty to Lower Maclean. We have also established several memorandums of understandings with corporate partners and entities that will provide structured forms of assistance, particularly during large scale operations.

We continue to strengthen relationships across the emergency services sector, not only providing support during operational response, but also delivering workshops, coordinating exercises and sharing knowledge at conferences. Training reforms have been developed to improve the operational readiness of new volunteers and provide a variety of training delivery options and resources.

Ongoing capability development and innovation is the key to ensuring the Service remains versatile and is vital to delivering on our mission of “saving lives and protecting communities”. Attracting groups such as *Bush Search and Rescue* to join the Service has brought significant additional expertise and resources. Specialist capabilities such as Aviation and Large Animal Rescue continue to grow, with new capabilities earmarked for future development.

New and improved technology to support our volunteers in the field including radios, automatic vehicle location devices, and portable repeaters, are some of the benefits of the Operational Communications Equipment and Services project. Our operational fleet has also received a financial boost to upgrade aged vehicles for emergency response.

We have developed new systems including the Total Apparel Management Store to improve processes, increase efficiency and reduce administrative burden on our volunteers.

The coming year promises to bring further positive change across the service as we move into a new structure and a more flexible and adaptive way of supporting our volunteers and the community. nature will continue to challenge us and we will be positioned better than ever before to meet those challenges.

Mark Smethurst DSC, AM
NSW SES Commissioner

NSW SES OVERVIEW AND CHARTER

New South Wales State Emergency Service (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 the need to involve communities in strategic planning for, and response to, flood and storm emergencies. NSW SES was formed to meet this need. Since that time, the Service has expanded to include preparing for and responding to tsunamis, with a wide variety of other emergency response roles becoming part of the services the volunteer-based organisation offers.

At the end of 2017-18, NSW SES was made up of 9,110 volunteer members, including reserves, and 355 staff members (representing an FTE of 324.84 agency, contract and casual roles). The Service had 258 volunteer Units covering almost every Local Government Area in the State, led by a Unit or Local Controller. NSW SES Units are varied and unique in their response capabilities, which are based on the specific risks of the communities they serve. Often these risks are related to geographical features of the diverse landscapes in NSW. There are also some satellite units across the Service, particularly in areas with road-crash rescue or community first responder needs.

NSW SES Units are grouped into 16 Regions, with Region boundaries coinciding closely with major river systems. Regions are managed by a Region Controller, responsible for development of emergency management plans and overall control of emergency responses. Region and Unit headquarters are equipped with operations centres and many have a volunteer Unit assigned to the Region to help with training, planning and emergency operations. The Region Controller is assisted by five to eight staff members, and all coastal regions have an additional staff member for community engagement. NSW SES manages its 16

Regions by dividing them into the Directorates of Regions North and Regions South.

The Directorate of Regions North includes Hunter, Mid North Coast, Clarence Nambucca, Richmond Tweed, Namoi North West, Macquarie, Central West and Far West. The Directorate of Regions South includes Sydney Northern, Sydney Western, Sydney Southern, Illawarra South Coast, Southern Highlands, Lachlan, Murrumbidgee and Murray Regions.

Together, the 16 Regions deliver capability, training and administrative support to all the volunteer Units that make up the service delivery arm of NSW SES, providing the highly experienced and professional volunteer workforce the communities of NSW have relied on for over 60 years.

NSW SES State Headquarters is located in Wollongong, in the Illawarra Region of NSW, and coordinates State-wide training, planning and emergency response activities. The State Headquarters also maintains the Service's corporate functions including People and Culture, Media and Communications, Information and Communications Technology, Finance and Asset Management, and Strategy, Planning and Innovation.

What we do

NSW SES exists to mitigate the risk and consequence of emergencies in communities. It is the lead agency for floods, storms and tsunamis as specified by the *State Emergency Service Act 1989*. The range of emergency situations which NSW SES deals with is very broad, however, core business is the management of the effects of floods, storms and tsunamis. All NSW SES Units respond to damage caused by storms and have an active role in flood management. NSW SES volunteers are highly-skilled, experienced and well-trained in the wide variety of roles they perform. Each Unit is unique in its pattern of work because of the vast mix of risks and roles required in the diverse locations and communities in which the Units are situated.

In addition to responding to flood, storm and tsunami, NSW SES provides specialist capabilities

including general land rescue, vertical rescue, road-crash rescue, driver reviver, alpine and remote area search and rescue. NSW SES frequently assists other emergency services in a variety of roles, including searches for evidence and missing people with NSW Police Force and community first responder roles in rural locations with the Ambulance Service of NSW.

NSW SES Leadership

NSW State Emergency Service Commissioner, Mark Smethurst DSC AM, is supported by Deputy Commissioner Strategy and Support, Fatima Abbas who was appointed in May 2018 and Deputy Commissioner Operational Delivery, Greg Newton.

A New Director of Training, Joan Lynch was appointed in November 2017.

The Band One Executive structure was changed in May 2018 as a result of our Organisational Transformation program. Directors were appointed to their new roles in line with GSE requirements. These new roles are reflected in Section 3 on page 9.

Principal Legislation & Legal Change

The main piece of legislation administered by the NSW SES is the *State Emergency Service Act 1989*. Under the Act:

- (1) The State Emergency Service has the following functions:
 - (a) To protect persons from dangers to their safety and health, and to protect property from destruction or damage, arising from floods, storms and tsunamis
 - (b) 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
 - (c) To act as the combat agency for damage control for storms and to co-ordinate the evacuation and welfare of affected communities
 - (2) *State Emergency and Rescue Management Act 1989* (NSW)
 - (3) The functions of the NSW SES are to be exercised in accordance with the *State Emergency and Rescue Management Act 1989* (NSW)
 - (4) There have been no changes to the *State Emergency and Rescue Management Act 1989* (NSW) during 2017-18.
- (d) To act as the combat agency for dealing with tsunamis and to co-ordinate the evacuation and welfare of affected communities
 - (e) 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
 - (f) To carry out, by accredited SES units, rescue operations allocated by the State Rescue Board
 - (g) 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)
 - (h) 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
 - (i) 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

Changes to Legislation

- (4) There have been no changes to the *State Emergency and Rescue Management Act 1989* (NSW) during 2017-18.

Significant Judicial Decisions

On 29 September 2017, the Coroner's Court of New South Wales made two recommendations as a result of the inquests into the deaths of Robin MacDonald, Colin Webb and Brian Wilson:

1. That the NSW State Emergency Service, the Bureau of Meteorology and the Dungog Shire Council work together to convene a technical advisory group involving representatives from each organisation, and liaise with any officer of the Office of Environment and Heritage, and any consulting engineer(s) and local flood expert(s) engaged from time to time, to look at solutions for warning and responding to flood and flash flood events in Dungog (including the Myall Creek catchment):
 - i. On an interim basis while an automated flood warning system is developed; and

On a long term basis, to consider developing an automated flood warning system designed to use a combination of rainfall and riverine water levels relevant to flood in the Myall Creek and its tributaries.
2. That further consideration be given to providing the NSW State Emergency Service with access to an out-posted meteorologist from the Bureau of Meteorology for ongoing planning and consultation, on a part-time basis, as well as assistance during weather events.

In relation to the first recommendation, the NSW SES has met its commitments.

In relation to the second recommendation a Senior Forecaster from the Bureau of Meteorology will be situated at SHQ on a fulltime basis from 2 July 2018.

Economic or other factors

No significant factors impacted achievement of operational objectives.

Funds granted to non-government community organisations

No funds were granted to non-government community organisations.

NSW SES ORGANISATIONAL STRUCTURE

The Service's Principal Officers hold the following qualifications, as of 30th June 2018.

Mark Smethurst DSC, AM

Commissioner
Master of Management; Master of Strategic Defence Studies; Bachelor of Arts.

Fatima Abbas

Deputy Commissioner - Strategy and Support
Executive Master of Public Administration; Master of Psychology (Organisational); Bachelor of Science/Psychology; Diploma in Human Resources Management.

Greg Newton

Deputy Commissioner - Operational Delivery
Bachelor of Arts; Graduate Diploma in Education.

Mark Morrow JP

Assistant Commissioner, Director Operational Response
Graduate Diploma of Police Management; Advanced Diploma in Project Management; Executive Master of Public Administration.

Scott Hanckel ESM

Assistant Commissioner, Director Organisational Performance and Engagement
Associate Diploma in Personnel Administration.

Stephen McRobert

Director Information and Communications Technology/Chief Information Officer
Graduate Diploma Public Administration; Diploma Frontline Management.

Kathleen Iacurto GAICD

Director People and Development
Master of Business Administration; Master of Management; Bachelor of Mathematics (Mathematics and Computing Science); Diploma of Work Health and Safety.

Kaylene Jones JP

Assistant Commissioner, Director Planning and Preparedness
Diploma of Management.

Scott Bridgement CPA

Director Finance, Assets and Business Services/Chief Financial Officer
Bachelor of Commerce; Fellow CPA Australia.

Joan Lynch

Director Training
Graduate Certificate Marketing.

NSW SES REGION CONTROLLERS

REGION	NAME	LOCATION
Central West	Mr Craig Ronan ESM	Bathurst
Clarence Nambucca	Mr Mark Somers	South Grafton
Far West	Mr Graeme Craig ESM	Cobar
Hunter	Mr Stephen Hart	Metford
Illawarra South Coast	Mr Greg Murphy ESM	Coniston
Lachlan	Mr Colin Malone	Parkes
Macquarie	Mr David Monk	Dubbo
Mid North Coast	Mr Anthony Day	Taree
Murray	Mr Bernard Kates	Albury
Murrumbidgee	Mr Colin Malone	Wagga Wagga
Namoi North West (trial joint Region)	Mr Andrew Galvin	Gunnedah and Moree
Richmond Tweed	Mr Mark Somers	Goonellabah
Southern Highlands	Mr Greg Murphy ESM	Goulburn
Sydney Northern	Ms Allison Flaxman	Hornsby
Sydney Southern	Ms Samantha Colwell	Bankstown
Sydney Western	Mr Peter Cinque OAM, ESM	Seven Hills

NSW State Emergency Service



NSW SES REGION HEADQUARTERS

Central West

79 Corporation Avenue, Bathurst 2795
 Phone: (02) 6334 8555
 Email: cwr.admin@one.ses.nsw.gov.au

Clarence Nambucca

26 Induna Street, South Grafton 2460
 Phone: (02) 6641 6900
 Email: cnr.admin@one.ses.nsw.gov.au

Far West

PO Box 244, Cobar 2835
 5 Bradley Street, Cobar 2835
 Phone: (02) 6879 7100
 Email: fwr.admin@ses.nsw.gov.au

Hunter

72 Turton Street, Metford 2323
 Phone: (02) 4931 3222
 Email: hur.admin@one.ses.nsw.gov.au

Illawarra-South Coast

PO Box 1460, Wollongong 2500
 22-32 Masters Road, Coniston 2500
 Phone: (02) 4251 1200
 Email: isr.admin@one.ses.nsw.gov.au

Lachlan

55 Matthews Street, Parkes 2870
 Phone: (02) 6863 8100
 Email: lar.admin@one.ses.nsw.gov.au

Macquarie

160 Bultje Street, Dubbo 2830
 Phone: (02) 6882 2222
 Email: mqr.admin@one.ses.nsw.gov.au

Mid North Coast

14 Arkwright Crescent, Taree 2430
 Phone: (02) 6592 5800
 Email: mnr.admin@one.ses.nsw.gov.au

Murray

PO Box 523, Lavington 2641
 25 Catherine Crescent, Lavington 2641
 Phone: (02) 6058 5300
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Murrumbidgee

206 Fernleigh Road, Wagga Wagga 2650
 Phone: (02) 6932 9199
 Email: mer.admin@one.ses.nsw.gov.au

Namoi North West

PO Box 465, Gunnedah 2380
 28 Borthistle Road, Gunnedah 2380
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 Email: nmr.admin@one.ses.nsw.gov.au

Richmond Tweed

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 7 Lancaster Drive, Goonellabah 2480
 Phone: (02) 6625 7700
 Email: rtr.admin@one.ses.nsw.gov.au

Southern Highlands

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 Email: shr.admin@one.ses.nsw.gov.au

Sydney Northern

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 Cnr Leonard and Hornsby Streets, Hornsby 2077
 Phone: (02) 9987 3000
 Email: snr.admin@one.ses.nsw.gov.au

Sydney Southern

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 Unit 4, 150 Canterbury Road, Bankstown 2200
 Phone: (02) 9766 9000
 Email: sssr.admin@one.ses.nsw.gov.au

Sydney Western

Unit 3, 7 St James Place, Seven Hills 2147
 Phone: (02) 8811 7700
 Email: admin@swd.ses.nsw.gov.au

NSW SES STATE HEADQUARTERS

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For emergency help in floods, storms and tsunami call 132 500.

For other information, the numbers are shown under 'State Emergency Service' in the alphabetical section of local Telstra White Pages Directory.

