



NSW SES ANNUAL REPORT

2020-21

Author

NSW State Emergency Service

All photographs © NSW State Emergency Service 2021, unless otherwise indicated.

Copyright

© NSW State Emergency Service 2021. You may copy, distribute, display, download and otherwise freely deal with this work for personal, in-house or non-commercial use provided you attribute NSW SES as the owner. In the event that you would like to copy, distribute, download, store or use this material for purpose other than personal, in-house or non-commercial use, you must obtain permission from NSW SES by writing to the Commissioner at the address below.

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

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

Contact

NSW State Emergency Service

93-99 Burelli Street, Wollongong
New South Wales 2500

Phone: (02) 4251 6111

Fax: (02) 4251 6478



www.ses.nsw.gov.au



www.facebook.com/NSW.SES



www.twitter.com/NSWSES



www.youtube.com/user/NSWSES

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

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

www.ses.nsw.gov.au > About Us > Publications and Reports > Annual Reports

| | | |
|-----------|---|----|
| 01 | COMMISSIONER'S REVIEW | 5 |
| 02 | NSW SES OVERVIEW AND CHARTER | 8 |
| 03 | NSW SES ORGANISATIONAL STRUCTURE | 12 |
| 04 | NSW SES PERFORMANCE IN 2020-21 | 16 |
| 4.1 | STRATEGIC ANCHOR 1: CAPABILITY | 16 |
| 4.2 | STRATEGIC ANCHOR 2: VOLUNTEER EXPERIENCE | 22 |
| 4.3 | STRATEGIC ANCHOR 3: COMMUNITY | 24 |
| 4.4 | ENABLING PERFORMANCE: GOVERNANCE AND BUSINESS PROCESS IMPROVEMENT | 30 |
| 05 | FINANCIAL STATEMENTS | 34 |
| 5.1 | INDEPENDENT AUDITOR'S REPORT | 34 |
| 5.2 | SIGNED STATEMENT BY COMMISSIONER | 36 |
| 5.3 | FINANCIAL STATEMENTS | 37 |
| 06 | APPENDICES | 64 |
| 6.1 | INDEX | 79 |

1 July 2021

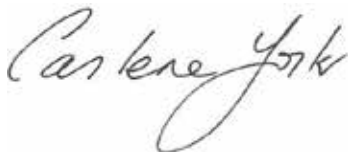
The Hon David Elliott MP
Minister for Police & Emergency Services
52 Martin Place
SYDNEY NSW 2000

Dear Minister

I am pleased to present the Annual Report for the NSW State Emergency Service for the year ending 30 June 2021, for submission to NSW Parliament.

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

Yours sincerely



Carlene York APM
Commissioner



COMMISSIONER'S REVIEW

“ Looking back over the last year, our Members responded to just short of 43,000 requests for assistance. ”

As we reflect on the last year, we find ourselves once again being confronted by COVID-19. Our response to this and the many other challenges we faced throughout the year is something we as a service can be proud of.

Time and time again, I find myself grateful for every single member and their willingness to face each new hurdle head on. The adaptability of our members and the way we come together to overcome challenges, ensures we continue to meet the needs of the community that we serve. As the Commissioner of the NSW State Emergency Service, I am honoured to be leading such a well-respected and professional volunteer emergency service, with the skills and resilience to adapt and thrive the way we have over the last 12 months.

Looking back over the last year, our Members responded to just short of 43,000 requests for assistance. Most of these requests came due to periods of severe weather across the state. While overall we saw a very wet year across NSW which was a nice reprieve from the bushfires in previous years, the rain brought with it a new set of challenges especially in the bushfire ravaged landscape. The period from March through May 2021 saw a period of intense, severe weather that resulted in some level of flooding in every area of the state. During this time, our Service led a national inter-agency response to the major flooding events stretching from the Queensland border in the north to the Victorian border in the south. During this severe weather event, the Mid-North Coast, Hunter, Sydney (including the Hawkesbury-Nepean Valley) and South Coast were all in flood at the same time. We responded to more than 14,000 requests for assistance including over 1000 flood rescues.

In addition to responding to our NSW community, our members answered the call from our interstate colleagues. When South-East Queensland experienced severe weather and the Geraldton region in Western Australia felt the full force of Cyclone Seroja, we sent strike teams to assist in their time of need. Knowing that NSW State Emergency Service members assist partner agencies across the country shows the camaraderie that is present among emergency services and the enthusiasm to go wherever the help is needed.

In addition to our core roles, the last year saw the continued roll-out of the Public Access Defibrillation (PAD) Program in partnership with NSW Ambulance. This partnership enables NSW Ambulance to request appropriately trained members to attend cardiac patients with an Automated External Defibrillator where they may reach a patient before paramedics arrive. Since commencing, our members responded to 181 PAD activations and completed 73 PAD responses across NSW (108 activations were cancelled after dispatch).

Storms and floods are some of the tangible threats we face every year. We understand these threats and our members train to face them head on. The invisible threat that is COVID-19 changed our way of life last year and continues to be ever-present. COVID-19 presents our organisation with unprecedented challenges and we continue to find new and innovative ways to manage both the impact of the virus itself and meet the needs of the community in times of crisis.

Fortunately, we were well-placed thanks to our adoption of technology last year to enable remote work and training. This meant that this year we were able to continue to remain connected with our members. We rolled out a Distance Learning Delivery project in lieu of face-to-face training which proved to be successful with many members attending the online webinars. These were designed to assist in maintaining their operational capability by remotely imparting skills and knowledge. They also provided our members with the opportunity to receive additional support, improve engagement, and allowed them to talk about mental health issues.

Crucial work was undertaken in the last 12 months updating the Mission and Vision of the Service, as well as laying the foundations to remain strong and successful not just now, but into the future. Work was undertaken in developing our Strategic Capability Framework. This key document laid the groundwork for our new Strategic Plan launched at the end of June 'Building our Future 2021-2024'. All this work was undertaken with extensive consultation and active collaboration across the Service. Our new plan highlights three key areas of focus – our people, our community, and our capability.

We remain focused on making it easier and more effective for our members to deliver the help to their communities. This is made possible with significant investment into renewing our assets. This year saw a continuation of the Fleet Replacement Program with 133 new state-of-the-art emergency vehicles, vessels and trailers rolled out across the State.

In addition to the Fleet Replacement Program, another exciting body of work is our Stay Safe Keep Operational project. This is leading the way with improvement in and delivery of critical operational communication technology and solutions. This includes the delivery of Generation 2 Cell on Wheels, Mobile Incident Command Centre, and Vehicle as Node technology. Delivery of this and other key projects ensures we remain an innovative leader amongst the emergency services.

Mental Health and Wellbeing of our members is a priority for our Service. We were part of the National Performance Group, leading the design

and development of the first Mental Health National Action Plan for emergency services. Supported by funding from the NSW Government, our Service has established a dedicated branch to lead the wellbeing and support services of its members. We continue to provide training to raise awareness of mental health and wellbeing aimed at reducing the stigma associated with speaking up and seeking help. I look forward to the many exciting initiatives on the horizon for this crucial area for our members.



On a final note, it is pleasing to see that even with the constant changes to the way we live and operate as an agency, our organisation continues to grow. We are constantly evolving and looking for ways to recruit and retain volunteers.

The last year is one for the history books in so many ways. I would like to share my heartfelt thanks to our members for their dedication to serving their communities, for their passion and

for their resilience in the face of these uncertain times. Whatever the future holds, I know you will be there to lend support to the communities of NSW.



Carlene York
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 a need to involve communities in strategic planning for, and response to, flood and storm emergencies. Since then, we have expanded to include preparing for and responding to tsunami, along with a wide variety of other emergency response support roles that have become part of the services our volunteer-based organisation offers.

At the end of 2020-21, our Service had over 10,214 volunteer members, including reserves, and a full-time equivalent workforce of over 330. Our Service includes 265 volunteer Units across the State, each led by a Unit Commander. Our volunteer Units are either local, community-based Units, State-wide or regional Units established to provide specialist capabilities. They are varied and unique in their capabilities, designed to address specific risks to communities of NSW.

Our Units are in five Zones – Metro, Northern, Western, Southern and South-Eastern, which are supported by our State Headquarters in Wollongong. Each Zone's Commander is responsible for developing emergency management plans and the overall control of emergency response within the Zone. State, Zone and Unit Headquarters are equipped with operations centres to support management of severe weather operations at State, Zone and Local level as required. Zone Headquarters are at Metford, Rhodes, Goulburn, Wagga Wagga and Dubbo.

Together, they deliver capability, training, and administrative support to all the volunteer Units that make up the delivery arm of our Service.

These Units provide the highly experienced and professional volunteer workforce the communities of NSW have relied on for more than 60 years.

Our Service comprises of six Directorates – Metro Operations; Regional Operations; Operational Capability and Training; Information and Communication Technology; Finance, Asset and Business Services; and People and Development. Each is made up of both State Headquarters and Zone-based staff. They coordinate state-wide training, planning, preparedness, and emergency response, as well as maintaining our Service's infrastructure and corporate functions.

What we do

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

Each Unit is as unique and varied as the community it serves, reflecting the vast mix of risks faced and roles required in the diverse locations and communities across the state. In addition to flood, storm and tsunami, our Service provides specialist capabilities that include general land rescue, vertical rescue, road crash rescue, and alpine and remote area search and rescue.

We frequently assist other emergency services in a variety of roles, such as supporting NSW Police in searches for evidence and missing persons, and NSW Ambulance as community first responders in rural and remote locations.

NSW SES Leadership

NSW SES Commissioner, Carlene York, is supported by Deputy Commissioner Operations, Daniel Austin and Deputy Commissioner Corporate Services, Damien Johnston. Damien joined the NSW SES in January 2021.



Legal Change

Acts and subordinate legislation affecting NSW State Emergency Service

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

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

- to protect persons from dangers to their safety and health, and to protect property from destruction or damage, arising from floods, storms and tsunamis
- to act as the combat agency for dealing with floods (including the establishment of flood warning systems) and to co-ordinate the evacuation and welfare of affected communities
- to act as the combat agency for damage control for storms and to co-ordinate the evacuation and welfare of affected communities
- to act as the combat agency for dealing with tsunamis and to co-ordinate the evacuation and welfare of affected communities
- as directed by the State Emergency Operations Controller, to deal with an emergency where no other agency has lawful authority to assume command of the emergency operation
- to carry out, by accredited SES units, rescue operations allocated by the State Rescue Board
- to assist the State Emergency Operations Controller to carry out emergency management functions relating to the prevention of, preparation for and response to, and to assist the State Emergency Recovery Controller to carry out emergency management functions relating to the recovery from, emergencies in accordance with the *State Emergency and Rescue Management Act 1989* (NSW)

- to assist, at their request, members of the NSW Police Force, Fire and Rescue NSW, the NSW Rural Fire Service or the Ambulance Service of NSW in dealing with any incident or emergency
- to maintain effective liaison with all emergency services organisations
- to carry out such other functions as may be assigned to it by or under this or any other Act, or by the State Emergency Operations Controller or the Minister.

State Emergency and Rescue Management Act 1989 (NSW)

The functions of the NSW SES are to be exercised in accordance with the *State Emergency and Rescue Management Act 1989* (NSW) (SERM Act).

Changes to Legislation

There have not been any changes to the SES Act in 2021 -21.

The SERM Act was amended in response to an inquiry into the 2019–2020 bushfire season to include the following new State Emergency Management Committee (SEMC) statutory function under section 15(c1):

'to promote the continuous improvement of emergency management policy and practice at a State level, including through consideration of reviews and inquiries into emergency operations, exercises and training evaluation'

The SEMC is established under section 14 of the SERM Act.

The NSW SES Commissioner is a member of the SEMC.

The amendment came into effect on 25 November 2020.

Significant Judicial Decisions

There were no significant judicial decisions during the 2020-21.



NSW SES ORGANISATIONAL STRUCTURE

The Service's Principal Officers hold the following qualifications, as of 30 June 2021.

Carlene York APM

Commissioner

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

Daniel Austin GiFireE

Deputy Commissioner - Operations

Bachelor of Emergency Management; Graduate Certificate in Applied Management; Diplomas Training and Assessment Systems.

Damien Johnston

Deputy Commissioner - Corporate Services

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

Daniel Crocco CPA

Acting Director Finance, Assets and Business Services/Chief Financial Officer

Bachelor of Commerce.

Michelle Egan

Acting Director People and Development

Masters of Administrative Law and Policy; Admission as Solicitor/ Barrister NSW Supreme Court, High Court of Australia; Graduate Diploma in Legal Practice; Bachelor of Maths (Hons) / Bachelor of Laws (Hons).

Nicole Hogan

Director Metropolitan Operations

Graduate Diploma in Public Safety and Administration.

Sean Kearns

Director Regional Operations

Master of Health Management.

Stephen McRobert

Director Information and Communications Technology/Chief Information Officer

Graduate Diploma Public Administration; Diploma Frontline Management.

Dean Story ESM

Director Operational Capability and Training

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

NSW SES ZONE COMMANDERS

| ZONE | NAME |
|-------------------|-------------------|
| Northern Zone | Stephen Patterson |
| Metropolitan Zone | Gregory Swindells |
| South East Zone | Colin Malone |
| Southern Zone | Nichole Priest |
| Western Zone | David Monk |

NSW SES ZONES - Primary Locations

NORTHERN ZONE

72 Turton Street, Metford NSW 2323

Phone: (02) 4931 3222

Email: ntz.ops@ses.nsw.gov.au

METROPOLITAN ZONE

Suite 5, Level 9, 1 Rider Boulevard, Rhodes, NSW 2138

Phone: (02) 4247 9700

Email: mtz.ops@ses.nsw.gov.au

SOUTH EAST ZONE

56–58 Knox Street, Goulburn NSW 2580

Phone: (02) 4247 9254

Email: sez.ops@ses.nsw.gov.au

SOUTHERN ZONE

206 Fernleigh Road, Wagga Wagga NSW 2650

Phone: (02) 4247 9600

Email: shz.ops@ses.nsw.gov.au

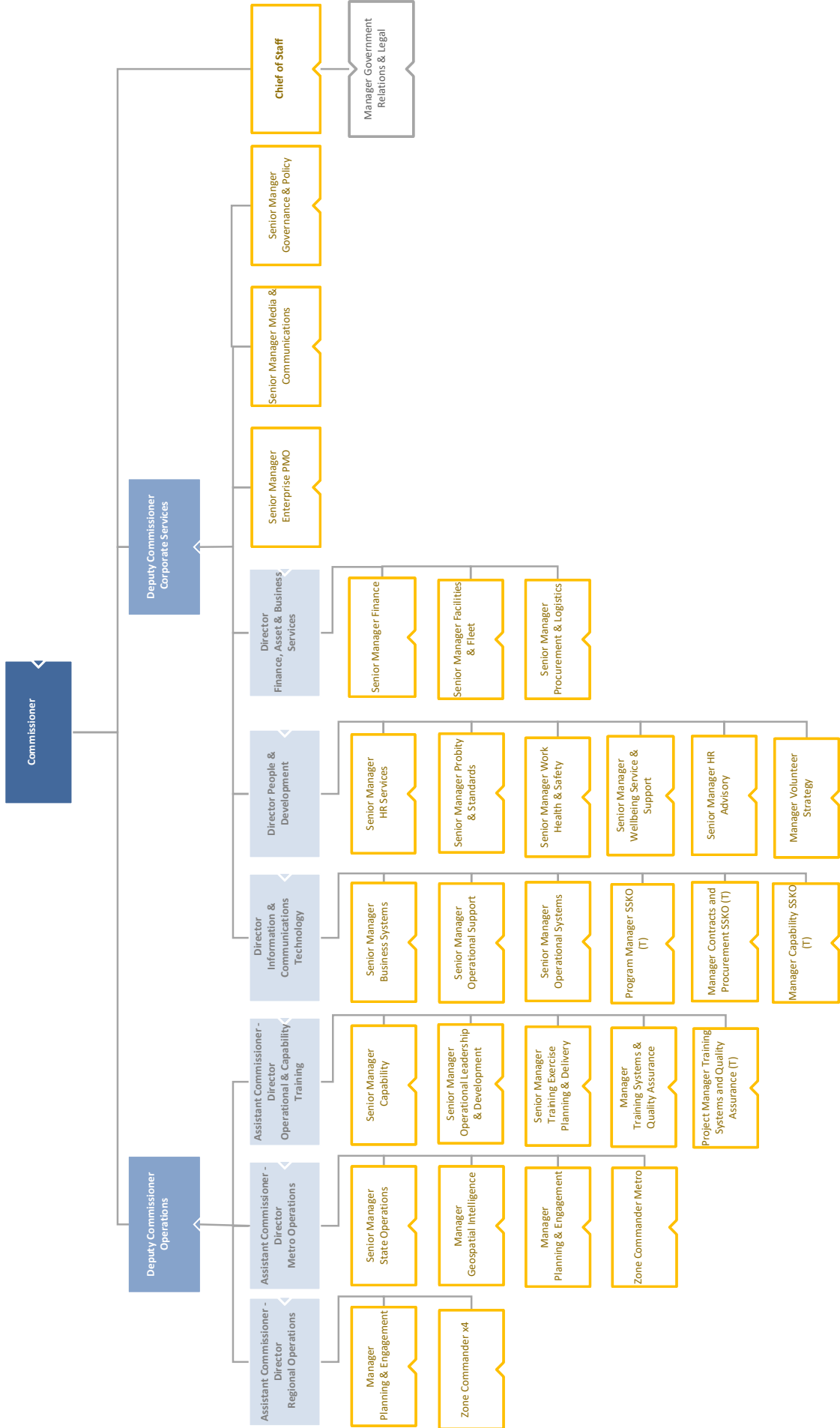
WESTERN ZONE

160 Bultje Street, Dubbo NSW 2830

Phone: (02) 4247 8237

Email: wtz.ops@ses.nsw.gov.au

NSW STATE EMERGENCY SERVICE



REGISTERED NSW SES UNITS

METROPOLITAN ZONE

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

NORTHERN ZONE

Aberdeen
 Ballina
 Bellingen
 Broadwater
 Brushgrove
 Camden Haven
 Casino
 Cessnock City
 City of Newcastle
 Clarence Nambucca Capability Unit
 Coffs Harbour City
 Cooranbong
 Copmanhurst
 Coraki
 Corindi-Woolgoolga
 Coutts Crossing
 Denman
 Dorriggo
 Dungog
 Forster Pacific Palms
 Gladstone
 Gloucester Shire
 Gosford
 Grafton City
 Harrington

Hunter Capability Unit
 Kempsey Shire
 Kyogle
 Lake Macquarie City
 Lawrence
 Lismore City
 Lord Howe Island
 Maclean
 Maitland City
 Merriwa
 Mid North Coast Capability Unit
 Mullumbimby
 Murrurundi
 Murwillumbah
 Muswellbrook
 Nabiac
 Nambucca
 Northern Rivers Capability Unit
 Port Macquarie Hastings
 Port Stephens
 Scone
 Singleton
 South West Rocks
 Stroud
 Swansea
 Tabulam
 Taree City
 Tomaree
 Tweed Coast
 Tweed Heads
 Ulmarra
 Urbenville
 Urunga
 Wauchope
 Wingham
 Woodburn
 Woolli - Yuraygir
 Wyong
 Yamba