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REGISTERED NSW SES UNITS

Central West

Central West Region Headquarters
Bathurst
Blayney
Burruga
Canowindra
Eugowra
Lithgow
Molong
Oberon
Orange City
Portland
Sofala

Clarence-Nambucca

Clarence-Nambucca Region
Headquarters
Bellingen
Brushgrove
Coffs Harbour City
Copmanhurst
Corindi
Dorrigo
Grafton City
Lawrence
Maclean
Nambucca
Nymboida
Ulmarra
Urunga
Wooli- Yuraygir
Yamba

Far West

Far West Region Headquarters
Bourke
Brewarrina
Broken Hill
Cobar
Euabalong
Goodooga
Ivanhoe
Menindee
Packsaddle
Tibooburra
White Cliffs
Wilcannia

Hunter

Hunter Region Headquarters
Aberdeen
Cessnock City
City of Newcastle
Cooranbong
Denman
Dungog
Lake Macquarie City
Maitland City
Merriwa
Murrurundi
Muswellbrook
Port Stephens
Scone
Singleton
Tomaree

Illawarra-South Coast

Illawarra South Coast Region
Headquarters
Batemans Bay
Bega
Bermagui
Coniston

Eden
Kiama
Moruya
Moss Vale
Nowra
Shellharbour City
St Georges Basin
Ulladulla
Wingecarribee
Wollongong City

Lachlan

Lachlan Region Headquarters
Condoblin
Cowra
Forbes
Gooloogong
Grenfell
Lake Cargelligo
Parkes
Peak Hill
Trundle
West Wyalong

Macquarie

Macquarie Region Headquarters
Baradine
Carinda
Collarenebri
Coonamble
Dubbo
Dunedoo
Gilgandra
Glengarry
Lightning Ridge
Mudgee
Narromine
Nyngan
Rylstone
Walgett
Warren
Wellington

Mid North Coast

Mid North Coast Region Headquarters
Camden Haven
Forster-Pacific Palms
Gladstone
Gloucester Shire
Harrington
Kempsey Shire
Lord Howe Island
Nabiac
Port Macquarie Hastings
Stroud
South West Rocks
Taree City
Wauchope
Wingham

Murray

Murray Region Headquarters
Albury
Balranald
Barham
Corowa
Culcairn
Deniliquin-Conargo
Holbrook
Jerilderie
Khancoban
Mathoura
Moama
Tocumwal

Tumbarumba Shire
Urana
Wentworth

Murrumbidgee

Murrumbidgee Region Headquarters
Coleambally
Coolamon
Cootamundra
Goolgowi
Griffith
Gundagai
Hay
Hillston
Jonee
Leeton
Narrandera
Temora
The Rock
Tumut
Wagga Wagga

Namoi

Namoi Region Headquarters
Armidale - Dumaresq
Barraba
Boggabri
Gunnedah
Guyra
Liverpool Plains Shire
Manilla
Narrabri
Nundle
Pilliga
Tambar Springs
Tamworth
Tingha
Uralla
Walcha
Wee Waa

North West

North West Region Headquarters
Ashford
Bingara
Boggabilla
Deepwater
Garah
Glen Innes
Inverell
Moree
Mungindi
Tenterfield
Warialda
Yetman

Richmond Tweed

Richmond Tweed Region
Ballina
Broadwater
Casino
Coraki
Kyogle
Lismore City
Mullumbimby
Murwillumbah
Tabulam
Tweed Coast
Tweed Heads
Urbenville
Woodburn

Southern Highlands

Southern Highlands Region
Headquarters

Bigga
Bombala
Braidwood
Bungendore
Captains Flat
Cooma-Monaro
Collector
Crookwell
Goulburn
Harden
Nimmitabel
Queanbeyan
Snowy River
Sutton
Windellama
Yass
Young

Sydney Northern

Sydney Northern Region Headquarters
Gosford
Hornsby
Hunters Hill
Ku-ring-gai
Manly
Mosman
North Sydney
Ryde
Warringah-Pittwater
Willoughby-Lane Cove
Wyong

Sydney Southern

Sydney Southern Region Headquarters
Bankstown
Camden
Campbelltown
Canterbury
City of Sydney
Cronulla
Fairfield
Heathcote
Hurstville
Kogarah
Liverpool
Marrickville
Menai
Randwick
Bayside
Sutherland
Waverley-Woolahra
Wollondilly

Sydney Western

Sydney Western Region Headquarters
Ashfield-Leichhardt
Auburn
Blacktown
Blue Mountains
Burwood
Canada Bay
Hawkesbury
Holroyd
Mount Druitt
Parramatta
Penrith
Strathfield
The Hills

State Capability Units

Bush Search and Rescue
Operational Support
Aviation Management
Alpine Search and Rescue

NSW SES PERFORMANCE IN 2017-18

The NSW SES continues to transform, focusing on our mission of “Saving Lives and Protecting Communities” as well as our three strategic anchors of volunteer experience, community and capability.

This has moved NSW SES closer to achieving our vision of being “the best volunteer emergency service in Australia”. With the NSW SES Strategic Plan at the forefront of how we perform, the Annual Report has reported this Financial Year’s key achievements and performance against the five strategic themes. A full version of the ‘Strategic Plan 2016 - 2021’ is available on the NSW SES website.

4.1 Strategic Theme 1: Strengthening our capability

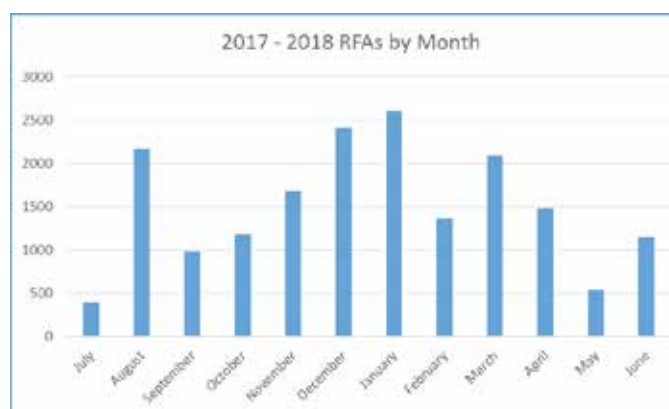
Commitment: Ensure that our people are equipped with the tools, knowledge, systems and skills they need to deliver an effective capability to our communities.

Highlights:

- Led nine major operational events in the 2017-2018 Financial Year period. Answered 81,197 calls at the State Operations Centre, including 36,169 calls to the Flood/Storm assistance line (132 500) and responded to 18,040 Requests for Assistance (RFAs)
- Centralised radio communication capability in the far west of NSW via digital high frequency (DHF) technology
- Replaced all fixed, portable and mobile radios across the NSW SES with improved technology, including duress functionality
- Equipped all General Land Rescue vehicles with Automatic Vehicle Location (AVL) devices, aiding in the most efficient dispatch and monitoring of rescue resources to emergencies

- During 2017-2018 the highest number of Requests for Assistance (RFAs) were received during January 2018 (2600), followed by December 2017 (2408), and then August 2017 (2169)

Core Role



2017-2018	Total RFAs
July	394
August	2169
September	982
October	1181
November	1678
December	2408
January	2600
February	1362
March	2086
April	1485
May	539
June	1156
TOTAL	18040

The NSW SES State Operations Centre maintained a centralised emergency response call taking capacity in State Headquarters (including the national Flood and Storm Assistance number 132 500), coordinating all priority lines as well as the Service's switchboard.

2017-2018	132 500 calls	Total calls
July	952	4232
August	3665	7826
September	2833	6509
October	3135	6926
November	4073	8229
December	4380	7863
January	3733	7767
February	3378	7232
March	3470	7884
April	3539	6806
May	1119	4539
June	1892	5384
TOTAL	36169	81197

Significant operational weather events:

During the 2017-18 period, NSW SES responded to the most significant weather event in mid-August 2017 when vigorous westerly winds combined with a low pressure system moved over the southern and central eastern parts of NSW. During this 7 day period, NSW SES responded to 1,405 Requests for Assistance from the community.

Between 19th and 28th March 2018, a series of severe thunderstorms resulted in damaging winds, large hail stones and heavy rainfall, impacting from the Hunter Region down to the Sydney Metropolitan area as well as several rivers experiencing minor flooding. NSW SES received 1,375 Requests for Assistance during this period, including eight flood rescues, with the remainder of the jobs relating to roof and tree damage.

On the 5th November 2017, a transient low pressure system generated heavy rainfall and damaging winds across eastern NSW. NSW SES received 916 Requests for Assistance during this period within the Mid North Coast, Sydney Northern and Hunter Regions.

Region Overview

NSW SES Regions and Units across the State have collectively provided services to the communities of NSW in preparation for and in response to flood and storm events during the 2017-18 Financial Year period.

In addition to performing a wide range of other emergency response and support roles to meet the diverse needs of the populations our members serve, the key focus areas of the Service have been to build our membership base, improve safety and enhance our response capability.

These focus areas have realised positive outcomes and highlights such as:

- The roll-out of a State-wide radio capability, reducing the incidence of radio blackspots and in turn improving safety and connectedness for our members
- The development of a new flexible volunteering model known as Volunteering Reimagined. Introduction of the NSW SES Volunteering Reimagined Strategy has seen a growth in membership of some 21% since September 2017. Key components of the strategy include re-categorisation of membership roles to core, flexible and corporate based roles, introducing more agile and sustainable options to join the NSW SES and support service delivery. Examples include:
 - Creation of Community Action Teams and State Capability Teams, such as the Deaf Liaison Unit, Bush Search and Rescue, and Remote Area Land Search Units.
 - Finalisation of 6 Memoranda of Understanding (MOU) with corporate entities including Evolution Mining, University of New England and Charles Sturt University, with numerous additional agreements under development.

- NSW SES members undertook an engagement survey (Volunteer Voice) to provide an opportunity for all members to share feedback about their volunteer experience and identify areas for the Service to improve. The survey was similar to the People Matter Survey completed by NSW SES Staff. An action plan has been developed following this survey for implementation in the 2018 - 19 financial year.
- The staged introduction of an Incident Management framework that has included Nationally recognised training and a state of the art mentoring and development program for Level 2 and 3 Incident Controllers
- A successful application to the NSW Government to fund the NSW SES Operational Fleet Strategy, allowing for the delivery of a fit for purpose fleet of vehicles and vessels
- Ongoing focus on operational improvements, including addressing areas identified in the Coronial Inquest following an east coast low storm event which impacted the Hunter Valley and Central Coast in April 2015
- A new internal agency mapping platform; Geospatial Emergency Mapping System (GEMS) was released to all members in May 2018, supporting self-service mapping tools for decision support during emergency planning and response

Operational Capability Development

State Rescue Board (SRB) Policy

NSW SES led an all agency review of the existing State Flood Rescue Policy. The revised policy was approved in November 2017. This was then incorporated into the State Rescue Policy in order to consolidate and streamline rescue arrangements in NSW.

NSW SES completed development of tactical level training products for flood rescue capability such as Perform Land Based Swift Water and Floodwater Rescue and Recovery. The Undertake Swiftwater and Floodwater Rescue and Recovery training is also currently being finalised.

Flood Rescue Management Project

NSW SES has continued to improve capability in responding to flood rescue requests for assistance through the initiation and development of a Flood Rescue Management program.

Vessels Categorisation and Specification Project

NSW SES undertook an analysis of marine vessel assets within the Service's existing fleet. The program will also define waterway characteristics and descriptors enhancing operational capability of the Service.

Large Animal Rescue Operations Launch

NSW SES launched Large Animal Rescue Operations (LARO) in 2018. Concepts from a NSW SES Large Animal Masterclass in 2017 were expanded to enable trainers, with existing knowledge of NSW Rescue Operations around Large Animal Rescue, to facilitate these workshops. The workshops provided hands-on scenario based training and practical activities with existing NSW SES LARO resources. LARO training and facilitation resources were developed and badged to support a multi-agency approach across Large Animal Rescue Operations.

State-based Capability Units

Bush Search and Rescue (BSAR) from the Volunteer Rescue Association has partnered with the NSW SES, bringing its proud 82 year history and excellent reputation in the area of specialised remote search. This unit is now known as the NSW SES Bush Search and Rescue Unit. The NSW SES BSAR Unit was the first of the State Capability Units, bringing across over 135 members who joined up specifically to undertake the role of remote land search. This partnership enhances our search capabilities in support of NSW Police and demonstrates our Volunteering Reimagined strategies in action.

On 26 April 2018, the NSW SES Commissioner signed a Legislative Instrument for creation of a new state-based Capability Unit, the Operational Support Unit (OSU). The Unit's primary role is to facilitate support to operations through the use of specialist personnel trained in the operation of our enhanced mobile incident command vehicles and communication platforms.

The NSW SES incident command vehicle capability consists of a large and a medium vehicle platform. These incident command vehicles are designed for rapid deployment, providing a number of key capabilities including communications systems through voice and visual means, or through the use of operational pods linked to operational management systems.

NSW SES recognises that aviation is a strong passion for many members and the input and membership of the Aviation Management Team has moved from an Aviation Capability Development Group (CDG) to an Aviation Management Group (AMG), which will see the Aviation Operations Team move to a State Based Capability Unit.

Tsunami

Service level policy development has resulted in the release of the *Operational Standard – Tsunami Operations*, which, along with other recently developed doctrine, continues to inform the development of tsunami planning and response capability through internal and external exercises.

Rank and Insignia

In 2018 NSW SES undertook a comprehensive review of its existing rank structure. This review has resulted in a new rank and insignia structure that formally recognises members' skills, experience and capability, and aligns to their level of operational authority. This model is currently being implemented in a phased approach and supports both field and incident management training pathways as well as the new organisational structure under Organisational Transformation.

Operational Doctrine Review Project (ODRP)

The ODRP has implemented a new Service level operational doctrine structure which continues to deliver updated, aligned and more closely governed policy and procedural documentation to support safe and efficient work practices amongst all NSW SES members. The project continues to deliver changes, updates and refinement of day-to-day operational activities, supported by a comprehensive implementation strategy.

Incident Management Capability

NSW SES is continuing to invest in developing a highly capable workforce of Incident Management personnel, accredited for the roles they undertake. To achieve this objective the Incident Management Project team have successfully implemented the following outcomes:

- Incident Management Standard
- Incident Management Framework
- Incident Management Training Pathways
- Introduction to AIIMS-4 eLearning module
- AIIMS Principles and Functions blended learning solution
- Incident Management Awareness eLearning Modules 1-3
- Community Liaison Officer; and
- Leadership Fundamentals.

Pilot training programs were also delivered for the following Incident Management capability:

- Field Team Leader
- Work in an Incident Control Centre
- Duty Officer
- Incident Controller (Level 2)
- Planning Officer (Level 2); and
- Operations Officer (Level 2).

NSW SES has also increased the number of capable Incident Management Team personnel, with training during 2017-2018 of approximately:

- 1200 members in Introduction to AIIMS-4
- 400 members completed AIIMS Principles and Functions; and
- 500 members attaining the qualification of Control a Level 1 Incident.

Fit For Purpose Facilities

In August 2017, the agency transitioned from the previous headquarters in Regent Street to the New State Headquarters at 93-99 Burelli Street Wollongong. The transition occurred smoothly without negative impact to operational capability. The new SHQ building is currently undergoing a National Australian Built Environment Rating System (NABERS) rating for sustainability and efficiencies, with a goal of attaining a five star NABERS rating.

The Facilities Branch also supported NSW SES units through the management of various building works projects, with \$980,000 worth of funding from Unit Building Grants being utilised across the state. This funding was invested across 38 different facilities projects. Major upgrades were completed at units such as Bombala, Mullumbimby, Walcha, Camden Haven and Nyngan whilst new facilities were funded for Forster Pacific Palms and Guyra units.