SOUTH EAST ZONE

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

Wingecarribee
 Wollondilly
 Wollongong
 Yass
 Young

SOUTHERN ZONE

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

WESTERN ZONE

Armidale - Dumaresq
 Ashford
 Baradine
 Barraba
 Bathurst
 Bingara
 Blayney
 Boggabilla
 Boggabri
 Bourke
 Brewarrina
 Broken Hill
 Burruga
 Canowindra
 Carinda
 Central West Capability Unit
 Cobar

Collarenebri
 Coonamble
 Deepwater
 Dubbo
 Dunedoo
 Eugowra
 Far West Capability Unit
 Garah
 Gilgandra
 Glen Innes
 Glengarry
 Goodooga
 Gunnedah
 Guyra
 Inverell
 Ivanhoe
 Lightning Ridge
 Lithgow
 Liverpool Plains Shire
 Macquarie Capability Unit
 Manilla
 Menindee
 Molong
 Moree
 Mudgee
 Mungindi
 Namoi Capability Unit
 Narrabri
 Narromine
 North West Capability Unit
 Nundle
 Nyngan
 Oberon
 Orange City
 Packsaddle
 Pilliga
 Portland
 Rylstone
 Sofala
 Tambar Springs
 Tamworth
 Tenterfield
 Tibooburra
 Tingha
 Uralla
 Walcha
 Walgett
 Warialda
 Warren
 Wee Waa
 Wellington
 Wentworth
 White Cliffs
 Wilcannia
 Yetman

STATE CAPABILITY UNITS

Alpine Search and Rescue
 Aviation Management
 Bush Search and Rescue
 Corporate and Spontaneous
 Operational Support
 Peer Support
 Volunteer Membership

NSW SES PERFORMANCE IN 2020-21

Underpinning all we do are three strategic anchors: Capability, Volunteer Experience and Community. In alignment with the 2016-2021 NSW SES Strategic Plan, this year's achievements are reported against these three strategic anchors.

Also included are the significant improvements in governance and business processes that support these strategic anchors.

Strategic Anchor 1: Capability

Fundamental to the ongoing development of our Service's capability is ensuring the right people, tools, knowledge, systems, and skills are in place and continuously developed. This is demonstrated through our responses to the Requests for Assistance (RFAs) we receive and the support we provide to other emergency services.

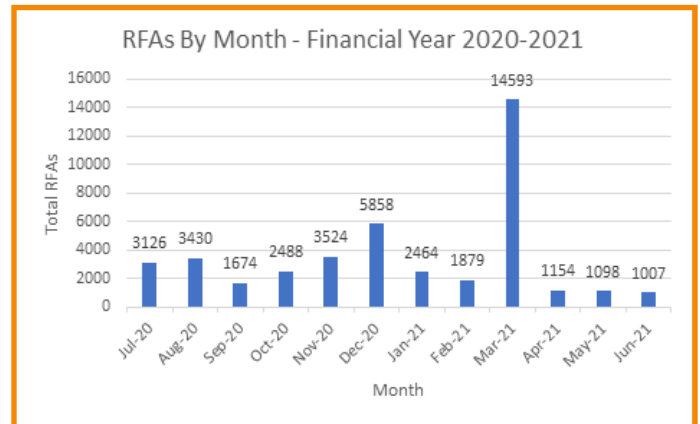
Highlights:

- NSW SES received 42,935 Requests for Assistance.
- March was one of busiest operational periods on record following extensive flooding across the state.
- Throughout the year, several Trainer and Assessor courses were conducted across the state. Through these courses, 60 members undertook further study to upgrade their existing assessor qualifications, and around 90 members trained to become qualified trainers within the Service.

Operational response overview

Throughout the year, our Service managed significant emergency responses for 237 days, due to 79 major operational events. Through these events 135,001 calls from the public were received, which resulted in our service responding to 42,295 RFAs.

Operational activity peaked during March 2021, when record rainfall resulted in major flooding over many areas along the state's coastline and inland.



The persistent and heavy rainfall along the coast was associated with a low-pressure system and resulted in dangerous rainfall for the Mid North Coast. As the low tracked south, weakening along the way, the rainfall was then concentrated in the Hunter, Central Coast and Sydney regions, causing riverine and flash flooding.

In addition to delivering our Service's combat functions, we provided significant support to the responses to severe storms in Queensland, Tropical Cyclone Seroja in Western Australia, as well as the COVID-19 pandemic.

Response to significant weather

Between 23 and 31 July 2020, a low-pressure system along the East Coast of NSW resulting in moderate flooding, storms, and coastal erosion. NSW SES received 2,488 RFAs, with 35 of those being for flood rescues. The South Coast was the most significantly impacted, with 1,226 RFAs received from the local community.

Post the July emergency response, a slow-moving trough with embedded lows impacted the coast from 5 to 12 August 2020. The system produced widespread heavy rain, winds, and damaging surf to the southern half of the coast. During the event, our service responded to 2,289 RFAs, with 41 of those for flood rescues.

A coastal trough caused periods of widespread prolonged rainfall and thunderstorm activity in the northern coastal districts of NSW between 10 and 21 December 2020. This resulted in flooding across several river systems, and NSW SES responded to 2,877 RFAs, including 67 flood rescues.

A relatively quiet February was followed by one of the busiest months and events on record (Event 144/2021), when record rainfall across NSW resulted in flooding over many areas along the state's coastline and inland. The persistent and heavy rainfall along the NSW coast was associated with a low-pressure trough which developed on Thursday 18 March 2021. This trough continued to deepen while remaining stationary along the coastline, resulting in persistent rainfall along the coast into the weekend. A low-pressure system developed within this trough resulting in dangerous rainfall for the Mid North Coast on the 18-19 March. The low then proceeded to track south while weakening, shifting the heaviest rainfall to the Hunter, Central Coast and Sydney region on the 20-21 March.

Concurrently, a low-pressure system, embedded within a northwest cloud band, entered western NSW on 22 March, before making its way to the south coast on 23 March. The cloud band produced widespread rainfall across the state, with the low resulting in areas of heavier rainfall about the North West Slopes and Plains and South Coast.

Planning and preparation for the weather event and associated response for event 144/2021 commenced on 10 March and the emergency response concluded on the 1 June 2021. Our volunteer operational participation exceeded 3,450 members. A total of 359 interstate resources were deployed into NSW to support communities.

Our Service also conducted a series of after-action reviews following all these emergency responses. An independent Peer Review is also being conducted for event 144/2021 to capture all observations pertaining to the response.

Support provided under Emergency Management Arrangements

November 2020 saw our members deployed interstate to Queensland to assist with storm damage resulting from severe thunderstorms across South East parts of the state (31/10/2020 to 13/11/2020). Queensland expressed gratitude for the support provided by our members and the skills of the operators deployed (60 operators in total split across five teams).

During April 2021, our Service supported Department Fire and Emergency Services Western Australia when Tropical Cyclone Seroja (category three) caused a landfall in Kalbarri, Shark Bay, Geraldton, and surrounding areas. The impacts from Tropical Cyclone Seroja included damage to infrastructure, major structural damage to property, as well as damage from the associated flooding and winds. NSW SES led four multi-agency taskforces (consisting of both NSW SES and NSW RFS personnel) through the Australasian Fire and Emergency Service Authorities Council (AFAC) National Resources Sharing Centre. In total, 73 of our members assisted communities in Western Australia.

The State Operations Centre response to COVID-19

March 2020 saw the arrival of the COVID-19 pandemic, which impacted our Service's operations. Our response included strategies supporting remote working, and virtual control centres being implemented for staff at State, Zone and Unit Headquarters.

Remote Call taking

Remote Call Centre operations were implemented during the pandemic. Call Centre staff used kits of laptops, phones, headsets, and software to take calls from the public remotely without disruption to services.

NSW SES Capability Framework

During the year, our Service consulted widely with internal stakeholders to progress the work started in the previous year on the Capability Framework.

This work focused on defining and standardising the minimum requirements, known as the 'Minimum Capability Requirements', needed to carry out any of our Service's Capabilities. To facilitate this, the elements of a 'capability' were reviewed. These elements included people, training, resources, processes, and governance.

The purpose of articulating the 'Minimum Capability Requirements' is to provide a foundation that supports planning and prioritisation of risk management and resource investment across the state. This was developed through a desktop review of appropriate policies and engagement with subject matter experts, including the Operational Capability and Training Directorate, Capability Development Groups, and Zone Commanders. The specific objectives of this project were to:

- Clarify the 'minimum capability requirements' (people, training, and resources) according to legislative, operational, and safety requirements
- Provide a consistent methodology for understanding training demand, allocation, and prioritisation of resource investment
- Support a consistent approach to service delivery across different Units and Zones
- Facilitate the identification of capability gaps and capability development priorities
- Support Commanders, at all levels, in their capability development planning
- Support the development of policies, procedures, and training materials
- Provide clear, consistent, and repeatable processes for defining requirements for Capabilities

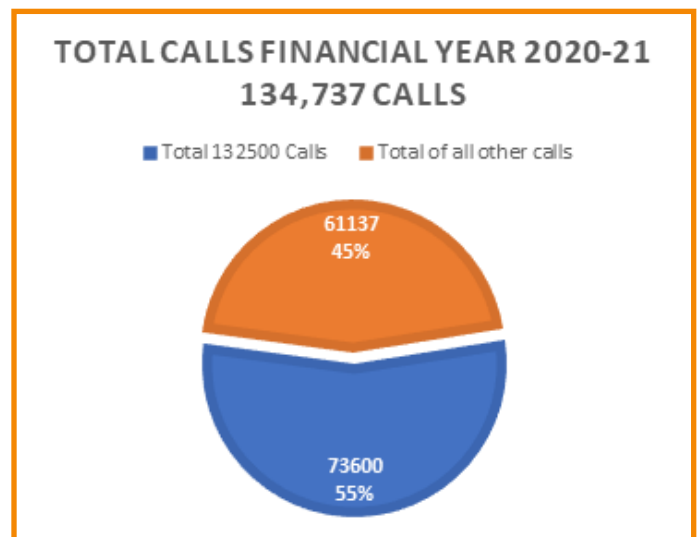
Distance Learning Delivery Project

The Distance Learning Delivery project has proven to be very successful, with thousands of members attending the online webinars. These webinars were designed to assist in maintaining their operational capability by remotely imparting skills and knowledge on a diverse range of training-related topics.