Fit For Purpose Fleet

NSW SES has been successful in its NSW Treasury Business Case submission for the ongoing replacement of Fleet assets, with an allocation of \$54.6M to the fleet program over the next four years. The Operational Fleet Replacement Program, commencing 1 July 2018, will replace 270 vehicles, 124 marine vessels and 95 trailers over the next four years. This will provide NSW SES volunteers with state of the art vehicles, flood boats, and equipment to ensure our communities are safer and our volunteers better supported in their response efforts. The fleet program will also improve standardisation and efficiency of the NSW SES' operational fleet.

4.2 Strategic Theme 2: Supporting stronger communities

Commitment: Ensure community participation is central in all aspects of emergency management

Highlights:

- Over 150,000 interactions with the public were undertaken to increase a shared understanding of and responsibility for natural disasters
- Multiple Community Action Teams (CATs) established across community locations including Lower Macleay, Port Macquarie, Sussex Inlet and Tumbulgum
- \$60,000 invested through NSW SES and NRMA Insurance Get Ready Grants, funding local initiatives which involve local communities in preparing and planning for local flood, storm and tsunami; and
- Active involvement in multiple community-based engagement activities, projects and research.

Community Resilience

NSW SES continues to utilise the latest resilience building strategies with communities of NSW through active involvement in research and development and application of the resulting evidence-based best practice processes.

The Service has focused on developing community engagement practices that are prioritised based on community risk. These practices encourage local community-led participation and local asset-based solutions. This in turn builds increased community resilience to floods, storms and tsunami.

The NSW SES has been involved in multiple projects and research during the 2017-18 period including:

- Stronger for the Storm report and recommendations
- Get Ready Narrabri Citizen and Youth Jury Project

- Community Involvement in Planning recommendations
- Project U-Turn (developing a strategy to encourage people to turn around when they encounter flood waters); and
- Post Flood Community Resilience Building Project in Richmond Tweed.

Public Information strategies were also developed and implemented including roll-out of training for Community Liaison Officers and trainers across NSW. The capability of the NSW SES to work with communities during floods, to share information better and support locally led solutions has been enhanced by this initiative.

In October 2017, NSW SES was awarded a Resilience Australia Award in the Government Category for its social media campaign *Real People, True Stories: If It's Flooded Forget it*. The project centred on the stories of real people who were either caught in floodwater in vehicles or who decided to enter floodwater and the lessons learned through their experience. The project produced a range of social media collateral, which is currently being used by NSW SES to promote informed decision-making by members of the public in relation to entering floodwater.

Partnerships

NSW SES has been in partnership with NRMA Insurance since 2011. With storms, floods, hail and cyclone accounting for 96% of the total economic cost of natural disasters in New South Wales (\$3.6bn), our partnership helps communities to become better prepared and more resilient, and this helps reduce the impact of storm and flood events on the communities we serve.

This partnership is focused on actively engaging and empowering local communities to understand their local risk and take steps to manage that risk through preventative action, ultimately saving lives and protecting communities. This is achieved through implementing innovative and engaging programs of work that are tailored to communities and specific to local needs. The partnership with NRMA Insurance supports volunteer grants that focus on preparing communities for storm and flood events through local Get Ready community engagement initiatives.

Each year community preparedness Get Ready campaigns are run across NSW, leveraging consumer insights and storm claims data to raise awareness of storm risks and encourage communities to act to prepare their homes. During the 2017-18 Get Ready campaign, NRMA Insurance implemented a phased media relations and Public Relations campaign to encourage residents in NSW to prepare for storm season and to support the NSW SES partnership.

This approach was based on new consumer research into 'storm moments' (such as driving/commuting in storms) which allowed us to target media when storms were either forecast or 'hitting' major metropolitan areas in NSW. In addition, a social influencer strategy was implemented in November 2017 to reach audiences outside of traditional media. The release of NRMA Insurance claims data once again proved popular with media and earned headline coverage across NSW.

A summary of results for the 2017-18 Storm Season campaign is below:

- 186 newspaper clips achieved reaching an audience of 13.66 million in NSW
- 100% of media coverage included at least one of the campaign key messages; and
- Over 630 radio paid spots across NSW.

With our Principal Sponsor, NRMA Insurance, NSW SES initiated Get Ready Grants for local NSW SES units, with a grant condition being the involvement of local communities in the project development and delivery. Successful projects for completion in 2018-19 include:

- Get Ready Girl preparedness workshops
- Large Animal Evacuation planning
- Local Community Flood Markers
- Animals and Preparedness; and
- Pop-up conversations at local hot spots.

In partnership with NRMA Insurance, 18 early warning flood monitoring devices (DipStiks) have been placed in flood prone communities across NSW as part of a trial. The trial period ran from

March 2017 to March 2018 and is being conducted in partnership with local councils in six flood-prone regions: Campbelltown, Liverpool, Shellharbour, Coffs Harbour, Wollondilly and Dungog. The DipStik devices work by monitoring water levels 24 hours a day, seven days a week. When a storm occurs, warning messages are sent to the council and NSW SES so they can take appropriate measures and advise the local community of floodwater risk.

DipStiks are also fitted with a high-powered flashing beacon that can warn oncoming motorists and the local community that an area or road is flooded. With floods estimated to cost NSW communities over \$820M per year, smart monitoring systems like DipStik provide early warning of floods and can play a vital role in helping communities plan for and manage flood events. By providing real-time data, DipStik can also lead to improved understanding of flood trends in local areas. The trial is part of the commitment of NSW SES and the partnership with NRMA Insurance to help communities better understand, reduce and prevent risks associated with natural disasters.

Engaging, Co-creation and Connection

During the 2017-18 financial year, over 500 community engagement program activities were delivered with information being distributed through the use of brochures, toolkits, radio and social media. Over 150,000 interactions with the public were undertaken to increase shared understanding and responsibility for natural disasters.

To align service practice with how NSW SES engages and co-creates with communities of NSW, NSW SES developed the 'SAME PAGE' communications and change strategy. SAME PAGE was a direct outcome of the previous year's Community Involvement in Planning Pilot Project, which investigated methodologies on how to best engage with communities. Twelve (12) engagement principles were also developed as a result of this project and will be implemented into new Community Engagement training after the current review is finalised in 2020.

Project U-Turn has established local community reference groups in pilot locations across NSW

to identify solutions to problems associated with flooded roadways. Working in partnership with a range of agency stakeholders and communities, the project has initiated a range of solutions with communities as it progresses. Local Action Plans for these communities will feed into a State Action Plan that identifies solutions for people who continually enter flooded roadways.

In addition to the above community engagement strategies, the NSW SES continues to manage strategic flood mapping produced from publically funded flood studies on behalf of the NSW government through the Flood Data Access Program. The NSW Minister for Emergency Services launched the first program deliverable, the NSW Flood Data Portal (flooddata.ses.nsw.gov.au) in September 2017 at the Australasian Fire and Emergency Service Authorities Council (AFAC) conference held at the International Convention Centre Sydney.

Demographics and Future World

To position NSW SES strategically for the future, plan for demographic projections and maintain best practice in community engagement, the Service has developed a measurement and evaluation framework to monitor engagement practice and inform future service delivery. This framework measures community resilience, knowledge, awareness, action and trust and will help measure and improve how we engage with our communities. NSW SES are currently implementing the measurement and evaluation framework across the active Get Ready Grants and are planning a baseline state-wide survey towards the end of 2018.

NSW SES believes that working with communities and investing in contemporary engagement activities is the best way to manage future world realities and hazards. Examples include working with a citizens and youth jury in Narrabri to look at local flood solutions, working with communities on the North Coast of NSW post flood events through local community forums and establishing networks and partnerships that work with specific target groups across NSW, including multicultural, indigenous and disability groups.

Utilising statistics from the Australian Bureau of Statistics in conjunction with risk mapping ensures our localised community engagement is targeted to those most at risk both geographically and from social disadvantage. Building an internal Business Intelligence Warehouse will also ensure NSW SES data and intelligence such as this are shared across the Service to better inform service delivery to communities of NSW and help save lives and protect communities.

NSW SES will continue to work in partnership with other agencies, services and the community to meet future demographics and community needs in 2018-2019 financial year.

Emergency Planning

NSW SES is developing a hazard-planning framework (incorporating community involved planning) based on community risk. This will include the development of a State-level risk profile and corporate and community risk reduction strategy to inform the geographic priorities for reducing risk, and will establish our Service's approach to identifying treatments and risk reduction reporting.

NSW SES reviewed the State Flood and Storm Plans, updating their format to be more succinct and ensuring they are end-user focused.

NSW SES continues to inform best practice land use planning in the Sydney Metropolitan area through collaboration with the Greater Sydney Commission, working with collaboration area groups such as Liverpool; Parramatta and Olympic Peninsula; and Penrith CBD, as well as contributing to the Hawkesbury Nepean Strategy.

NSW SES supported local government councils to develop local flash flood warning networks and associated warning products.

NSW SES is conducting the Urban Levee Project which involves working with communities and other state government agencies to identify the unique risks of leveed communities. Using information gained from community workshops conducted across the state, NSW SES has been identifying

information communities living behind levees need to prepare and respond to flooding. NSW SES is also developing a decision making tool to better inform planning and operational response.

Communication, Branding and Media

A new media dissemination application was launched to enable members to forward content more efficiently to media and other distribution groups, including important safety and preparedness information. This application won the Response and Recovery category at the Emergency Media and Public Affairs awards for excellence in communications.

This year the NSW SES added Instagram to its suite of social media platforms, increasing the ability of the Service to provide relevant and informative online content to NSW communities. Online courses were also developed in media and social media to assist volunteers to better communicate with local media and inform their local communities.

In 2017-18, the NSW SES continued to liaise closely with media to provide critical safety and preparedness information to help communities prepare for, respond to and recover from emergencies and disasters. Work was undertaken to build awareness of the Service's new flexible volunteering options to encourage greater volunteering with NSW SES, and to build community emergency response capacity and capability.

Several high profile campaigns as well as local initiatives were undertaken. These campaigns included Get Ready, where there was a focus on the prevention of people entering floodwater; as well as Wear Orange Wednesday (WOW Day), which focused on community recognition of SES volunteers and the benefits of volunteering.

Several high profile television appearances also helped to raise awareness of the importance of preparing for emergencies, including 'Better Homes and Gardens'; as well as numerous radio and online interviews and stories.

4.3 Strategic Theme 3: Adapting to a changing world

Commitment: As an agency we will understand the challenges of a changing world and pro-actively adapt to ensure our ability to respond

Highlights:

- A formal process has been introduced to better monitor and report on progress in implementing recommendations from after action reviews and real time evaluations
- The Service has developed a greater capability to engage and coordinate spontaneous volunteers, implemented a corporate volunteering program and supported Community Action Teams to build resilience in local communities; and
- The NSW SES Facebook Page has gained 137,800 likes.

Social Trends and Technology

NSW SES has continued to actively communicate through social media channels both with its membership and the community. The Service uses Facebook, Instagram, Twitter, LinkedIn and YouTube to engage with and inform communities, and its own membership. NSW SES Regions and Units, as well as Corporate SES online channels, have continued to provide information that is relevant to a wide variety of audiences, from statewide, to regional and local.

The State NSW SES Facebook page had 137, 800 likes, and there were more than 1,736 followers on Instagram and over 64,800 followers on Twitter at the end of 2017-18 financial year.

A new online tool, the Andy Grace media dissemination application, allows members to quickly gather video and photos in the field to send to local media. These are able to be immediately viewed by the NSW SES media team and shared to social channels or state and national media.

A new internal communications tool was utilised during this year, enabling more efficient and effective circulation of critical information to NSW SES members via a weekly e-newsletter 'Member Connect'. This communications tool and the NSW SES Media Application are examples of the Service harnessing innovative digital solutions to support improved internal and external engagement.

NSW SES understands the importance of dynamic content and has harnessed a video sharing and storage solution to better support the management of this content. By investing in this innovative digital application Viostream, the Service has enabled members to contribute and share SES video in the one secure and convenient location, while simultaneously improving record and media auditing.

Volunteering

NSW SES has developed a new flexible volunteering model known as Volunteering Reimagined. The initiative utilises research from the Bushfire and Natural Hazards Cooperative Research Centre and outlines three new membership pathways. Through this approach, NSW SES has developed a greater capability to engage and coordinate spontaneous volunteers, implemented a corporate volunteering program and supported a number of local Community Action Teams to build resilience in communities.

Flexible opportunities have also been made available to existing volunteers to improve retention of skilled and experienced members. These new volunteer opportunities have led to many new initiatives across NSW, including the establishment of a multicultural community liaison team, a daytime Unit and partnerships with universities. These enhancements to the NSW SES volunteering model are just the beginning of a new way of thinking and new method of engaging with volunteers for the NSW SES which will increase the capability of the Service, build resilience within local communities and create a more rewarding volunteering experience, positioning the NSW SES at the forefront of volunteering.

Planning and Research

During 2017-18, NSW SES submitted conference abstracts promoting research projects at the following conferences:

- Floodplain Management Australia National Conference
- Australasian Fire and Emergency Service Authorities Council (AFAC)
- Australasian Natural Hazards/National Emergency Management Conference (NZ)
- GeoSmart Asia Conference
- Safer Cities Summit; and
- Mapped Out Conference.

In addition, four new internal research projects received funding via the Office of Emergency Management (OEM).

NSW SES also continued involvement with a number of research projects through the Bushfire and Natural Hazard Co-operative Research Centre. Utilisation of the findings from a number of the research projects has now commenced.

Seven after action reviews and two real time evaluations were undertaken by NSW SES, each involving all levels of the agency's operational response to ensure a thorough understanding of events that occurred and how NSW SES responded during the severe weather event. Real time evaluations captured and analysed the agency's operational response during the severe weather events, in addition to conducting an after action review. In this way, lessons were identified to support continual improvement of service delivery and operational response.

Public Information and Warnings

NSW SES received \$190,000 in funding during this financial year to optimise public information and warnings for flood, storm and tsunami. The warnings project reviewed latest research and sought feedback from over 3,000 citizens and stakeholders across NSW to improve the structure, format and communication of messages.

This important research is informing the development of messages that are more timely, tailored and relevant to a wider variety of crisis situations and audiences. The project also developed training, exercising, protocols and frameworks to build capability and improve consistency in public information and warnings across the Service.

Revenue and Funding

In 2017-18, many NSW SES Units were successful in gaining funding support through a variety of external grants programs including; Emergency Volunteer Support grants and NRMA Insurance Get Ready grants. These funding opportunities boost resources and allow extra support for local Volunteer Units. Some great examples of innovative projects arising from these grants are the Kempsey Flood Marker project that was launched recently with the local community and the upgrades to training rooms for the City of Sydney, Sutton and Broken Hill SES Units.

4.4 Strategic Theme 4: Developing and supporting our people

Commitment: Develop modern sector leadership that instils a safe, positive workforce culture and promotes learning

Highlights:

- 32% of all volunteer leadership roles and 35% of paid staff leadership roles in NSW SES are filled by women
- 5,614 nationally recognised units of competency have been issued to NSW SES members
- NSW SES volunteers conducted a total of 28 Secondary School Cadet programs with 500 cadets graduating

Training and Development

With the formation of the new Training Directorate, this year has seen an increased focus on training and development at NSW SES. We have

commenced the streamlining of Volunteer training pathways to support Volunteering Reimagined and the increasingly diverse opportunities for volunteering with NSW SES. Through this and other training initiatives, in the past year 5,614 nationally recognised Units of Competency were issued to NSW SES members.

This year, the Service has leveraged from a joint venture initiative with Fire and Rescue NSW (FRNSW), NSW Rural Fire Service (NSW RFS) and Office of Emergency Management (OEM) to co-brand and share the development and delivery of training such as multi agency incident management based training. Nine multi agency leadership programs were delivered this year with over 30 members attending. In addition, two members completed a Graduate Certificate in Applied Management through the Australian Institute of Police Management (AIPM). For our experienced communication officers working in the State Operation Centre (SOC), in partnership with NSW RFS under our Joint initiative, Recognition of Prior Learning is currently in progress for the qualification of Certificate III in Public Safety – Emergency Communication Centre Operations. The final Origin Energy sponsored Leading Self Leading Others program was also completed, with a total of 370 NSW SES volunteer leaders attending this course over the last three years.

This year 44 Flood Rescue Level 1, Level 3, and refresher courses were run with a total of 580 participants. A new First Aid course was also released and over 70 members were upskilled to deliver and assess in the new First Aid unit of competency. This course will be delivered by trainers and assessors across the State. The SOC has trained and professionally developed 146 personnel, building greater capability for response to requests for assistance from members of the NSW Community and other emergency service organisations.

To continue to build members skills and knowledge and to maintain operational readiness, a number of exercises were held throughout the year. Several of these exercises placed a particular focus on the State Operations Centre to ensure

familiarity with the new state headquarters building and equipment. Three OEM funded exercises were also conducted, with a focus on Tsunami and Flood Rescue.

To support skills development and shared learning, NSW SES facilitated local rescue competitions resulting in 10 teams being nominated for the NSW SES State Disaster Rescue Competition.

This year's competition was held at Bathurst, the first time the challenge has been held outside of the Sydney Metropolitan and Wollongong areas. The event also incorporated an expo which consisted of displays and information providing an extended learning opportunity for attendees. A team from NSW SES Port Macquarie Unit won the competition and went on to represent the Service at the National Disaster Rescue Challenge in Tasmania. The team performed outstandingly, winning the national competition and becoming the champions for 2017.

In addition, a team from NSW SES Hawkesbury Unit represented the Service at the Australasian Rescue Challenge held by the Australasian Roadcrash Rescue Organisation. The team competed strongly and brought back many learnings that were shared amongst other rescue units across NSW SES.

Youth Engagement

Engagement of young volunteers in the NSW SES has remained strong with the highest proportion of members currently in the 21 to 25 year age range.

This year NSW SES volunteers have conducted a total of 28 Secondary School Cadet programs with 500 cadets graduating. A number of emerging models of delivery have been successfully trialled, including evening programs at NSW SES units and a school holiday program. A Memorandum of Understanding was established with PCYC NSW and rollout of collaborative youth programs has begun.

The following NSW SES volunteers were presented with awards at the Young People in Emergency Services Awards held at NSW Parliament House in June 2018:

- NSW SES Cadet of the Year: Holly Hughes from Northern Beaches Secondary College, Manly Campus
- NSW SES Andy Roberts Memorial Cadet Award for Outstanding Achievement: Rachella Biviano from Georges River Grammar School; and
- NSW SES Young Volunteer of the Year: Ally Steen from the NSW SES Liverpool Unit. Ally was also sponsored to attend the Frontline Developing Future Leaders Course at the Australian Institute of Police Management.

Young volunteers Tom Nichols from NSW SES Shellharbour Unit and Teon West from NSW SES Hornsby Unit were sponsored to participate in the Young Endeavour Youth Scheme voyage. Young NSW SES volunteers Ainslie Mulquiny, Tessa Wicks and Ezekiel Knight were sponsored to attend the National Volunteering Forum.

Safety and Wellbeing

During 2017-18, training was provided in mental health and psychological first aid to Peer Supporters and Chaplains, increasing their capacity to assist members. NSW SES Peer Supporters are trained to provide first level support and act as a conduit to longer-term support when required for members and their families. They provide on-scene support and psychological first aid as well as information about mental health and wellbeing through the 'My 5 Awareness' education program. NSW SES Chaplains provide pastoral, spiritual and emotional support for members and their families as well as ceremonial services and support to the leadership of the Service. There are currently 56 Peer Supporters and 18 Chaplains across the Service.

This year the Critical Incident Support Program continued to provide support on scene and post-event. The Peer Support area provided 720 hours of support, Chaplaincy provided 840 hours of support, and the Employee Assistance Program provided 489 hours of support to our members.

The first stage of Peer Support Incident Response Team Training (IRT) was undertaken in 2018. The

IRT are a core group of Peers who have been identified to undertake further training than that available to basic Peer Supporters. The type of training includes Group Crisis Intervention and Advanced My5 delivery. The IRT will also form part of the succession planning towards increasing or replacing our volunteer Duty Officers should the need arise in the future.

An advanced My5 program is currently being developed, targeting our first responders such as Road Crash Rescue/Community First Responders and General Land Rescue. This program will assist in identifying high risk areas where volunteer members are subjected to traumatic incidents on an on-going basis. The program has been piloted in three locations for feedback.

Diversity and Inclusion

NSW SES is committed to promoting and maintaining an inclusive culture that values diversity. In addition to many celebrations and awareness-raising initiatives, members attended the first International Womens' Day Forum this year and had the opportunity to directly contribute to an action plan that will support the Service's new Flexible Work Policy. As an AFAC Male Champion of Change, the Commissioner has been active in bringing attention to issues raised through a series of listen and learn forums.

This year four diversity networks have been established including the NSW SES Women's Network, NSW SES Indigenous Members Network, NSW SES LGBTIQ+ and Allies Network and NSW SES Disability and Carers Network. These groups are self-governed with Executive sponsorship. The purpose of these groups is to advocate for the interests, perspectives and concerns of the employees and volunteers they represent. Key strategies are in development and will continue to be progressed with the involvement of these networks. These include a Diversity Policy, Disability Action Plan and Indigenous Membership Action Plan.

The Service developed an online Diversity and Inclusion eLearning module which was released in

September 2017. This is available to all members to increase the Service-wide capability in working successfully with diversity.

4.5 Strategic Theme 5: Delivering service of excellence

Commitment: A leading organisation that is innovative, sustainable, and transparent delivering end to end excellence

Highlights:

- Procurement Release and Materials Scheduling (PR&MS) was implemented in SAP, streamlining the creation and approval process for purchase orders.
- Completion of the Operational Communications Equipment and Systems (OCES) five year program which delivered significant improvements to operational communications for volunteers and Units in all Regions.
- A redesigned functional structure for the organisation based around a five Zone model, with introduction of matrixed working principles.
- A new Governance Framework was approved and implemented; and
- A Records and Information Management program (RIM) delivered systems, processes and tools to better manage and utilise core NSW SES information and ensure information is used as an asset.

Transforming the NSW SES

In April 2017, Commissioner Smethurst announced the Organisational Transformation program. This transformation focussed on five core areas of work. These included structural reform, flexible volunteering, enhancing training capability, increasing the digital capability of the Service and improving operational capability. These five areas form the basis of a range of targeted programs and projects that will continue beyond this financial year, delivering lasting transformation of the NSW

SES and creating a more contemporary and professional service which is able to meet the needs of the communities of NSW into the future.

During the 2017-18 Financial Year, the NSW SES Organisational Transformation project team engaged in broad consultation across the staff and volunteer base. Over 20 separate workshops were held with engagement of almost 1,000 of our members face to face. This consultation informed the development of:

- New Vision and Mission statements to guide the organisation in its transformation journey
- A new Flexible Volunteering model, developed and implemented through the Volunteering Reimagined program
- A documented Incident Management Operating Model (IMOM); and
- A redesigned functional structure for the organisation based around a 5 Zone model, with introduction of matrixed working principles.

Following the completion of the above work, role descriptions were developed for all roles within the new organisational structure and the Executive were appointed within the new structure in May 2018. A matrixed team from across the organisation was formed to support the implementation of the new organisational structure as a key enabler for transformation across the five core program areas. Preparation for structural transition is in progress, with work well underway in the following areas:

- Staff appointment and recruitment processes to fill over 300 roles in the new structure
- Redesign of internal operating systems, such as; SAP, Beacon, intranet (EOS) and multiple other downstream ICT systems to support work within the new model
- Analysis and redesign of critical organisational processes (such as but not limited to Finance, Logistics, Asset Management) to facilitate operation of the new model
- Definition and planning for the cultural change required to operate within the new model

- Planning for the transition to the new organisational structure; and
- Identification of critical components of transformation work for completion during the 2018-19 Financial Year.

During the 2018-19 Financial Year the NSW SES Organisational Transformation program will continue. Structural changes will be completed and work will be continued or initiated for a number of critical components within each of the five core areas, ensuring continued innovation and improvement end to end across our Service. This will build a more efficient and sustainable organisation to support the communities of NSW into the future.

Technology and Innovation

The 2017-18 Financial Year saw major investment in technologies that have delivered significant improvement in connectivity and integration, enhancing NSW SES capability and capacity to manage major emergencies and disasters across the state.

Infrastructure and system improvements in the new state headquarters have delivered innovative and robust technology solutions that focus on the continuity of key business operations. A highly available, redundant core ring topology network was installed between the State Headquarters and NSW Government Datacentres to increase service availability and reliability to our State Operations Centre (SOC). A Unified Communications solution was commissioned at State Headquarters to modernise our telephony services and increase 132 500 call capacity.

These changes have established redundant systems and support teams for the SOC ensuring volunteers and employees have continuous access to systems and are able to perform their daily work tasks before, during and following an emergency.

In Regions, 35 fibre network connects were commissioned to replace ADSL services, increasing network capacity in these locations by up to nine times and increasing network reliability, particularly during storm events. Over 600

computers and laptops were installed to replace aging fleet and ensure our members have access to vital information during operational events. The Operational Communications Equipment and Systems (OCES) program completed the final year of a five year program which focused on operational communications for Volunteers and Units in Regions. Project deliverables in the final year of the program included:

- Completion of upgrades and expansion to radio network coverage in the Murrumbidgee (53% increase) and Murray (31% increase) Regions
- All primary vehicles of Accredited Rescue Units equipped with Automatic Vehicle Location systems monitored through the State Operations Centre (SOC)
- Replacement and expansion of the Radio Communication Equipment including fixed, mobile and portable radios with enhanced safety and functional capabilities
- Peripheral device (printer) upgrades across the State in all Region Headquarters and Units, with one support agreement and centralised accounts
- Upgrades to fourteen (14) Incident Control Centres with interactive audio visual information display suites
- Delivery of Long Range Digital HF Radio to remote areas of the Far West Region not covered by conventional radio networks; and
- Enhancement to radio communications infrastructure, specifically long term recording and seamless recall capability for radio traffic.

Key benefits delivered by the OCES program included:

- Increased technology capability and critical infrastructure, enhancing NSW SES ability to reduce severe weather impacts to communities and their properties
- Upgraded mission critical and business support communications infrastructure across the State in all Region and Unit Headquarters to ensure NSW SES is ready to deal with major emergencies and natural disasters; and

- Alignment with the NSW Telco Authority Critical Communications Enhancement Program, meeting Australian Government mandates which affect changes to spectrum use (RALI-GS1).

Procurement and Logistics

NSW SES introduced an eProcurement portal, providing members with the ability to order their Personal Protective Clothing (PPC) online and have it delivered to an address nominated by the member. The eProcurement portal called the TAMStore (Total Apparel Management Store) was launched on 22nd December 2017. With faster delivery times and a less complex ordering process, it offers a modern and user-friendly way for our members to get their PPC.

Procurement Release and Materials Scheduling (PR&MS) was also implemented at NSW SES, streamlining the creation and approval process for purchase orders. A new mobile phone App for approval of purchase orders was added to all NSW SES issued iPhones to streamline and improve the purchase order release process. This project simplifies how we request, receive, transfer and manage inventory materials at State Warehouse, State Headquarters and all Region Headquarters. The automated reordering of designated inventory provides greater visibility and control over stock levels, stock in transit, materials and equipment.

Business and Systems Excellence

In order to ensure appropriate allocation of financial and human resources in support of the strategic plan, an improved business proposal prioritisation process was implemented this year, and regular reviews of project progress and initiative funding were completed throughout the year. These processes were further reviewed and streamlined in preparation for the next Financial Year.

A formal process has been introduced to monitor and report on progress in implementing recommendations from Real-Time Evaluations and After Action Reviews.

The new online volunteer application, released in October 2016, led to a significant reduction this financial year in the time required to process volunteer applications. With paper forms eliminated and membership data quality improved as a result of the online processes, the average time taken to process an application from 'recommended' stage to the police check and member onboarding has reduced to 15 days. During this time, 2662 applications were approved.

An upgrade to the NSW SES TV studio was commenced, with the goal of enabling NSW SES to broadcast live to television stations within 15 minutes and with greater flexibility, allowing the studio to be used in smaller events, and increasing the ability of the Service to disseminate public safety messaging. The new system will be more reliable, faster and cheaper than the current satellite based system, and reduces the reliance on an on-site third party provider.