These webinars also provided our members with the opportunity to receive additional support, improve engagement, and allowed them to talk about mental health issues. On average, two to four webinars a week are run and, encouragingly, there has been an increase in both the participation levels and diversity of content being delivered thanks to multiple directorates utilising this platform to train, support, and engage our members.

Customer Service

The State Operations Centre maintains a centralised emergency response call taking capability at State Headquarters in Wollongong. Its services include the National Flood and Storm Assistance number, 132 500, coordinating all priority lines, and our Service's switchboard. Call-taking in 2020-21 increased, with 134,737 calls taken. This was an increase when compared to the 105,768 calls taken in 2019-20.



Operational fleet upgrades

Our Service's Fleet Replacement Program, which began in July 2018, is the NSW Government's four-year, \$56.4 million commitment to replacing our aged operational fleet with state-of-the-art, reliable, and safe emergency service vehicles, vessels, and trailers.

This year, the program delivered:

- 29 Light Storm Vehicles (approximately \$185,000 each)
- 14 Medium Storm Vehicles (approximate value \$245,000 each)
- Seven Medium Rescue Vehicles (approximate value \$360,000 each)
- One Heavy Rescue Vehicle (approximate value \$420,000 each)
- 64 General Purpose Vehicles (approximate value \$90,000 each)
- 14 Bowloader vessels and trailers (approximate value \$145,000 each)
- Two tandem axle GP Trailers (approximate value \$11,000 each), and
- Two single axle GP Trailers (approximate value \$10,000 each)

Global supply issues and the local impacts of the COVID-19 pandemic in Melbourne and Sydney affected the manufacture and delivery of new vehicles throughout the year. In addition to the impact of localised lockdowns, manufacturers experienced productivity inefficiencies when workers – who normally work closely together on a vehicle build – were required to socially distance, carry out additional routine cleaning of their work areas and vehicle surfaces, and to self-isolate when waiting for COVID-19 test results for themselves or their close contacts. Major flooding in the Hawkesbury River region in March 2021 also impacted production of Medium Storm Vehicles, when floodwaters isolated many workers from their workplace. These delays had knock-on effects for other vehicle types scheduled for delivery.

Enhancing technology and innovation

The Stay Safe Keep Operational (SSKO) Program had an endorsed capital budget of \$23.4 million. The investment strategy focused on three key pillars – safety, mobility, and continuity. The program funding and investment strategy is aligned with the NSW Telco Authority Critical Communications Enhancement Program (CCEP).

The SSKO Program continues to deliver critical operational communications solutions. NSW SES is regarded as an innovative leader, that collaborates with other Emergency Service Organisations to ensure value for money and whole of Government outcomes. This includes, but is not limited to, the Generation 2 Cell on Wheels, Mobile Incident Command Centre, Vehicle as a Node, and Location Services.

The NSW SES Operational Communications Strategy work will provide standardisation across the state, ensuring a consistent way of working when operating on the Government Radio Network. The strategy also provides benefits of safety, with a centralised communications design ensuring 24/7 support to front line members while they are saving lives and creating safer communities.

Funding is set to continue to deliver solutions to address critical communications risks to the agency's front line.

Training Improvement Program

Our Service has been actively identifying opportunities to improve the way it provides training to our members. As a result, the 'Training Improvement Program' was established. The program consists of three project streams, each focusing on:

- Training Delivery
- Systems
- Governance

The overarching goals of the program are to streamline quality training practices, reduce administrative burden, improve member safety, and ensure our Service continues to follow national industry standards. When these goals are reached, we will be able to ensure members can continue to receive compliant, quality, fit-for-purpose training now and well into the future. Work has commenced to engage with members, policies and procedures have been reviewed, and a new learning solution has been defined. A review

of training materials has also begun, which aims to ensure consistent delivery of training across the State.

Upgrades to GIS capability and GEMS

A GIS server replacement and spatial architecture update was implemented in June 2021.

The ArcGIS Enterprise with Portal 10.8.1 was also implemented, which improved data and system integration across emergency management agencies, through improved licence management, spatial analysis functionality, and map production improvements.

In addition, the Geospatial Emergency Mapping System (GEMS) was relaunched with improved functionality, process, and user experience with the GIS server upgrade. Over 20 information sessions were completed on 'What's New' in GEMS for more than 150 members.

Review of Capability Development Groups (CDG)

The Capability Development Process approved in July 2020 has been adopted by the Capability team where new or significantly altered capabilities are proposed. A Capability Action Group (CAG) was established in the last 12 months and incorporated into the process. A refresh of the CDG program was commenced at the CDG Conference held at State Headquarters in April this year. This remains a work in progress and will align the CDG work plans to the new Strategic Plan launched in June.

Operational Policies and Procedures Project

Work reviewing operational policy documents also continued. The review has focused on exercise management, planning, intelligence, supporting capability development, and our inter-agency support roles (including Land Search). Work has also begun to embed the newly developed Capability Framework into policies, procedures, training material, and other corporate documentation. This will continue to deliver more streamlined, current, and user-

focused policy documents aligned to our Service's Capability Framework and Policy Framework, as well as assisting our Service to consistently deliver on its mission and legislated and non-legislated functions.

Capability Development through Training and Exercising

In addition to training, exercises build organisational capability by providing members the opportunity to practice the skills they have acquired. The following significant exercises were conducted:

- Incident Management Functional Exercise (Exercise Scorpius 1)
- Largest flood rescue boat exercise, with 200 participants in 60 boats in local waterways around NSW (Exercise Who Let the Boats Out)
- A multi-agency exercise with FRNSW focused on Road Crash Rescue, Trauma Management, and CPR (State Road Crash Rescue Challenge)
- A multi-agency exercise with NSW Police Force focussed on remote search and rescue in alpine areas. This exercise included the use of new communications technologies and resources (Exercise Sutherland)
- Two multiple scenario exercises focussed on disaster rescue skill sets (Southern and South-Eastern Combined Zone Disaster Rescue Challenge and Metro Zone Disaster Rescue Challenge)

Our Service also provided support to NSW Police Force and Fire and Rescue NSW with their counter terrorism and urban search and rescue exercises. This support included the application of moulage to increase the realism of the injuries of the role players in the scenarios.

The Exercise Capability Team has developed an exercise management framework, including policy and procedure with supporting documents.

Professional development of trainers and assessors

Throughout the year, several Trainer and Assessor courses were conducted across the state. Through these courses, 60 members undertook further study to upgrade their existing assessor qualifications, and around 90 members trained to become qualified trainers within our Service. Around 95 members were accepted to undertake a course that will give them the qualifications as Trainers and Assessors. Seventeen staff members were also accepted to undertake professional development training.

New Training Pathways

A new Training Framework and pathways for Incident Management and Field Operations has been developed and is scheduled to be released for broader consultation in August 2021. The framework provides structure to the progression of volunteer learning, from foundational to operational leadership, and is streamlined to meet capability needs.

New Sydney Metro Zone Office

The new Metro Zone Headquarters has been secured and occupied since December 2020, with final works still being undertaken in the Incident Control Centre. Located at Rhodes, the facility allows staff to operate business as usual and provide an operations room large enough to operate a Level 3 Incident.

New Height Safety Kits Purchase

NSW SES has purchased a number of Height Safety Kits with a work positioning (twin rope) capability. These kits will be deployed in a field evaluation trial in coming months to formulate recommendations on the final specifications for our Height Safety Kits, proposed allocations of kits to Units, and any changes required to our training and procedures around working at heights. Significant work has already been completed to understand legislative and policy requirements as well as current best practice methods and equipment across partner agencies and industry. This will improve safety for members operating at heights in a range of response situations.

Public Access Defibrillation Program

Our Service commenced responding under the Public Access Defibrillation (PAD) Program in partnership with NSW Ambulance on 30 November 2020. This program enables NSW Ambulance to request appropriately trained NSW SES members to attend cardiac patients with an Automated External Defibrillator where they may reach a patient before paramedics arrive.

Since the program's introduction, members have responded to 181 activations and completed 73 responses across NSW (108 activations were cancelled after dispatch).

After Action Reviews

After Action Reviews were conducted following all the major weather events this year. An independent review of the major flood events that occurred from March to June 2021 is being coordinated by the Australasian Fire and Emergency Service Authorities Council (AFAC). Lessons identified from the reviews have been prioritised by NSW SES and are being actioned. Actioning the lessons identified will improve the ability of our Service to manage future events more effectively. We also submitted relevant lessons identified to the State Lessons Workshop coordinated by the State Emergency Management Committee. The aim of this process is to improve interagency operations across all hazards.

Rollout of mySES

A new intranet – mySES – was officially launched in October 2020. MySES came to life following extensive consultation with members and subject matter experts. This consultation ensured the right information was not only included but was also easily accessible. Through consistent design elements, improved navigation, and search functions, the intranet serves as a reliable single source of truth for our members. MySES is one of the projects, which form a program of work known as the Digital Workplace. This program aims to provide a holistic set of tools, platforms, and environments for work, delivered in a coherent, usable, and productive way.

Cybersecurity Upgrades

Our Service uplifted our cyber security posture by strengthening governance and reporting, modern technical capability, and implementing comprehensive policy documents. The initiatives were aligned with the NSW Cyber Security Strategy.

Network Upgrades

Network upgrades continued to be rolled out, including upgraded remote access capabilities to conduct business activity outside of office locations and increasing our cybersecurity. Paging infrastructure changes were made to increase the resiliency of core paging systems used to activate volunteers for requests for assistance.

Strategic Anchor 2: Volunteer Experience

A sustainable workforce of skilled, engaged and committed community-based volunteers is critical to the success of our Service. Our Volunteer Experience Strategic Anchor focuses on attracting, engaging, and retaining volunteers by enabling a positive, empowering and fulfilling experience for our Members.

Highlights:

- An online Learning Hub was established to help members build their Incident Management capacity
- Development of a mental health and wellbeing strategy to support improvement in mental health and wellbeing of volunteers
- Over 140 NSW SES Units benefited from 'Better Together' events, which focus on acknowledging members for their contribution.

Volunteer Training Hub

An online Learning Hub was established to help members build their Incident Management capacity. Seven Incident Management courses were built into the Learning Hub, providing a way to deliver online facilitated learning. It also provided access to informal learning. The Learning Hub will continue to expand and is available for members to access via the Services intranet.

Mental Health and Wellbeing Program

This year, our Service become a part of the National Reference Group, which is designing and developing the first Mental Health National Action Plan for emergency services workers, including volunteers. The purpose is to improve mental health outcomes among Australia's current and former emergency services workers. The group comprises of senior experienced leaders and subject matter experts from emergency services, health, and mental health fields. NSW SES Commissioner, Carlene York, is the representative for all NSW Emergency Services agencies.

In addition, our Service is participating in the development of the NSW Mental Health Strategy, following the devastating bushfires and the severe floods experienced over the last two years. This strategy takes a risk-based approach to managing the mental health of emergency service workers, with a focus on keeping volunteers and paid employees mentally healthy and safe, as well as providing the most positive and impactful investment of resources. NSW SES will continue to participate in the Joint Agency Initiative with NSW Rural Fire Service and Fire and Rescue NSW over the coming year to bring to all members training and initiatives in mental health.

Supported by funding from the NSW Government, our Service has established a dedicated branch to lead the wellbeing and support services of its members. This branch will have specialised psychological services supporting a broader mental health framework, and support services such as chaplaincy, peer support and employee assistance (for volunteers and staff) for the lifecycle of the member.

Other mental health and wellbeing initiatives have also commenced, including:

- Training to improve the education of leaders in mental health and wellbeing with an aim to reduce the stigma associated with seeking help and increasing pathways to care.
- Providing resources and tools to assist leaders to provide welfare monitoring
- Developing and providing training for all members in psychological first aid and mental health first aid across the agency.

Focus on Volunteer Wellbeing

Our Service is committed to supporting the health and wellbeing of our volunteer workforce. During the year we provided a range of support services.

Volunteers can now access two free phone counselling sessions per year. This service provides access to short term counselling and assists with referrals to other service providers for longer term support where required. Areas of support include (but are not limited to) relationships, health, trauma, financial issues, grief, or loss of a loved one, depression, anxiety disorders, legal issues, coping with change, substance abuse, gambling, and other addictions.

This external counselling service is available through our Service's current provider, EASA (Employee Assistance Services Australia). EASA currently provides counselling services to NSW SES employees as part of the Employee Assistance Program (EAP) and this support has now been extended to Volunteer Members.

Our Peer Support program offers volunteers mental health and wellbeing support 24 hours a day, every day of the year. Its officers are volunteers and staff who are trained in several mental health interventions that include psychological first aid, group crisis intervention, active listening, delivery of pre-incident education and suicide awareness.

A Chaplaincy program is available to volunteers and staff. It provides access to spiritual health and wellbeing support and a 24/7 free phone line. This service provides access to a team of Peer Support Duty Officers who have advanced training in crisis intervention, suicide intervention and telephone crisis support.

Better Together Events

Better Together events were extended into this year due to the success of the program last year. This year over 140 NSW SES Units benefited from 'Better Together' events.

The purpose of these events is to thank and acknowledge our members for their service. Volunteers from Units were able to connect with other members, Commanders and Zone staff in a relaxed environment to celebrate the past year of service. It is a great way to connect our membership and celebrate our achievements, including various individuals and teams who have done outstanding work. It's also an opportunity to support the wellbeing of our people and start conversations to check in and see how colleagues are coping with their individual circumstances.

Flexible approaches to volunteering

The restrictions in relation to the COVID-19 pandemic impacted the ability of Units to interview and onboard new members, which resulted in a slight reduction in volunteers this year. Engaging in face-to-face training was also suspended for periods of time, which reduced the ability of Units to engage with volunteers. External social factors resulting from the pandemic may have also played a part, particularly the precariousness of employment opportunities, and increased caring requirements. In response to this, our Service embraced opportunities to harness technology to undertake virtual training and communication between members.

The key driver in flexible volunteering is the Volunteer Strategy, which will focus and guide our workforce planning towards a capable and sustainable future through volunteerism. The strategy will build on the work of 'Volunteering Reimagined' by continuing to further the concepts of targeted recruitment, community participation across a broad spectrum of roles, recognition of skills and experience, and innovative service delivery concepts. Development of youth engagement pathways forms part of this work, with flexible approaches to volunteering being a key priority in attracting and retaining this demographic.

Significant professional development

Following the success of the first round of the ASPIRE Leadership Development Program – which was initially run for Unit, Deputy and Local Commanders last financial year – a second round of training was facilitated this year which resulted in a total of 60 per cent of our Local, Deputy and Unit Commanders participating in the Program. The program assists Unit Commanders in further enhancing their leadership skills and Member support capabilities.

Following a survey completed by past participants, more than 80 per cent indicated they now know what is expected for them and over 95 per cent are now confident having a courageous conversation (up from 45 per cent before the program commenced). One hundred percent of member are confident using a framework to provide feedback and setting expectations for their volunteers. Our Service has since purchased the licensing for the program and have now accredited seven internal facilitators from a range of business units within our Service to deliver this training in-house. The intention is to expand delivery of the program throughout this year any going forward.

Diversity and Inclusion

Implementation of our Service's Diversity and Inclusion Strategic Framework 2020-2025 continued throughout this year. Our Service committed to several stretch targets and actions as part of a broader cluster action plan. These relate to the NSW Premier's Priorities, including increases in the number of women in Senior Leadership Positions (by 17 per cent), Aboriginal Senior Leaders (by two (2) percent) and Disability Employment (by 3.6 per cent). In addition, our Service launched the SBS Inclusion Module – an online learning program available to all members to empower them with knowledge to integrate diversity and inclusion into everyone's service delivery. This was in addition to a number of online lead and learn sessions held throughout the year, which were open to all members on a range of diversity and inclusion topics.

Strategic Anchor 3: Community

Our Service works with communities and partner agencies to identify their needs and priorities to implement adequate disaster risk reduction activities across NSW. Face-to-face activities with volunteer Units and communities have been on hold since March (due to COVID-19 safety precautions), but many activities have been moved online to continue engagement.

Highlights:

- Our Service celebrated ten years of partnership with principal partner NRMA Insurance
- NSW SES media unit responded to more than 2,000 media enquiries
- The Hawkesbury-Nepean awareness campaign saw an increase of 23 per cent in the number of people who can identify three or more flood evacuation procedures

Hawkesbury Nepean flood plan

With Infrastructure NSW and Resilience NSW, we continued to deliver awareness messaging and activities relating to outcomes and streams identified within the Hawkesbury-Nepean Valley Flood Strategy, 'Resilient Valley, Resilient Communities (2017)'. Over the year, the third phase of awareness messaging pushed through a variety of media sources between November 2020 and March 2021. The program was launched by NSW SES Commissioner Carlene York, Resilience NSW Commissioner, Shane Fitzsimmons, live on Channel 9's morning program *The Today Show*. This resulted in significant media coverage and renewed public interest in flood risk across the Hawkesbury-Nepean area. Formal evaluations of the program have shown significant increases in awareness of risk, knowledge of relevant information sources and confidence in personal ability to take the right preparedness actions when required.

The campaign achieved significant reach and increased flood awareness with 38 per cent residents in the valley seeing the campaign and of those who saw the campaign, 58 per cent were

concerned about the risk of floods for their area and 24 per cent said the valley had a high flood risk.

A third phase of community research was completed prior to the March 2021 flood event, key findings of which included:

- a seven (7) per cent increase in the recognition of flood risk
- a decrease of 16 per cent in people who have taken no preparedness action for floods
- an increase of 49 per cent in the number of people who recall seeing local flood information in the previous 12 months
- an increase of 23 per cent in the number of people who can identify three (3) or more flood evacuation procedures

The Hawkesbury-Nepean Community Resilience Program was awarded the 2021 FMA-NRMA Insurance Flood Risk Management Project of the year in June 2021. Subsequent stages of the campaign will focus on moving communities from awareness of, to preparedness for floods.



Project learnings and creative materials from the Hawkesbury-Nepean campaign have informed the awareness programs commenced in the Northern Rivers and Georges River areas during the year. Awareness messaging focusses on the 'Floods. The Risk is Real' message with the call to action for people to check their own flood risk by visiting NSW SES website, know what to do and know when to act. Visitation to the NSW website has increased substantially due to both programs, while social media sites and stories have been widely viewed and shared.