Working Together

This year our focus on building organisational change capability and encouraging collaboration across the Service has strengthened. At an organisational level, we have facilitated a number of large scale staff and volunteer engagement opportunities, particularly as we progress our Transformation program and move towards our new structure and way of working. This includes placing a greater focus on managing the expectations and advocacy of impacted stakeholders (including tools to support the change) and communicating the change in a timely manner through a variety of channels to gain broader momentum and buy-in for the Transformation.

At a project level, we continue to strengthen our change planning capability and provision of specialist change management support for our key strategic initiatives, including OCES, the mobile assessment app and volunteering reimagined. A core focus this year has been on integrating change management processes and disciplines into our project management framework. This will assist us to actively engage in change planning and collaboration throughout the lifecycle of our new initiatives and projects.

The rollout of the organisation's new Project Management Framework was completed, supported by the development of an interactive and user-friendly website. With the implementation of this framework, the governance of projects was streamlined, with a shift to a program-based management approach.

Through the utilisation of these organisational and project level strategies, we will ensure our organisational changes and improvements remain sustainable into the future.

Governance

Internal Audit

NSW SES has a co-sourced Internal Audit Program which provides independent, objective assurance about the controls in place to manage the Service's risk areas. It also seeks to identify areas of improvement for the Service. The Chief Audit Executive oversees the internal audit function and the annual Internal Audit Plan is developed from a comprehensive risk-based assessment, endorsed by the Audit & Risk Committee and approved by the Commissioner.

In 2017-18, audits were performed in key risk areas including information technology, asset management and financial functions and operational management. Positive outcomes from these audits include improved management systems, compliance with legislation, better accountability and improved internal controls.

A five year independent quality assessment of NSW SES Internal Audit function was conducted by the Institute of Internal Auditors (IIA) in September 2017. The assessment confirmed that the NSW SES is conforming to the core principles issued by the IIA, quality assessment objectives, internal audit principles and attributes of effective internal audit.

Risk Management

NSW SES is compliant with Internal Audit and Risk Management Policy for the NSW Public Sector (TPP 15-03) published by NSW Treasury (see page 65). NSW SES is committed to increasing its level of risk maturity through embedding a risk framework and establishing stronger, more consistent risk

practices. The NSW SES Risk Management framework sets up processes and aims to design, implement, monitor, review and continually improve risk.

The Chief Audit Executive is responsible for advising the Commissioner on the identification, recording and management of key risk areas across the Service and provides regular reports on risk management to the Strategic Leadership Team and the Audit and Risk Committee.

The Governance Branch has been working across the Service to advise on and assess strategic, directorate, program and project related risks. This work has contributed to improvements in risk management and business practice across the areas assessed.

The risk management framework was reviewed and updated, including the risk matrix and the escalation processes. Specialist functions also operate to coordinate risk management for work health and safety, information management and technology, contract and project management.

Governance framework

The NSW SES Governance Framework identifies the processes and systems which drive and support good governance. The Governance Framework was approved by the Commissioner in the 2017-18 financial year and outlines how we use corporate governance arrangements to contribute to our overall performance and ensure that we meet the requirements of the law, regulations, published standards and community expectations.

Records Management

The Records and Information Management program (RIM) is delivering systems, processes and tools to better manage and utilise core NSW SES information and ensure information is used as an asset. This will enable the agency to protect and support decision makers and members through compliance with NSW legislation.

The last 12 months have focused on business intelligence, records management and information management with the following outcomes being achieved:

- A records management policy and guideline has been developed to reinforce actions required for compliance with the State Records Act 1998
- Micro Focus Content Manager 9 has been implemented as the Electronic Document and Records Management System (EDRMS). All data from the legacy TRIM EDRMS has been migrated. Efforts in the new year will focus on integrating Content Manager with existing business systems to allow members to keep records in place and have the records managed seamlessly in the EDRMS
- An Information Management Framework and governance has been developed to ensure the quality, integrity and security of NSW SES information during its lifecycle; and
- A data warehouse has been implemented to bring the first key SES datasets together to give real time insight and historical trends. Data visualisations have been developed that can easily be accessed and queried to provide intelligence for planning and decision making. This business intelligence platform delivers efficiencies by replacing reporting regimes that in the past took a significant amount of manual effort.

Policy

During the 2017-18 Financial Year, a new framework was implemented that sets a broad structure for managing doctrine (including corporate policy) in NSW SES. Seventeen new policies were released under this framework, with more under development or review. Those already released include a Volunteer Membership Policy to accompany our Volunteering Reimagined initiative, as well as new or revised policies for the prevention of bullying and harassment, the wearing of uniforms, the use alcohol and other drugs, Chaplaincy, unit building grants, and the use of data from surveillance devices.

Business Continuity Planning

During the 2017-18 year, a number of business continuity exercises were successfully performed. The exercises tested NSW SES' ability to maintain and/or recover key business processes and resources through a disruptive event.





FINANCIAL STATEMENTS



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 report of the Office of the NSW State Emergency Service (the Service), which comprise the Statement of Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, 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 report:

- give a true and fair view of the financial position of the Service as at 30 June 2018, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with 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 believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report

Other Information

Other information comprises the information included in the Service's annual report for the year ended 30 June 2018, other than the financial statements and my Independent Auditor's Report thereon. The Commissioner of the Service is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by Commissioner.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

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 and the PF&A Act and for 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 except where the Service's operations will cease as a result of an administrative restructure.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

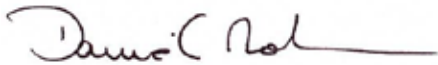
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

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. The description forms part of my auditor's report.

My opinion does not 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.



David Nolan
Director, Financial Audit Services

27 September 2018
SYDNEY



OFFICE OF THE NSW STATE EMERGENCY SERVICE
FINANCIAL STATEMENTS
For the Year Ended 30 June 2018

STATEMENT BY COMMISSIONER

Pursuant to Section 45F of the *Public Finance and Audit Act 1983*, I state that:

- (a) The accompanying financial report has been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the Financial Reporting Code for NSW General Government Sector Entities, the applicable clauses of the Public Finance and Audit Regulation 2015 and Treasurer's Directions;
- (b) The financial report exhibits a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2018; and
- (c) There are no circumstances which would render any particulars in the financial report to be misleading or inaccurate.

A handwritten signature in black ink, appearing to read 'M. Smethurst', is positioned above the printed name of the Commissioner.

Mark Smethurst DSC, AM
Commissioner

27 September 2018



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START OF AUDITED FINANCIAL STATEMENTS

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of comprehensive income
for the year ended 30 June 2018

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
Expenses excluding losses				
Employee-related expenses	2(a)	41,180	41,427	41,240
Operating expenses	2(b)	45,479	43,360	46,409
Depreciation	2(c)	7,733	7,560	5,500
Grants and subsidies	2(d)	4,330	4,731	3,797
Other expenses (Disaster Relief)	2(e)	3,273	10,000	14,042
Finance costs	2(f)	67	-	-
Total expenses excluding losses		102,062	107,078	110,988
Revenue				
Sales of goods and services	3(a)	2	40	1
Investment revenue	3(b)	621	437	600
Grants and contributions	3(c)	109,836	108,853	128,033
Acceptance by the Crown Entity of employee benefits and other liabilities	3(d)	394	146	388
Other income	3(e)	2,258	328	2,633
Total Revenue		113,111	109,804	131,655
Gains / (losses) on disposal	4	(8)	(149)	279
Other gains / (losses)	5	-	-	(25)
Net Result		11,041	2,577	20,921
Other comprehensive income				
Total other comprehensive income		-	-	-
TOTAL COMPREHENSIVE INCOME		11,041	2,577	20,921

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Statement of financial position
as at 30 June 2018**

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	6 & 10	34,706	22,039	39,108
Receivables	7	5,996	2,605	12,726
Inventories	8	4,436	5,649	5,114
Other current assets		-	5	-
Total Current Assets		45,138	30,298	56,948
Non - Current Assets				
Property, Plant and Equipment				
- Land and buildings	9	10,980	13,238	11,711
- Plant and equipment	9	66,109	64,015	43,886
Total Property, Plant and Equipment		77,089	77,253	55,597
Total Non-Current Assets		77,089	77,253	55,597
Total Assets		122,227	107,551	112,545
LIABILITIES				
Current Liabilities				
Lease liabilities	11	29	-	29
Payables	12	11,833	11,114	14,219
Provisions	13	4,621	4,019	5,163
Total Current Liabilities		16,483	15,133	19,411
Non - Current Liabilities				
Lease liabilities	11	3,637	-	3,283
Provisions	14	1,302	69	87
Total Non - Current Liabilities		4,939	69	3,370
Total Liabilities		21,422	15,202	22,781
Net Assets		100,805	92,349	89,764
EQUITY				
Accumulated funds		100,805	92,349	89,764
Total Equity		100,805	92,349	89,764

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 2018

	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2017	89,764	89,764
Net result for the year	11,041	11,041
Total comprehensive income for the year	11,041	11,041
Balance at 30 June 2018	100,805	100,805
 Balance at 1 July 2016	 68,843	 68,843
Net result for the year	20,921	20,921
Total comprehensive income for the year	20,921	20,921
Balance at 30 June 2017	89,764	89,764

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 2018**

	Notes	Actual 2018 \$'000	Budget 2018 \$'000	Actual 2017 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(40,532)	(41,282)	(40,533)
Grants and subsidies		(7,603)	(14,731)	(3,797)
Other		(54,857)	(44,660)	(64,190)
Total Payments		(102,992)	(100,673)	(108,520)
Receipts				
Sale of goods and services		2	40	1
Interest received		929	437	608
Grants and contributions		118,293	108,529	132,790
Other		8,518	1,953	11,958
Total Receipts		127,742	110,959	145,357
NET CASH FLOWS FROM OPERATING ACTIVITIES				
	19	24,750	10,286	36,837
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, and plant and equipment		378	71	486
Purchases of land and buildings, and plant and equipment		(29,530)	(29,481)	(27,174)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(29,152)	(29,410)	(26,688)
CASH FLOWS FROM FINANCING ACTIVITIES				
NET CASH FLOWS FROM FINANCING ACTIVITIES				
		-	-	-
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS				
		(4,402)	(19,124)	10,149
Opening cash and cash equivalents		39,108	41,163	28,959
CLOSING CASH AND CASH EQUIVALENTS	6	34,706	22,039	39,108

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 2018

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OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2018

1. Summary 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 NSW SES is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

NSW SES is an emergency and rescue service dedicated to assisting the community. It is made up almost entirely of volunteers, with 258 units located throughout New South Wales. The units comprise approximately 9,000 volunteer members. NSW SES major responsibilities are for flood and storm operations. NSW SES also provides road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural) and other forms of specialist rescue. NSW SES also assists other emergency services when they are performing major operations.

These financial statements for the year ended 30 June 2018 have been authorised for issue by the Commissioner on 27 September 2018.

(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 *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*; and
- the Financial Reporting Directions mandated by the Treasurer.

Property, plant and equipment are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

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.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2018

(c) Statement of compliance

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

(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:

- 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 Australian Accounting Standards

- (i) Effective for the first time in 2017-18

The accounting policies applied in 2017-18 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 2017-18. The impact of these Standards in the period of initial application did not have any material impact on the financial performance or position of the NSW SES.

- AASB 2016-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107*
- AASB 2017-2 *Amendments to Australian Accounting Standards – Further Annual Improvements 2014-2016 Cycle*

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2018

(f) Changes in accounting policy, including new or revised Australian Accounting Standards (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. These include:

- AASB 9 *Financial Instruments*
- AASB 15, AASB 2014-5, AASB 2015-8 and 2016-3 regarding *Revenue from Contracts with Customers*
- AASB 16 *Leases*
- AASB 1058 *Income of Not-for-profit Entities*
- AASB 1059 *Service Concession Arrangements: Grantors*
- AASB 2016-7 *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities*
- AASB 2016-8 *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities*

The possible impact of these Standards in the period of initial application is not anticipated to have any material impact on the financial performance or position of the NSW SES with the exception of AASB 16 Leases.

AASB 16 applies to the annual reporting period beginning on or after 1 January 2019. All operating leases with a term of more than 12 months (unless the underlying asset is of low value) will be treated as finance leases and will require their value to be recorded on the balance sheet. The value of future lease payments at the time of recognition (30 June 2020) will be \$37.2m (\$36.6m as at 30 June 2017).

(g) Changes in accounting estimates

Effective 22/02/2018, the entity has changed the useful lives for the following category of asset:

Computers: 3 to 20 years (PY 2 to 20 years)

The implementation of this new rate is a change in accounting estimate as per AASB108. This change in useful life has had no impact on the depreciation expense this financial year.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

	2018	2017
	\$'000	\$'000
2. Expenses Excluding Losses		
(a) Employee related expenses		
Salaries and wages (including annual leave)	34,452	34,872
Superannuation - defined benefit plans	292	301
Superannuation - defined contribution plans	2,659	2,630
Long service leave	1,442	1,102
Workers' compensation insurance	378	300
Payroll tax and fringe benefit tax	1,957	2,035
	41,180	41,240
Employee related costs that have been capitalised in fixed asset accounts, and therefore excluded from Note 2(a) are \$0.83m (2017: \$0.61m)		
(b) Operating expenses include the following:		
Auditor's remuneration	\$'000	\$'000
- audit of financial statements	176	124
Operating lease rental expense		
- minimum lease payments	4,558	5,948
Insurance	1,224	845
Cleaning	745	564
Utilities	733	645
Fleet expenditure	2,305	2,497
Travel	1,352	1,218
Freight, cartage and packing	156	168
Advertising and publicity	320	449
Telecommunication	3,719	3,667
Government Radio Network	9,479	8,281
Printing and Stationery	494	764
Fees for services rendered	1,299	1,268
Contractors	333	273
Consultants	1,989	959
Legal Fees	229	298
Training	2,269	2,355
Maintenance*	4,619	5,022
Computer Services	2,491	1,429
Minor Equipment	2,905	5,358
Cost of inventories held for distribution	2,658	3,047
General Expenses	1,426	1,230
	45,479	46,409
*Reconciliation - Total maintenance		
Maintenance expense - contracted labour and other (non-employee related), as above	\$'000	\$'000
	4,619	5,022
Employee related maintenance expense included in 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	4,619	5,022
*Reconciliation - Total maintenance	4,619	5,022

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.