Communicating with the public

Our Service is supported by a Media and Communications Team, which oversees its external and internal communications needs. The team is responsible for coordinating all media and public relations, while also promoting and protecting the brand and volunteers of our Service.

Over the last year, the Media and Communications Team promoted the Service, its members, and its capabilities to communities within NSW and right across Australia.

In doing so, the team:

- Responded to more than 2,000 media enquiries
- Published more than 100 media releases
- Led two major public relations campaigns and several smaller-scale campaigns
- Coordinated numerous exclusive media stories with major news outlets
- Coordinated hundreds of interviews with media outlets
- Supported business units with safety and awareness campaigns

Media

The Media and Communications team has a dedicated media line, 1800 067 234, enabling the media to request information and organise interviews. Over the year, NSW SES received 2,000 calls from the media, with most of those coming through during periods of severe weather.

In addition to responding to enquiries and requests from the media, the team also coordinated proactive media opportunities with local and major news outlets. The team published more than 100 media releases over the year while also working closely with media outlets to promote our service and its members. This included securing multiple stories with National Nine News, 7 News Sydney, The Daily Telegraph and Sydney Morning Herald. Among these stories included a piece with National Nine News to raise awareness of the risk of floods for communities living within the Hawkesbury-Nepean Valley (Fearing the Worst, Friday 18 December 2020). The team also raised awareness of the service's members by working with The Daily Telegraph to showcase profiles of people who work on the front line and volunteer with NSW SES (Heroes By Day & Heroes By Night, 26 March 2021).

Public Relations Campaign

The team successfully coordinated two public relations campaigns to increase awareness around storm season and the service's volunteers – Storm Season and Wear Orange Wednesday. Storm Season was launched via a media event at Penrith White Water Stadium on 25 September 2020. This event showcased the dangers associated with people driving through floodwater and the capabilities required to rescue people. The event, attended by Minister for Police and Emergency Services David Elliott MP, was broadcast by 10 News First, Seven News Sydney and National Nine News. Later in the year, the Media and Communications Team coordinated a series of interviews with ABC Radio to advocate further community awareness on the risk of floods (16-22 November 2020). This saw the ABC cover topics from flood awareness to the capabilities of the service's volunteers.

The second major public relations campaign was for the Wear Orange Wednesday (WOW Day) initiative. Running every year during National Volunteer Week (17-23 May 2021), WOW Day is specially designated to thank everyone that volunteers with NSW SES. While communities were encouraged to wear orange to show their support of the service's volunteers, the Media and Communications Team arranged for popular

landmarks across the state to be lit up the colour orange on Tuesday 18 and Wednesday 19 May 2021. Included in this was a first for our service, where images of volunteers were projected onto the sails of the Sydney Opera House and the Sydney Harbour Bridge. What followed was exclusive media coverage by Channel 7's Sunrise morning program and Channel 10's Studio Ten morning show on Wednesday 19 May.

news stories aired, including one with Seven News, and 12 print and online stories ran throughout the campaign. The coverage obtained throughout the entire campaign reached 1.5 million people (Meltwater) and helped communicate essential preparedness and safety messaging ahead of a major flooding event that hit the state later in March.



While leading campaigns, the team also collaborated with the other departments and government agencies, including Resilience NSW and Infrastructure NSW. In particular, the Media and Communications Team collaborated with both agencies to promote awareness of flood risks around the Hawkesbury-Nepean Valley (as mentioned above). During this campaign, which ran from December 2020 to March 2021, four media releases were produced, 38 broadcast

Responding to severe weather

Like in previous years, the Media and Communications Team continued to support our Service in communicating vital public information during periods of severe weather. One of the most active periods for the team was during the major flooding event that affected the Hawkesbury-Nepean, Hunter and Mid North Coast earlier this year.

From 10 March to 6 April 2021, the Media and Communications Team supported the Public Information function by:

- Producing and distributing seven (7) media releases and public statements
- Facilitating, coordinating and participating in nearly 200 media interviews
- Facilitating nine (9) press conferences
- Coordinating local, state, national and international news coverage.

Social media

Our Service has continued to communicate key safety information actively and effectively through social media channels to the public. At 30 June 2021, NSW SES was followed by 192,000 people on Facebook; 10,100 on Instagram; and 81,500 on Twitter. As part of continuous improvement, the Media and Communications Team will be conducting a review of the use of social media platforms to implement informed changes designed to further improve our social media presences and following.

Community engagement

Our Service regularly engages with individuals, communities and organisations to build understanding, acceptance and management of risks from floods, storms and tsunamis. COVID-19 restrictions on face-to-face engagement activities with SES Units and communities over the year has increased utilisation of online information sources, such as the Service's website and various social media channels. Between October 2020 and May 2021, approximately 100 face-to-face community engagement events were completed by NSW SES. NSW SES also continues to involve communities in preparedness and emergency response through the establishment of Community Action Teams within rural and regional areas of NSW.

In November 2020 our Service undertook its first online community preparedness survey. The survey generated baseline data about community understanding of risks from natural hazards, as well some preliminary information around the barriers and enablers to individual and community preparedness for risk and disaster events. This data will be used to monitor changes in community preparedness levels through time. The data from our survey will be evaluated against the NSW Get Ready Survey data once the Get Ready survey data is endorsed by the Community Engagement Subcommittee (CESC) for use the CESC member agencies.

Community-focused projects

Our Service continued to partner with various community organisations such as progress associations, social housing providers, aged care providers, large animal boarding sites, and disability advocacy groups, to ensure that we reach highly vulnerable sectors of communities with bespoke needs. Similarly, in the Hawkesbury-Nepean area, a project partnership with Department of Education culminated in the launch of the *Water in the Valley* primary school resource, which follows from the *Water in World* secondary resource. We also partnered with Infrastructure NSW and four local park managers to trial a flood emergency plan tool for caravan parks. The tool is now being refined, with the aim of being used in all caravan parks in the Hawkesbury-Nepean Valley and more broadly across NSW.

After the March 2021 flood event on the Mid-North coast of NSW, a significant program of community forums were completed by NSW SES and partner agencies. These forums aimed to understand the nature and extent of flood impacts, and the effectiveness of NSW SES emergency response operations, but also to investigate ways for communities, NSW SES and other agencies to work collaboratively to increase resilience to natural disasters.

Community Focused Partnerships

Over the 12 months, our Service celebrated ten years of partnership with principal partner NRMA Insurance. The partnership strategy was also renewed and a new collaboration project, 'Location-Based Risk Awareness', commenced. We also worked together on several crucial campaigns, including 'First Saturdays', the 'Disaster Tracker', also collaborating to promote and celebrate the NSW SES initiative 'Wear Orange Wednesday'.

NRMA Insurance granted \$50,000 to Get Ready funding across 15 NSW SES Units during the year. Some funded initiatives included Get Ready workshops for people across various communities of NSW and engagement programs for the deaf community.

The partnership continues to focus on actively engaging and empowering local communities to understand their local risks and to take steps to manage that risk through preventative action.

NRMA Collaboration Project

Our Service also worked collaboratively with NRMA Insurance to commence scoping out a program of work to be delivered next year, including the development of location-based and risk-specific content. The project will bring local flood risks to life in high-risk regions and be visually impactful, to encourage people to take action to manage their risks. This work aims to make a real difference, with a social impact that is measurable through successful community engagement.

Key partnership objectives include building stronger, more resilient communities together by:

- Building awareness and changing attitudes
- Inspiring action
- Enhancing reputation and customer advocacy

Agency partnerships

Our Service enters Memorandums of Understanding with other emergency services agencies in NSW and across the country to

document the operational arrangements between agencies.

NSW SES is also represented on the following committees along with other government agencies:

- State Emergency Management Committee
- Regional Emergency Management Committees
- Local Emergency Management Committees
- State Rescue Board
- Capability Development Sub-Committee of the SEMC (Chair)
- Risk and Resilience Sub-Committee of the SEMC
- Community Engagement Sub-Committee of the SEMC
- Regional Rescue Committees
- Local Rescue Committees
- Policy Advisory Committee
- Flood Warning Consultative Committee
- Floodplain Risk Management Committee
- Emergency Management Spatial Information Network Australia
- National Emergency Communications Working Group
- Board of Commissioners
- Australasian Fire and Emergency Service Authorities Council (AFAC)
- AFAC Commissioners and Chief Officers Strategic Committee (CCOSC)
- AFAC Community Engagement Technical Group
- AFAC Fire and Emergency Aviation Technical Group
- AFAC Fleet Technical Group
- AFAC Knowledge Innovation and Research Utilisation Network
- AFAC Climate Change Group
- AFAC Learning and Development Group
- AFAC Mental Health and Wellbeing Network
- AFAC Operational Equipment Technical Group
- AFAC Operational Performance Technical Group

National Warning Project

The Australian Warning System was endorsed by AFAC in late 2020 following the completion of national research. The Australian Warning System aims to provide consistent emergency warning headline messages, containing five elements: Location, Hazard Type, Warning Level, Call to Action, and Coloured Icon. Our Service undertook planning in the first half of 2021 to scope the agency's transition to the Australian Warning System. The Warnings Project Working Group was also established to provide subject matter input and support to the project.

Enabling Performance: Governance and Business Process Improvement

The ongoing governance and processes implemented by the NSW SES are essential in the day-to-day running of our Service.

Highlights:

- The new Strategic Plan was reviewed
- A new contemporary intranet – mySES – was launched to benefit all members
- A new online order portal was created making it more streamlined for all members

Digital Workplace

Our Service continues to expand and build the Digital Workplace for our Members. This included the launch of mySES – a new contemporary intranet solution – in October 2020 that aligns with agency functions and is tailored to everyone's requirements, whether they be volunteers or staff. This enhanced search and discovery functionality, information governance, functional ownership and links to Microsoft Teams, OneDrive and intranet in one seamless digital workplace.

In addition, following the fast-tracked deployment of Microsoft Teams due to the COVID-19 pandemic restrictions, our Service has continued to develop capability in Microsoft Teams to support volunteers and staff, enabling them to connect, communicate and collaborate easily.

This capability has enabled remote learning and provided teams with a suite of virtual tools to maintain business continuity. Volunteers have continued to build on this platform and are now using Teams to better manage information flows and develop channels for specific areas work and collaboration.

With mySES and Microsoft Teams embedded and adopted across our service, the focus is now on enhancing the user experience with access to trusted sources of truth for operational information and processes through an Incident Management Gateway, which was trialled during the 2021 storm event.

Policy reviews

This year saw the transfer of all Policy documents to the newly created mySES intranet. This centralised location enables easier access of all Policy documents for members, providing better access and enhanced search capability. MySES also provides a central portal to allow all members an opportunity to provide feedback in the consultation process for new and updated Policy documents.

The past 12 months delivered several significant Policy documents across the agency. A Capability Framework was developed to identify and capture the core and enabling capabilities that enables NSW SES to deliver its functions. Other significant Policy documents delivered include Flood and Tsunami Operations, Hazard Planning, Flood Intelligence, Management of Human and Material resources.

To strengthen governance and management of NSW SES assets, policy documents were updated for Asset, Inventory and Equipment Management. Asset management plans were also developed in accordance with NSW Treasury legislated requirements. The Procurement Policy and Manual were updated to reinforce the NSW SES commitment to the appropriate use of public funds and ensuring controls are maintained to minimise the risk of fraud and corruption.

Other significant policy documents that were reviewed and implemented during the year include Social Media, Legal Services, and Geospatial information. Work Health and Safety procedures relating to immunization, first aid, noise management, and hazardous material handling were also updated.

The Policy Branch will continue to work with all areas to maintain a process of delivering policy documents that are effective for business operation, clear and concise, easily located, and compliant with legislation and other obligations. The development of the policy documents will align with the NSW SES Policy Framework principles of development, consultation, dissemination, management, storage, implementation, monitoring, and review.

Internal Audit and Risk Management

Our Service's Internal Audit Program continued to provide an independent, objective assurance and advisory service. A comprehensive tender process for the provision of internal audit services was completed, which resulted in O'Connor Marsden & Associates (OCM) re-appointed for a three-year term.

An Internal Audit Plan was developed using a comprehensive risk-based assessment that considered our Service's strategy, business objectives and external impacts/trends. This program provides a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes.

The internal audit function delivered compliance, framework, performance, and management-initiated reviews with a focus on training, business continuity, disaster recovery and membership. Outcomes of these audits have improved systems, processes and control that support the achievement of organisational objectives.

Our Service is committed to the proactive management of risk as an integral part of sound management practice and as an essential element of good corporate governance. Throughout the year we continued enhancement of risk maturity by improved reporting, methodology and analytics.

During the year, the Audit Office of NSW issued a performance report on addressing public inquiry recommendations. The observations in this report have been actively considered and incorporated into plans to improve governance and reporting.

Media Policy Review

An updated, comprehensive Media and Communications Policy has been formed to better support and guide media, corporate communications and internal communications. Significant work has also been undertaken within the strategic planning process to inform the direction and strategy for NSW SES Media and communications over the next three years. The updated policy will shape the conception of updated media training, which will further assist Members during their interactions with media. It is hoped that these improvements will support the protection and growth of our reputation and brand in communities across NSW and the vital work of our Members.

New Strategic Plan, Mission and Vision

Our Service commenced a review of the current Strategic Plan, Mission and Vision in October 2020. There has been extensive consultation and research to support development of the Strategic Plan with engagement and input with volunteers, staff, and external stakeholders.

Refreshing the Mission, Vision and strategy will refocus NSW SES on our highest priorities and direction for the next three years, in the following areas:

- Our Community and Volunteers – ensuring all members are targeted on supporting our communities and the volunteers who directly help them.

- Prevention and Preparedness – moving us further towards not only responding to emergencies, but also helping our communities prevent and be prepared for what comes their way.
- Working together – increasing collaboration across the agency (both by staff and volunteers) as well with other agencies.

The new strategic plan has three priorities – Our People, Our Community and Our Capability. For each priority, goals, outcomes, and measures of success have been developed. The new Strategic Plan will commence in the 2021-22 financial year.

Design of new procurement portal and upgrades to SAP system to improve procurement processes

Our Service is continuing to improve the user experience for Members and reducing administrative workload by updating specific finance and assets processes and systems. SAP configuration changes in May 2021 included a change to enable bulk uploads of low value purchase orders to support local businesses in regional areas and provide access to key supplies by our volunteer members. This process streamlined manual processing, providing more time for strategic procurement work.

In April this year, the design of a new procurement portal was completed, which will be used for purchasing requests, ordering from the state warehouse and requesting services. This portal will simplify procurement processes for goods and services and provide members with greater visibility of the end-to-end process. This portal project has now moved into the build phase to be completed in 2022.

Completion of Records and Information program
This year, the Records and Information program created an inventory stocktake app for all our volunteers, made configuration changes to SAP, and designed a new online ordering portal.

The app was released in March 2021 and has removed manual paper-based processing of inventory count sheets, significantly reducing the time taken by volunteers to conduct inventory stocktakes. This has resulted in volunteers having more time to focus on their core role of supporting the community.





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 statements of the Office of the NSW State Emergency Service (the Service), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

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

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

Basis for Opinion

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

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

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

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.

Commissioners Responsibilities for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulations and Treasurer's

Directions. The Commissioner's responsibility also includes such internal control as the Commissioner determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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

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



Lawrissa Chan
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

30 September 2021
SYDNEY

OFFICIAL



OFFICE OF THE NSW STATE EMERGENCY SERVICE
 FINANCIAL STATEMENTS
 For the Year Ended 30 June 2021

STATEMENT BY THE ACCOUNTABLE AUTHORITY

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

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

A handwritten signature in cursive script that reads 'Carlene York'.

Carlene York APM
 Commissioner NSW SES

30 September 2021



OFFICIAL

STATE HEADQUARTERS
 OFFICE OF THE COMMISSIONER

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

START OF AUDITED FINANCIAL STATEMENTS

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Statement of Comprehensive Income for the year ended 30 June 2021**

| | Notes | Budget 2021 \$'000 | Actual 2021 \$'000 | Actual 2020 \$'000 |
|---|-------|--------------------------|--------------------------|--------------------------|
| Continuing operations | | | | |
| Expenses excluding losses | | | | |
| Employee-related expenses | 2(a) | 44,338 | 43,116 | 41,444 |
| Operating expenses | 2(b) | 59,979 | 53,183 | 45,321 |
| Depreciation and amortisation | 2(c) | 16,289 | 16,812 | 15,211 |
| Grants and subsidies | 2(d) | 16,406 | 16,714 | 3,962 |
| Finance costs | 2(e) | 1,824 | 964 | 896 |
| Other expenses (Disaster Relief) | 2(f) | 20,000 | 13,340 | 11,565 |
| Total expenses excluding losses | | 158,836 | 144,129 | 118,399 |
| Revenue | | | | |
| Sales of goods and services with contracts with customers | 3(b) | 41 | 12 | 36 |
| Investment revenue | 3(c) | 453 | 96 | 451 |
| Grants and contributions | 3(d) | 164,373 | 153,774 | 123,138 |
| Acceptance by The Crown in right of the State of New South Wales (Crown) of employee benefits and other liabilities | 3(e) | 157 | 262 | 283 |
| Other income | 3(f) | 341 | 578 | 1,880 |
| Total Revenue | | 165,365 | 154,722 | 125,788 |
| Operating result | | | | |
| Gains / (losses) on disposal | 4 | (149) | 2,380 | 932 |
| Net result from continuing operations | | 6,380 | 12,973 | 8,321 |
| Net result | | 6,380 | 12,973 | 8,321 |
| Other comprehensive income | | | | |
| Total other comprehensive income | | - | - | - |
| TOTAL COMPREHENSIVE INCOME | | 6,380 | 12,973 | 8,321 |

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of Financial Position as at 30 June 2021

| | Notes | Budget 2021 \$'000 | Actual 2021 \$'000 | Actual 2020 \$'000 |
|--|--------|--------------------------|--------------------------|--------------------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Cash and cash equivalents | 5 & 10 | 40,246 | 67,915 | 57,810 |
| Receivables | 6 | 7,157 | 5,694 | 7,158 |
| Inventories | 7 | 2,608 | 3,288 | 2,607 |
| Total Current Assets | | 50,011 | 76,897 | 67,575 |
| Non - Current Assets | | | | |
| Property, plant and equipment | | | | |
| - Land and buildings | 8 | 8,478 | 8,742 | 9,066 |
| - Plant and equipment | 8 | 109,222 | 89,684 | 78,828 |
| Total property, plant and equipment | | 117,700 | 98,426 | 87,894 |
| Right-of-use assets | 9 | 27,554 | 30,394 | 32,399 |
| Total Non-Current Assets | | 145,254 | 128,820 | 120,293 |
| Total Assets | | 195,265 | 205,717 | 187,868 |
| LIABILITIES | | | | |
| Current Liabilities | | | | |
| Payables | 11 | 15,559 | 16,563 | 11,145 |
| Borrowings | 12 | 2,944 | 2,781 | 2,408 |
| Provisions | 13 | 4,819 | 5,132 | 4,819 |
| Total Current Liabilities | | 23,322 | 24,476 | 18,372 |
| Non - Current Liabilities | | | | |
| Borrowings | 14 | 30,468 | 32,338 | 34,305 |
| Provisions | 15 | 1,285 | 2,024 | 1,285 |
| Total Non - Current Liabilities | | 31,753 | 34,362 | 35,590 |
| Total Liabilities | | 55,075 | 58,838 | 53,962 |
| Net Assets | | 140,190 | 146,879 | 133,906 |
| EQUITY | | | | |
| Accumulated funds | | 140,190 | 146,879 | 133,906 |
| Total Equity | | 140,190 | 146,879 | 133,906 |