Operating leases

An operating lease is a lease other than a finance lease. Operating lease payments are recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

2. Expenses Excluding Losses (continued)

	2018	2017
	\$'000	\$'000
(c) Depreciation expense		
Plant and equipment	7,733	5,500
	7,733	5,500

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

	2018	2017
	\$'000	\$'000
(d) Grants and subsidies		
Grants - Emergency workers compensation insurance contribution *	3,000	3,000
Grants - Unit accommodation	1,330	797
	4,330	3,797

* Grants to Emergency workers compensation represents payments required under the Emergency and Rescue Workers Compensation Fund.

	2018	2017
	\$'000	\$'000
(e) Other expenses		
Disaster Relief - Goods and services	2,192	10,704
Disaster Relief - Staff	1,081	3,338
	3,273	14,042

Flood, storm, tsunami and bushfire relief payments are made during emergencies for expenses directly attributable to Natural Disaster events. Parts of these payments are reimbursable through the Natural Disaster Relief Arrangements between the Commonwealth and NSW Governments.

	2018	2017
	\$'000	\$'000
(f) Finance costs		
Unwinding of discount on restoration provision	67	-
	67	-

3. Revenue

Recognition and Measurement

Income is measured at the fair value of the consideration or contribution received or receivable. Comments regarding the accounting policies for the recognition of income are discussed below.

	2018	2017
	\$'000	\$'000
(a) Sale of goods and services		
Sale of goods and rendering of services	2	1
	2	1

Recognition and Measurement

Sale of goods

Revenue from sale of goods is recognised as revenue when the entity transfers the significant risks and rewards of ownership of the goods, usually on delivery of the goods.

Rendering of services

Revenue from rendering of services is recognised when the service is provided.

	2018	2017
	\$'000	\$'000
(b) Investment revenue		
Interest revenue from financial assets not at fair value through profit or loss	621	600
	621	600

Recognition and Measurement

Interest income

Interest income is recognised using the effective interest rate method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

3. Revenue (continued)

	2018 \$'000	2017 \$'000
(c) Grants and contributions		
Disaster relief	348	5,888
Donations and fundraising *	670	1,738
Vesting of vehicles by Local Government	82	607
Insurance company contributions **	-	84,902
Local Government contributions **	-	13,479
Department of Justice Grants:		
Recurrent appropriation grant **	106,433	18,304
Capital appropriation grant	2,303	3,115
	109,836	128,033

* Includes \$0m in bequeaths received (2017: \$0.24m).

** In 2018, NSW SES received funding directly from Department of Justice.

Recognition and Measurement

Income from grants (other than contribution by owners) is recognised when the entity obtains control over the contribution. The entity is deemed to have assumed control when the grant is received or receivable.

Contributions are recognised at their fair value. Contributions of services are recognised when and only when a fair value of those services can be reliably determined and the services would be purchased if not donated.

(d) Acceptance by the Crown Entity of employee benefits and other liabilities

The following expenses have been assumed by the Crown Entity:

	2018 \$'000	2017 \$'000
Superannuation - defined benefit	292	301
Payroll tax	14	14
Long service leave	88	73
	394	388

(e) Other income

	2018 \$'000	2017 \$'000
Other revenue received by NSW SES units	393	508
Miscellaneous/Insurance Recoveries	953	1,091
NRMA Sponsorship	193	486
Origin Sponsorship	158	120
Natural Disaster Mitigation Program	561	428
	2,258	2,633

4. Gains / (Losses) on Disposal

	2018 \$'000	2017 \$'000
Proceeds from sale	378	485
Less: written down value of assets disposed	(386)	(206)
	(8)	279

5. Other Gains / (Losses)

	2018 \$'000	2017 \$'000
Impairment of receivables	-	(25)
	-	(25)

Recognition and Measurement

Impairment losses

Impairment losses may arise on assets held by the entity from time to time. Accounting for impairment losses is dependent upon the individual asset (or group of assets) subject to impairment. Accounting Policies and events giving rise to impairment losses are disclosed in the following notes:

Receivables – Note 7

Property, plant and equipment – Note 9

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2018

6. Current Assets - Cash and Cash Equivalents	2018	2017
	\$'000	\$'000
Cash at bank and on hand	34,706	39,108
	<u>34,706</u>	<u>39,108</u>

For the purposes of the statement of cash flows, cash and cash equivalents includes cash on hand and cash at bank.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per Statement of Financial Position)	34,706	39,108
Closing cash and cash equivalents (per Statement of Cash Flows)	<u>34,706</u>	<u>39,108</u>

Refer Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Refer Note 10 for details regarding restricted assets.

7. Current Assets - Receivables	2018	2017
	\$'000	\$'000
Sale of goods and services	709	161
Accrued interest receivable	-	308
Natural Disaster Relief and Recovery Receivable	3,151	8,934
GST Receivable	1,190	1,870
FBT Receivable	-	24
Prepayments	901	1,033
Other	45	396
	<u>5,996</u>	<u>12,726</u>

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 20.

Recognition and Measurement

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, including trade receivables, prepayments etc. are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Subsequent measurement is 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.

Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Impairment

Receivables are subject to an annual review for impairment. These are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

The entity first assesses whether impairment exists individually for receivables that are individually significant, or collectively for those that are not individually significant. Further, receivables are assessed for impairment on a collective basis if they were assessed not to be impaired individually.

The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, if objectively related to an event occurring after the impairment was recognised. Reversals of impairment losses cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

8. Current Assets - Inventories

	2018	2017
Held for distribution	\$'000	\$'000
Clothing, equipment and other items	4,436	5,114
	4,436	5,114

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.

9. Property, Plant and Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2017 - fair value			
Gross carrying amount	11,712	82,752	94,464
Accumulated depreciation	(1)	(38,866)	(38,867)
Net carrying amount	11,711	43,886	55,597
At 30 June 2018 - fair value			
Gross carrying amount	12,111	109,823	121,934
Accumulated depreciation	(1,131)	(43,714)	(44,845)
Net carrying amount	10,980	66,109	77,089

Reconciliation

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Year Ended 30 June 2018			
Net carrying amount at beginning of year	11,711	43,886	55,597
Additions	335	29,016	29,351
Vesting of vehicles by Local Government	-	81	81
Insurance replacements	-	179	179
Disposals	-	(2,141)	(2,141)
Depreciation expense	(1,129)	(6,604)	(7,733)
Accumulated depreciation written back on disposal	-	1,755	1,755
Reclassification to other class of asset	63	(63)	-
Net carrying amount at end of year	10,980	66,109	77,089

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2018

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2016 - fair value			
Gross carrying amount	151	68,065	68,216
Accumulated depreciation	(1)	(34,692)	(34,693)
Net carrying amount	150	33,373	33,523
At 30 June 2017 - fair value			
Gross carrying amount	11,712	82,752	94,464
Accumulated depreciation	(1)	(38,866)	(38,867)
Net carrying amount	11,711	43,886	55,597

Reconciliation

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Year Ended 30 June 2017			
Net carrying amount at beginning of year	150	33,373	33,523
Additions	11,562	15,237	26,799
Vesting of vehicles by Local Government	-	607	607
Insurance replacements	-	375	375
Disposals	-	(1,531)	(1,531)
Depreciation expense	(1)	(5,499)	(5,500)
Accumulated depreciation written back on disposal	-	1,324	1,324
Net carrying amount at end of year	11,711	43,886	55,597

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.

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.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

9. Property, Plant and Equipment (continued)

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.

Land is not a depreciable asset. Certain heritage assets including original artworks and collections and heritage buildings may not have a limited useful life because appropriate curatorial and preservation policies are adopted. Such assets are not subject to depreciation. The decision not to recognise depreciation for these assets is reviewed annually.

The useful lives of major categories of assets are:

Buildings	25 to 40 years
Plant and Equipment	3 to 25 years
Computers	3 to 20 years
Operational Equipment	8 to 15 years
Communication Equipment	3 to 15 years
Vehicles	3 to 15 years
Vessels	10 to 20 years

Finance leases

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and rewards.

Where a non-current asset is acquired by means of a finance lease, at the commencement of the lease term, the asset is recognised at its fair value or, if lower, the present value of the minimum lease payments, at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Property, plant and equipment acquired under finance leases are depreciated over the asset's useful life. However, if there is no reasonable certainty that the lessee entity will obtain ownership at the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

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 (TPP14-01). This policy adopts 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 20 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.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are recognised in other comprehensive income and credited to revaluation surplus in equity. However, to the extent that an increment reverses a revaluation decrement in respect of the same class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result.

Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus on the same class of assets, in which case, the decrement is debited directly to the revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

9. Property, Plant and Equipment (continued)

Revaluation of property, plant and equipment (continued)

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where the income approach or market approach is used, accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

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.

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 net result and is treated as a revaluation increase. However, to the extent that an impairment loss on the same class of asset was previously recognised in net result, a reversal of that impairment loss is also recognised in net result.

10. Restricted Assets

Items that are restricted assets are listed below:

	2018	2017
	\$'000	\$'000
Cash and Cash Equivalents	5,086	5,411
	<u>5,086</u>	<u>5,411</u>

The funds held in the bank accounts of NSW SES Unit Accounts comprise receipt of bequeaths, donations and fundraising revenue. In accordance with the State Emergency 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.

11. Lease Liabilities

	2018	2017
	\$'000	\$'000
Current	29	29
Non-current	3,637	3,283
Total lease liabilities	<u>3,666</u>	<u>3,312</u>

12. Current Liabilities - Payables

	2018	2017
	\$'000	\$'000
Accrued salaries, wages and on-costs	219	150
Creditors	11,083	13,294
Unearned revenue	531	775
	<u>11,833</u>	<u>14,219</u>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 20.

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 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 2018

13. Current Liabilities - Provisions

	2018	2017
	\$'000	\$'000
Employee benefits and related on-costs		
Annual leave	3,388	3,454
Long service leave on-costs	1,233	1,000
	<u>4,621</u>	<u>4,454</u>
Other provisions		
Restoration costs*	-	709
	<u>-</u>	<u>709</u>
Total Provisions	<u>4,621</u>	<u>5,163</u>

* Restoration provision is an obligation under existing lease agreements for the make good of leased property assets requiring the dismantling, removal and/or restoration of property, plant and equipment. The provision is valued at fair value.

14. Non-Current Liabilities - Provisions

	2018	2017
	\$'000	\$'000
Employee benefits and related on-costs		
Long service leave on-costs	107	87
	<u>107</u>	<u>87</u>
Other provisions		
Restoration costs	1,195	-
	<u>1,195</u>	<u>-</u>
Total Provisions	<u>1,302</u>	<u>87</u>
Aggregate employee benefits and related on-costs		
Provisions - current	4,621	4,454
Provisions - non-current	107	87
Accrued salaries, wages and on-costs (note 12)	219	150
	<u>4,947</u>	<u>4,691</u>

Current provisions expected to be settled within the next 12 months:

Annual leave	2,304	2,314
Long service leave on-costs	148	130
	<u>2,452</u>	<u>2,444</u>

Current provisions expected to be settled after more than 12 months:

Annual leave	1,084	1,140
Long service leave on-costs	1,085	870
	<u>2,169</u>	<u>2,010</u>

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
2018		
Carrying amount at 1 July 2017	709	709
Additional provisions recognised	1,195	1,195
Amounts used	(709)	(709)
Unused amounts reversed	-	-
Unwinding / change in the discount rate	-	-
Carrying amount at 30 June 2018	<u>1,195</u>	<u>1,195</u>

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

14. 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 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 7.9% 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 Entity. 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 Entity 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.

15. Equity

Recognition and Measurement

Accumulated Funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

16. Commitments

(a) Capital Commitments

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

	2018	2017
	\$'000	\$'000
Within one year	720	1,186
Total (including GST)	720	1,186

GST included above which is expected to be paid to the Australian Taxation Office 65 108

(b) Operating Lease Commitments

Future minimum rentals payable under non-cancellable operating lease as at 30 June are as follows:

	2018	2017
	\$'000	\$'000
Within one year	5,368	5,946
Later than one year but not later than five years	20,270	20,017
Later than five years	20,692	25,532
Total (including GST)	46,330	51,495

GST included above which is expected to be paid to the Australian Taxation Office 4,212 4,681

Lease commitments include rent on premises previously owned or leased by the entity that were vested to Government Property NSW during 2008/09. Also included are motor vehicle lease commitments with SG Fleet, leases on Government Radio Network sites and leases on IT servers.

17. Contingent Liabilities and Contingent Assets

The NSW SES had no contingent liabilities or contingent assets as at 30 June 2018. (2017: nil)

18. 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 \$11.0m surplus compared favourably with the budget of \$2.6m surplus. This is mainly due to Disaster Relief expenditure being \$6.7m less than budget. In addition \$0.7m was received from donations and fundraising for which no budget had been provided. Note, the expenditure budget for Grants and subsidies was \$14.7m in the Budget Papers, however, for the purposes of the financial statements the budget for Disaster Relief (\$10.0m) was extracted from this amount. The budget for Grants and contributions revenue in the financial statements was an amalgamation of the budgeted figures for Cluster Grant Revenue (\$108.5m) and Grants and contributions (\$0.3m) in the Budget Papers.

Assets and Liabilities

Actual net assets was \$8.5m higher than budget. This is mainly attributable to higher cash and cash equivalents, receivables, and lease liabilities that were not budgeted for.

Cash Flows

Cash flows from operating activities were \$14.4m over budget. This is mainly attributable to the reduction in receivables by \$6.7m, and the receipt of donations and other revenue not budgeted for (\$2.8m).

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

19. 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:

	2018 \$'000	2017 \$'000
Net cash used on operating activities	24,750	36,837
Depreciation expense	(7,733)	(5,500)
Vesting of vehicles by Local Government	81	607
Net gain/(loss) on disposal of non-current assets	(8)	279
Decrease/(increase) in provisions	(673)	(801)
Increase/(decrease) in receivables	(6,730)	(5,413)
Increase/(decrease) in inventories	(678)	(487)
Decrease/(increase) in payables	2,032	(4,601)
Net result	11,041	20,921

20. 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	2018 \$'000	2017 \$'000
			Carrying Amount	Carrying Amount
Financial Assets				
Cash and cash equivalents	6	N/A	34,706	39,108
Receivables ¹	7	Loans and receivables (at amortised cost)	3,905	9,799
Financial Liabilities				
Lease Liabilities ²	11	Financial liabilities measured at amortised cost	3,666	3,312
Payables ³	12	Financial liabilities measured at amortised cost	11,298	13,105

Notes

- Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
- Lease liabilities has been split out from prior year's numbers.
- Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

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 is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where the entity has not transferred substantially all the risks and rewards, if the entity has not retained control.

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.

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.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

20. Financial Instruments (continued)

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.

Cash and cash equivalents

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System as well as a small number of unit account balances held with external financial institutions. 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. Interest on external unit account balances is earned at the prevailing interest rate offered by the financial institution.

Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms. The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors.

The aging analysis of trade debtors is as follows:

	2018	2017
	S'000	S'000
Neither past due nor impaired	679	154
Past due but not impaired		
< 3 months overdue	30	7
3 months - 6 months overdue	-	-
> 6 months overdue	-	-
Total Receivables	<u>709</u>	<u>161</u>

Notes: The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7. Therefore, the 'total' may not reconcile to the receivables total recognised in Note 7.

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.

The 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 NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made no 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 2018

20. Financial Instruments (continued)

d) Financial risks (continued)

ii. Liquidity risk (continued)

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

<i>Maturity analysis and interest rate exposure of financial liabilities</i>								
S'000								
	Weighted Average Effective Int. Rate	Nominal Receivables ¹	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate	Variable Interest Rate	Non - Interest Bearing	< 1 yr	1-5 yrs	> 5 yrs
2018								
<i>Lease Liabilities</i> ²	N/A	3,666	-	-	3,666	3,666	-	-
<i>Payables</i>	N/A	11,298	-	-	11,298	11,298	-	-
2017								
<i>Lease Liabilities</i> ²	N/A	3,312	-	-	3,312	3,312	-	-
<i>Payables</i>	N/A	13,105	-	-	13,105	13,105	-	-
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. Lease liabilities has been split out from prior year's numbers.								

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 date. The analysis is performed on the same basis as for 2017. The analysis assumes that all other variables remain constant.

Interest rate risk

The entity has a minimal exposure to interest rate risk from its holdings in interest bearing financial assets. The entity does not account for any fixed rate financial instruments at fair value through profit or loss or as available-for-sale. Therefore, for these financial instruments, a change in interest rates would not affect the profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The entity's exposure to interest rate risk is set out below.

	S'000				
	Carrying Amount	Net result	(1%) Equity	Net result	1% Equity
2018					
<i>Financial assets</i>					
Cash and cash equivalents	34,706	(347)	(347)	347	347
2017					
<i>Financial assets</i>					
Cash and cash equivalents	39,108	(391)	(391)	391	391

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2018

20. Financial Instruments (continued)

(c) Fair Value

The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short-term nature of many of the financial instruments.

21. Related Party Disclosures

The entity's key management personnel compensation are as follows:

	2018 S'000	2017 S'000
Short-term employee benefits:		
Salaries	2,618	2,143
Other monetary allowances	2	2
Non-monetary benefits	-	-
Other long-term employee benefits	225	172
Post-employment benefits	-	-
Termination benefits	149	-
Total remuneration	<u>2,994</u>	<u>2,317</u>

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

During the year, the NSW SES 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 2018 are as follows:

Government Entity	Nature of transaction	2018 S'000		2017 S'000	
		Transaction value Net Expenses/ (Revenue)	Net receivable/ payable)	Transaction value Net Expenses/ (Revenue)	Net receivable/ payable)
NSW Telco Authority	Government Radio Network	10,539	100	9,109	-
Fire & Rescue New South Wales	SAP Services	1,142	(483)	1,003	(302)
Department of Justice	Grants and Contributions	(106,281)	(16)	(28,600)	6,088
NSW Public Works	New State Headquarters	1,160	-	9,834	(3,183)
NSW Rural Fire Service	Hire of helicopters	356	(101)	482	(3)
Government Property NSW *	Rent on leases	4,847	-	3,316	(4)
		<u>(88,237)</u>	<u>(500)</u>	<u>(4,856)</u>	<u>2,596</u>

* Commitments as at 30 June 2018 were \$39.7m ex GST. (2017: \$44.4m ex GST)

22. Events after the Reporting Period

There are no events after the reporting period requiring disclosure.

END OF AUDITED FINANCIAL STATEMENTS

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APPENDICES

Finance and Asset Management

Engagements greater than \$50,000

Deloitte Touche Tohmatsu
Information Technology – EAM PRAMS Project
\$679,726.00

Altis Consulting Pty Ltd
Information Technology
\$227,068.75

O'Connor Marsden & Associates Pty Ltd
Audit & Risk
\$216,740.37

Grant Thornton Australia Limited
Organisational Transformation
\$209,563.00

Risk Frontiers Holdings Pty Ltd
Community Engagement
\$56,550.45

Engagements less than \$50,000

Nature of Consultancy – Information
Technology
Total number of engagements 14
Total Cost \$334,273.25

Nature of Consultancy – Organisational
Transformation
Total number of engagements 4
Total Cost \$142,779.26

Nature of Consultancy – Engineering (Flood
Planning & intelligence)
Total number of engagements 2
Total Cost \$54,716.00

Nature of Consultancy – Audit & Risk
Total number of engagements 3
Total Cost \$32,988.71

Nature of Consultancy – Facilities
Total number of engagements 1
Total Cost \$20,000.00

Nature of Consultancy – Communication
Total number of engagements 1
Total Cost \$13,380.00

Nature of Consultancy – Human Resources
Total number of engagements 1
Total Cost \$1,700.00

Payment of accounts

Payment performance to Vendors can periodically be affected by large scale operational response events, which create a challenging environment due to the increase in procurement of goods and services over a short period of time and consequently delays in receipt of tax invoices from vendors. To address this issue, NSWSES will continue to mobilise administrative support during operational events. NSWSES is also working to centralise purchasing and accounts payable functions to a single location to increase efficiency of payment processes and consequently improve overall payment performance.

Time for Payment of accounts

The table below shows payments by quarter for the reporting year:

Aged analysis at the end of each quarter				
Payment Performance Indicator	Sept 2017	Dec 2017	Mar 2018	June 2018
Accounts payable (All Suppliers)				
Current (within due date)	1,946,724	698,025	1,161,438	11,070,563
Less than 30 days overdue	4,265	1,392	5,313	886
Between 30 & 60 days overdue	(5,302)	3,179	304	128
More than 60 days overdue	(2,789)	(2,460)	(2,485)	11,423
Accounts paid (All Suppliers)				
Number of accounts due for payment	6,225	5,114	4,556	5,979
Number of accounts paid on time	5,179	4,403	3,799	5,083
Actual percentage of accounts paid on time (based on number of accounts)	83%	86%	83%	85%
Dollar amount of accounts due for payment	\$25,292,218	\$23,935,806	\$10,584,881	\$19,545,140
Dollar amounts of accounts paid on time	\$22,204,667	\$10,509,228	\$8,598,847	\$15,355,413
Actual percentage of accounts paid on time (based on \$)	88%	44%	81%	79%

Promotion: Overseas visits by employees

During 2017-18, NSW SES personnel travelled to six overseas destinations, all of which were approved by the Minister.

No.	Name	Date of travel	Country	Purpose
1	Steve Wood	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
2	Peter Hession	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
3	Kevin Jones	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
4	Patrick Gennari	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
5	Michael Broome	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
6	Ryan Jones	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
7	Matthew Thornton	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
8	Peter Cinque	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
9	Brad Dousha	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
10	Mark Smethurst	July 2017	New Zealand	Attend the annual Australasian Road Rescue Organisation (ARRO) competition
11	Kaylene Jones	July 2017	Singapore	Undertake residential study associated with Designing public Policies and Programs and Managing Public Sector Organisations components of the Executive Masters of Public Administration
12	Paul McQueen	August 2017	Vanuatu	Participate in the Rotary International Vocational Training Team exchange program
13	Nicholas Kuster	Sept 2017	Indonesia	Attend the Intergovernmental Coordination Group for the Indian Ocean Tsunami Warning and Mitigation System workshops
14	Greg Newton	Nov 2017	Singapore	Participate in the Australia and New Zealand School of Government Executive Fellows Program
15	Gavin Arnold	Nov 2017	New Zealand	Attend the Urban Search and Rescue National Instructors Workshop 2017.
16	Scott Hanckel	March 2018	United Kingdom	Attend the 2018 Flood and Coast Conference
17	Gavin Arnold	March 2018	New Zealand	Attend the AFAC USAR Technical Group meeting
18	Andrew Richards	May 2018	New Zealand	Attend the National Emergency Management Conference and Workshop
19	Wayne Snell	May 2018	New Zealand	Attend the National Emergency Communications Working Group

Credit card policy

All corporate credit cards issued to NSW SES members and policies developed for their usage were conducted in accordance with Treasury direction 205.01 and Treasury Policy Paper 05-01, Credit Card Use – Best Practice Guide. No late fees or interest payments were incurred in 2017-2018.

A policy on credit cards is maintained and adjustments to the policy are made available to all card holders on occurrence. All NSW SES cardholders sign a statement of responsibility confirming that they are aware of significant responsibility they have been entrusted with. All Cardholders receive a system generated electronic reminder each week of corporate card expense transactions that they have yet to account for.

Annual Report costs

No external cost was incurred in the preparation and production of the NSW SES Annual Report 2017-18. Six hard copies were photocopied in-house for submission to the Minister for Emergency Services.

Risk Management and insurance:

NSW SES insurance is provided by the Treasury Managed Fund Insurance Scheme. The Director 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
- Miscellaneous insurance

Audit Risk Committee

The NSW SES Audit and Risk Committee consists of an independent chair, and two independent members appointed by the Commissioner.

The Committee provides independent assurance to the Commissioner by overseeing and monitoring the NSW SES governance, risk management, compliance and control frameworks, and its external accountability requirements. The Committee reviews all internal and external audit reports and provides advice to the Commissioner. The committee also monitors the implementation of audit recommendations.

The Committee ensures all internal audit functions are consistent with the relevant standard, Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing and any additional practice requirements set by the *Internal Audit and Risk Management Policy*.

Government and Risk Management

Internal Audit and Risk Management Policy
Attestation:



10 September 2018

Mr Sean Osborn
Director Financial Management & Accounting Policy Branch
NSW Treasury
GPO Box 5469
SYDNEY NSW 2000

Dear Mr Osborn

Internal Audit and Risk Management Attestation Statement for the 2017-2018 Financial Year for the NSW State Emergency Service

I, as Commissioner for the NSW State Emergency Service (NSW SES) am of the opinion that the NSW SES has internal audit and risk management processes in operation that are, in all material respects, compliant with the eight (8) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

Core Requirements

Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant



STATE HEADQUARTERS OFFICE OF THE COMMISSIONER

93-99 Burelli Street, Wollongong NSW 2500
PO Box 6126, Wollongong DC NSW 2500
P (02) 4251 6503
F (02) 4251 6500
www.ses.nsw.gov.au
ABN: 88 712 649 015

-2-

Audit and Risk Committee	
3.1 An independent and Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 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	Jon Isaacs	September 2014	September 2019
Independent Member 1	Jennifer Alexander	September 2015	September 2019
Independent Member 2	Terry Clout	October 2015	October 2020

Yours sincerely



Mark Smethurst DSC, AM
Commissioner

Digital Information Security Policy Attestation:



Digital Information Security Annual Attestation Statement for the 2017-2018 Financial Year for NSW State Emergency Service

I, Mark Smethurst DSC AM, am of the opinion that NSW State Emergency Service had an Information Security Management System in place during the 2017-2018 financial year that is consistent with the Core Requirements set out in the *NSW Government Digital Information 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. There is no agency under the control of NSW State Emergency Service which is required to develop an independent ISMS in accordance with the *NSW Government Digital Information Security Policy*.
- B. Risks to the digital information and digital information system NSW State Emergency Service have been assessed with an independent ISMS developed in accordance with the *NSW Government Digital Information Security Policy*.

Information security is a key focus area for NSW SES and a risk based approach has been taken to implement improvements. The NSW SES will continue to enhance awareness of security requirements and the classification and labelling of information to ensure efficient and effective management of sensitive information.

Mark Smethurst DSC, AM
Commissioner

25 September 2018



STATE HEADQUARTERS
OFFICE OF THE COMMISSIONER
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Government Information (Public Access) Act 2009

1. Review of proactive release program – Clause 7(a)

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 reviewed its information and statistics from previous formal applications and has identified that the common information that members of the public want access to is information relating to Requests for Assistance. The NSW SES has determined that formal applications are not required in order to access this type of information.

Further, the NSW SES proactively released information relating to the independent review of its operational response to the Northern Floods that occurred in March 2017.

The NSW SES is also currently updating its Agency Information Guide.

2. Number of access applications received – Clause 7(b)

During the reporting period, the NSW SES received 12 formal access applications. This includes withdrawn but not invalid applications.

3. Number of refused applications for Schedule 1 information – Clause 7(c)

During the reporting period, the NSW SES refused no formal access applications 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 2017 to 30 June 2018 (Schedule 2)

Schedule 2: Statistical information about access applications to be included in Annual Report

Table A: 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	% of 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	0	0	0	0	0	0	0	1	
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	
Members of the public (by legal representative)	3	3	0	1	0	0	0	0	7	47
Members of the public (other)	1	7	0	0	0	0	0	0	8	53
Total	18	10	0	1	0	0	0	0	15	

* 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	% of Total
Personal information applications*	1	4	0	0	0	0	0	0	2	13
Access applications (other than personal information applications)	2	7	0	1	0	0	0	0	10	67
Access applications that are partly personal information applications and partly other	1	2	0	0	0	0	0	0	3	20
Total	4	10	0	1	0	0	0	0	15	
% of Total	27%	67%		7%						

* 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	% of Total
Application does not comply with formal requirements (section 41 of the Act)	2	100
Application is for excluded information of the agency (section 43 of the Act)	0	
Application contravenes restraint order (section 110 of the Act)	0	
Total number of invalid applications received	2	100
Invalid applications that subsequently became valid applications	2	100

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	0
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
Total	0

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

	Number of applications*	% of Total
Responsible and effective government	3	23
Law enforcement and security	0	
Individual rights, judicial processes and natural justice	10	77
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	
Total	13	

Table F : Timeliness

	Number of times consideration used*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	14	93
Decided after 35 days (by agreement with applicant)	1	7
Not decided within time (deemed refusal)	0	
Total	15	

*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). This also applies in relation to Table E

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	1	0	1	50
Review by Information Commissioner*	1	0	1	50
Internal review following recommendation under section 93 of Act	0	0	0	
Review by NCAT	0	0	0	
Total	2	0	2	
% of Total	100%		2	

*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	4
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
Total	4

Table I: Applications transferred to other agencies.

Number of applications transferred	
Agency - initiated Transfers	0
Applicant - Initiated Transfers	0
Total	0

Public Interest Disclosures

The 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: 0

(b) The number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following:

i) Corrupt conduct: 0

ii) Maladministration: 0

iii) Serious and substantial waste of public money or local government money (as appropriate): 0

iv) Government information contraventions: 0

v) Local government pecuniary interest contraventions: 0

(c) The number of public interest disclosures finalised by the public authority: 4

(d) Whether the public authority has a public interest disclosures policy in place: The NSW SES has a Public Interest Disclosures Policy in place.

(e) 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, and a reporting form has been developed. NSW SES conducted refresher information sessions for the Senior Executive in 2017-18.

Privacy and Personal Information Protection Act 1998

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:

Privacy Officer

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

Privacy Reviews

During 2017-18 the NSW SES was not requested to conduct any internal reviews under Part 5 of the PPIP Act.

Disclosure of Controlled Entities

NSW SES has no controlled entities to disclose.

Research and Development

The NSW SES continued its involvement with the Bushfire and Natural Hazard Cooperative Research Centre this year. The Service engaged in a range of projects in the areas of communications and warnings, emergency management capability, sustainable volunteering and understanding and enhancing community resilience.

Eleven staff members have been involved in BNHRC projects during the 2017-2018 financial year. Current research projects include:

- Improving the role of hazard communications in increasing residents' preparedness and response planning
- Connecting communities and resilience: A multi-hazard study of preparedness, response and recovery communications
- Building resilience through flood-risk communication
- Child Centred Disaster Risk Reduction
- Practical decision tools for improved decision-making in complex time-constrained and multi-team environments
- Catastrophic and Cascading Events: planning and capability
- Diversity and Inclusion: building strength and capability
- National mental health and wellbeing study of police and emergency services
- Forecasting impact for severe weather
- Enabling sustainable emergency volunteering
- Volunteering Values Study (PhD research project)
- Developing better predictions and forecasts for extreme water levels
- Improving flood forecast skills using remote sensing data
- Improved predictions of severe weather to reduce community impact; and
- The Australian Natural Disaster Resilience Index: a system for assessing the resilience of Australian communities to natural hazards.

Research projects which have been completed in this financial year include:

- An analysis of building losses and human fatalities from natural disasters in Australia
- Improving retention and engagement of volunteers in emergency service agencies; and
- Developing better predictions and forecasts for extreme water levels.

A research register continues to be maintained, identifying research questions that the Service is interested in exploring post disasters. The focus of these research questions is community behaviours and community engagement.

In addition, the Service was involved in a number of other research projects during the Financial Year including:

- Stronger for the Storm report and recommendations
- Get Ready Narrabri Citizen and Youth Jury Project
- Community Involvement in Planning recommendations
- Project U-Turn (developing a strategy to encourage people to turn around when they encounter flood waters)
- Post Flood Community Resilience Building Project in Richmond Tweed; and
- Community Severe Weather Response Plans.

Human Resources

Number of officers and employees by category
Staff profile: The NSW SES staff profiles as of June 2018

Salary Bands as of 30 June 2018	2017/2018			2016/2017			2015/2016		
	Total Staff	Women	Racial Ethnic Ethno Religious Minority	Total Staff	Women	Racial Ethnic Ethno Religious Minority	Total Staff	Women	Racial Ethnic Ethno Religious Minority
\$61,658 - \$67,031 <i>Grade 1/2</i>	59	38	2	56	39	4	56	39	4
\$68,929 - \$75,476 <i>Grade 3/4</i>	77	61	1	93	64	2	93	64	2
\$81,369 - \$89,781 <i>Grade 5/6</i>	97	49	1	105	57	1	105	57	1
\$92,470 - \$102,359 <i>Grade 7/8</i>	65	30	2	75	33	4	75	33	4
\$105,409 - \$116,157 <i>Grade 9/10</i>	33	8	0	39	12	2	39	12	2
\$121,917 - \$140,996 <i>Grade 11/12</i>	14	7	1	16	6	0	16	6	0
ABOVE A & C GRADE 12	10	4	0	10	3	0	10	3	0
Totals	355	196	7	395	214	13	395	214	13

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

Note: Total staff for 2017-18 is inclusive of an FTE of 324.84. This is inclusive of ongoing, temporary and agency staff but does not include casual staff.

Workforce Diversity

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

Workforce Diversity Statistics	June 2018	June 2017	June 2016
TOTAL	413	418	408
Yes (An employee of the agency at census)	342	348	358
No (Not an employee at census)	55	44	46
Casual employee not working on census	16	26	4
EEO Survey Response Rate			
EEO Survey Response Rate	85.09	85.76	84.9
Non-casual employees	322	347	351
Respondents to EEO Survey	274	269	268
Gender			
All genders	342	348	358
Male	151	154	171
Female	191	194	187
Indeterminate/intersex	0	0	0
ATSI	0	0	0
Total respondents to ATSI	266	284	205
Aboriginal and Torres Strait Islander			
Aboriginal	6	6	5
Torres Strait Islander	0	0	0
Non Aboriginal & Torres Strait islander	218	221	200
Withdrawn	42	57	70
Missing	56	63	76
Disability			
Total EEO respondents to Disability	274	296	351
Total disabilities	7	9	10
Disability requiring adjustment at work	2	3	5
Disability requiring no adjustment at work	5	6	5
Disability where adjustment is not recorded	0	0	0
No disability	243	256	253
Withdrawn	24	31	33
Missing	48	51	55
Ethnicity			
Total EEO respondents to Ethnicity	186	191	157
Person from a Racial, Ethnic/Ethno-religious minority	9	9	8
Person not from a Racial, Ethnic/Ethno-religious minority group	152	157	149
Withdrawn	25	25	20
Missing	136	156	174
Language			
Total EEO respondent to language	273	297	211
Other language	19	20	18
English	193	199	193
Withdrawn	61	78	87
Missing	49	50	53

During 2017 a number of Diversity Networks were established and include:

- NSW SES Women's Network
- NSW SES Indigenous Members Network
- NSW SES LGBTIQ+ and Allies Network
- NSW SES Disability and Carers Network

A Diversity and Inclusion eLearning module was released in September 2017 which was created to complement the eLearning Induction module and the Code of Conduct and Ethics eLearning module. Further development of the onboarding processes is currently underway.

Multicultural Policies and Services Program

The NSW SES continues to work to align its multicultural policies and services to the department of Justice Multicultural Plan 2015-2018. An example of plans in this area is the Indigenous Membership Action Plan, where the NSW SES is consulting with the membership about opportunities for Aboriginal and Torres Strait Islander peoples. The plan outlines how NSW SES will do more to make membership attractive for Indigenous Australians, whether as paid staff or volunteer emergency workers.

Senior Executives

Remuneration of senior executive roles at 30 June 2018

Brand	Range 2018	Average Remuneration 2017-2018	Range 2017	Average Remuneration 2016-2017
Band 4 (Secretary)	-	-	-	-
Band 3 (Deputy Secretary)	\$328,901 - \$463,550	\$358,750	\$320,901 - \$452,250	\$350,000
Band 2 (Executive Director)	\$261,451 - \$328,900	\$276,000	\$55,051 - \$320,900	\$262,656
Band 1 (Director)	\$183,300 - \$261,450	\$220,350	\$178,850 - \$255,050	\$205,282

Numbers of senior executive roles at 30 June 2018

Band	2017 -2018 Gender Break		2017 - 2018 Total	2016-2017 Gender Break		2016-2017 Total
	Male	Female		Male	Female	
Band 4 (Secretary)			0			
Band 3 (Deputy Secretary)	1		1	1		1
Band 2 (Executive Director)	1	1	2	1		1
Band 1 (Director)	4	3	7	4	3	7
Totals	10		10	9		9

Flexible Work Policy

A new policy has been released following extensive consultation which included a number of Male Champions of Change focus groups and participants at an annual International Womens' Day forum. This policy modernised the approach to flexible work practices.

Disability Inclusion Action Plans

NSW SES continued with stakeholder engagement and consultation to further develop the action plan to enhance and support people with disabilities, with release scheduled for 20 August 2019. This plan is focusing on increasing opportunities for people with disabilities to join NSW SES, as well as considering options to improve emergency response services for all people, regardless of mental or physical abilities.

Industrial Relations Policies and Practices

In late 2017 and early 2018 NSW SES brought all of its industrial awards up to date following successful negotiations with the Union. In doing so, two awards were able to be consolidated into one which covers all region based staff who work under field conditions. This consolidation has streamlined working entitlements and HR advice provision. A review is currently also underway of the Flexible Working Hours Agreement to update terminology and practices.

Senior executive total employee - related expenditure

	2016-2017	2017-2018
Total Employee Related Expenses (ERE) (\$)	\$41.34M	\$41.18M
Senior Executive ERE (\$)	\$2.087M	\$2.34M
Senior Executive ERE (%)	5.06%	5.68%*

* Percentage increase of Senior Executive Remuneration from FY16/17 to FY17/18 is a result of establishing new roles of Deputy Commissioner Strategy & Support and Director Training.

Consumer Response: Details of allegations and feature of complaints table

During 2017-18, the NSW SES Professional Standards Branch received a total of 92 complaints relating to allegations of misconduct. During the same time period the Professional Standards Branch commenced and formally investigated 18 complaints which included ten initially reported during the previous Financial Year.

Seven cases were managed by way of formal remedial action which involved Professional Standards delivering group training to Region and Unit members in relation to interpersonal conflict resolution and management techniques.

The remaining complaints were either addressed by way of informal management action, referred to managers to be dealt with at the local level, or assessed as not requiring formal action. See below table of the extent and main features of complaints received by the Professional Standards Branch:

Details of allegations received in FY 2017-18

	Total
Bullying and Harassment	17
Criminal Convictions; includes reported charges	13
Misconduct includes; Code of Conduct breach, Social Media Policy breach and Conflicts of Interest	59
Safety Breaches	3
Complaints in Totals	92

In relation to the eighteen (18) matters investigated, ten (10) complaints were sustained, three (3) not sustained, three (3) members resigned prior to outcomes being finalised and two (2) matters are ongoing. Outcome actions implemented in relation to the sustained allegations of misconduct ranged from formal caution or reprimand, through to NSW SES membership withdrawal.

Two (2) matters required NSW Police involvement, including court actions external to NSW SES.

Six (6) registered cases were handled by the Department of Justice and two (2) investigations were conducted by external providers.

New Professional Standards Policy and supporting Procedures were implemented across the Service in December 2016. Implementation was supported through continued member engagement during 2017-18 at regional roadshows, where training was delivered to Unit Controllers to support the rollout of the new policy.

At the commencement of 2017-18, the Success Factors online performance management system was implemented. In support of this implementation, Professional Standards developed and delivered face-to-face training, eLearning modules and supporting documentation to all staff members in relation to utilising Success Factors.

The NSW SES Professional Standards team continued to provide training and development in the area of Performance Management delivering one-on-one training and group training to supervisors, staff members and executive staff to improve their skills in developing and implementing performance agreements and conducting ongoing reviews during the performance cycle utilising the Success Factors IT support tool.

Work Health and Safety - Details of injuries and prosecutions table

The NSW SES Work Health and Safety (WHS) Branch is responsible for developing, implementing and monitoring the safety management systems used for the protection and wellbeing of all members.

In 2017-18, further progress was made on the implementation of the NSW SES Safety Management System. In 2017-18, NSW SES was not subject to prosecution under the *Work Health and Safety Act 2011*.

The WHS Electrical Test and Tag program entered its third year with positive results achieved in inspecting and maintaining portable electrical items across the Service, to ensure NSW SES members maintain a safe workplace and complies with electrical safety laws.

The NSW SES had eight (8) immunisation nurses located in various Regions across the State in 2017-18. This provided greater flexibility in the delivery of the program and increased opportunity for members to be vaccinated to mitigate the risk of illness associated with SES activities. Further work will occur 2018-19 to improve this program.

The mental health, wellbeing and resilience of members continued to be supported through the delivery of the My5 program. A mental health Incident Response Team (IRT) was established in 2017-18 to provide an enhanced capability during and post major disasters. This team is ready and available for deployment both interstate and overseas.

Members from the WHS Branch undertook 30 visits to Regions and Units in 2017-18 to provide education, advice and support to members across all areas of safety, health and wellbeing.

Compensable Injury Statistics

Compensation Claims 2017-18	NSW State Emergency Service
Total Employees	355
Total Claims	8
Total Operational Employees	152
Total Operational Claims	0
Total Volunteer Members	9110
Total Volunteer Claims	89

Injury Analysis (All Members)

The top three bodily locations include:	The top three locations of all incidents include:	The top three nature of injury include:	The top three activities at time of injury include:
Knee (46)	Roadside (67)	Strain/Sprain (88)	Away from SES premises (277)
Hand (38)	Outside House (44)	Bruising/ Crushing (56)	At SES premises (1156)
Finger (34)	On Waterway (41)	Cut/ Lacerations (49)	Journey to or from SES premises/ incident (27)

Awards

In 2017-18, NSW SES had the privilege of awarding 2,602 awards to members of the Service. Awards presented included 601 Commissioner's Awards, 1660 Long Service Awards, and 342 National Medals.

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

- Ms. Evelyn Lester, ESM - NSW SES The Hills Unit
- Mr. Philip Downs, ESM - NSW SES Holbrook Unit
- Mr. Gordon Hill AFSM, ESM - NSW SES Cobar Unit

NSW SES also proudly presented the following to our members:

- The winner of the NSW SES Cadet of the Year Award for 2017 was awarded to Holly Hughes from Northern Beaches Secondary College, Manly Campus.
- The Andy Roberts Memorial Award winner for 2017 was awarded to Rachella Biviano from Georges River Grammer High School.
- The NSW SES Young Volunteer of the Year Award for 2017 was awarded to Alice Steen, from the Liverpool Unit.

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