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 2021

| | Accumulated Funds \$'000 | Total \$'000 |
|--|---|-------------------------|
| Balance at 1 July 2020 | 133,906 | 133,906 |
| Net result for the year | 12,973 | 12,973 |
| Total comprehensive income for the year | <u>12,973</u> | <u>12,973</u> |
| Balance at 30 June 2021 | <u>146,879</u> | <u>146,879</u> |
| Balance at 1 July 2019 | 125,585 | 125,585 |
| Net result for the year | 8,321 | 8,321 |
| Total comprehensive income for the year | <u>8,321</u> | <u>8,321</u> |
| Balance at 30 June 2020 | <u>133,906</u> | <u>133,906</u> |

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of Cash Flows for the year ended 30 June 2021

| | Notes | Budget 2021 \$'000 | Actual 2021 \$'000 | Actual 2020 \$'000 |
|---|-------|--------------------------|--------------------------|--------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | |
| Payments | | | | |
| Employee related | | (44,181) | (42,370) | (40,255) |
| Grants and subsidies | | (36,406) | (30,331) | (15,527) |
| Finance costs | | (1,824) | (964) | (896) |
| Other | | (55,566) | (57,630) | (52,212) |
| Total Payments | | (137,977) | (131,295) | (108,890) |
| Receipts | | | | |
| Sale of goods and services | | 41 | 12 | 36 |
| Interest received | | 453 | 96 | 451 |
| Grants and contributions | | 164,373 | 153,774 | 124,377 |
| Other | | 341 | 12,071 | 6,765 |
| Total Receipts | | 165,208 | 165,953 | 131,629 |
| NET CASH FLOWS FROM OPERATING ACTIVITIES | 19 | 27,231 | 34,658 | 22,739 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | |
| Proceeds from sale of land and buildings, and plant and equipment | | 71 | 2,588 | 974 |
| Purchases of land and buildings, and plant and equipment | | (42,460) | (23,989) | (23,661) |
| NET CASH FLOWS FROM INVESTING ACTIVITIES | | (42,389) | (21,401) | (22,687) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | |
| Repayment of borrowings and advances | | (2,406) | (3,152) | (3,201) |
| NET CASH FLOWS FROM FINANCING ACTIVITIES | | (2,406) | (3,152) | (3,201) |
| NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS | | | | |
| | | (17,564) | 10,105 | (3,149) |
| Opening cash and cash equivalents | | 57,810 | 57,810 | 60,959 |
| CLOSING CASH AND CASH EQUIVALENTS | 5 | 40,246 | 67,915 | 57,810 |

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 2021

Contents

Note

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

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

These financial statements for the year ended 30 June 2021 have been authorised for issue by the Commissioner on 30 September 2021.

(b) Basis of preparation

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

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

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

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

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

(c) Statement of compliance

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2021

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

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

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

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

(e) Comparative information

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

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

- (i) Effective for the first time in 2020-21

The entity applied AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) for the first time. The nature and effect of the changes as a result of adoption of this new accounting standard are described below.

Several other amendments and interpretations apply for the first time in FY2020-21, but do not have an impact on the financial statements of the entity.

AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 is effective for the entity from 1 July 2020. At the same time NSW Treasury Policy and Guideline Paper TPP 06-8: Accounting for Privately Financed Projects (TPP 06-8) was withdrawn effective from 1 July 2020.

Service Concession Arrangements are contracts between an operator and a grantor, where the operator provides public services related to a service concession asset on behalf of the grantor for a specified period of time and manages at least some of those services.

Where AASB 1059 applies, the grantor recognises the service concession asset when the grantor obtains control of the asset and measures the service concession asset at current replacement cost. At the same time the grantor recognises a corresponding financial liability or unearned revenue liability or a combination of both.

The adoption of AASB 1059 did not have an impact on Other Comprehensive Income and the Statement of Cash Flows.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2021

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

(ii) Issued but not yet effective

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

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

- AASB 17 Insurance Contracts
- AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities
- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current
- AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments
- AASB 2020-5 Amendments to Australian Accounting Standards – Insurance Contracts
- AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date
- AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures
- AASB 2020-8 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform – Phase 2
- AASB 2014-10 Amendments to Australian Accounting Standards: Sale or Contribution of Assets Between an Investor and its Associate or Joint Venture

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

| 2. Expenses Excluding Losses | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| (a) Employee related expenses | | |
| Salaries and wages (including annual leave) | 35,845 | 34,993 |
| Superannuation - defined benefit plans | 162 | 190 |
| Superannuation - defined contribution plans | 2,824 | 2,643 |
| Long service leave | 1,310 | 1,434 |
| Workers' compensation insurance | 1,156 | 197 |
| Payroll tax and fringe benefit tax | 1,819 | 1,987 |
| | 43,116 | 41,444 |

Employee related costs that have been capitalised in fixed asset accounts, and therefore excluded from Note 2(a) are \$2.30m (2020: \$0.79m)

| (b) Other operating expenses include the following: | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| Auditor's remuneration | 149 | 183 |
| - audit of financial statements | | |
| Insurance | 1,368 | 1,043 |
| Cleaning | 842 | 782 |
| Utilities | 656 | 703 |
| Fleet expenditure | 2,111 | 1,792 |
| Travel | 593 | 1,077 |
| Freight, cartage and packing | 367 | 90 |
| Advertising and publicity | 491 | 521 |
| Telecommunication | 4,958 | 3,997 |
| Government Radio Network | 20,816 | 13,165 |
| Printing and Stationery | 675 | 537 |
| Fees for services rendered | 1,664 | 2,001 |
| Contractors | 1,086 | 931 |
| Consultants | 1,269 | 1,560 |
| Legal Fees | 14 | 108 |
| Training | 1,546 | 734 |
| Maintenance* | 4,280 | 5,453 |
| Computer Services | 1,405 | 849 |
| Minor Equipment | 3,458 | 3,788 |
| Cost of inventories held for distribution | 3,705 | 3,820 |
| General Expenses | 1,730 | 2,187 |
| | 53,183 | 45,321 |

***Reconciliation - Total maintenance expense**

| | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| Maintenance expense - contracted labour and other (non-employee related), as above | 4,280 | 5,453 |
| Employee related maintenance expense included in 2(a) | - | - |
| Total maintenance expenses included in Note 2(a) + 2(b) | 4,280 | 5,453 |
| *Reconciliation - Total maintenance expense | 4,280 | 5,453 |

Recognition and Measurement**Maintenance expense**

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

Insurance

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

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

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

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

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

| | 2021 | 2020 |
|--|---------------|---------------|
| | \$'000 | \$'000 |
| (c) Depreciation and amortisation expense | | |
| Depreciation | | |
| Right of Use Assets | 3,563 | 3,754 |
| Plant and equipment | 11,427 | 10,297 |
| Amortisation | | |
| Leasehold improvements | 1,094 | 1,049 |
| Intangibles | 728 | 111 |
| | 16,812 | 15,211 |

Note: Prior year numbers have been restated for improved disclosure.

Refer to Note 8 for recognition and measurement policies on depreciation and amortisation.

| | 2021 | 2020 |
|--|---------------|---------------|
| | \$'000 | \$'000 |
| (d) Grants and subsidies | | |
| Grants - Emergency workers compensation insurance contribution * | 15,476 | 3,000 |
| Grants - Unit accommodation | 1,238 | 962 |
| | 16,714 | 3,962 |

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

| | 2021 | 2020 |
|--|---------------|---------------|
| | \$'000 | \$'000 |
| (e) Finance costs | | |
| Interest expense from lease liabilities | 815 | 879 |
| Total interest expense | 815 | 879 |
| Unwinding of discount on restoration provision | 149 | 17 |
| | 964 | 896 |

Recognition and Measurement

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

2. Expenses Excluding Losses (continued)

| | 2021 | 2020 |
|--------------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| (f) Other expenses | | |
| Disaster Relief - Goods and services | 10,087 | 8,711 |
| Disaster Relief - Staff | 3,253 | 2,854 |
| | 13,340 | 11,565 |

Flood, storm, tsunami and bushfire relief payments are made during emergencies for expenses directly attributable to Natural Disaster events. Declared disaster events during the reporting period include major storm and flood operations (December 2020 to March 2021). Parts of these payments are reimbursable through the Natural Disaster Relief Arrangements between the Commonwealth and NSW Governments.

3. Revenue**Recognition and Measurement**

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

(a) Appropriations and Transfers to the Crown Entity

Movement of Section 4.7 GSF Act - Deemed Appropriations:

| | 2021 | 2020 |
|---|----------------|----------------|
| | \$'000 | \$'000 |
| Total spending authority from parliamentary appropriations, other than deemed appropriations | 144,394 | 116,852 |
| Add: | | |
| Deemed appropriations earned during the year | 24,147 | 14,512 |
| Deemed appropriations balance brought forward from prior years | 56,571 | 60,959 |
| Total spending authority from parliamentary appropriations | 225,112 | 192,323 |
| Less: total expenditure from parliamentary appropriations | (158,436) | (135,752) |
| Variance | 66,676 | 56,571 |
| Less: | | |
| The spending authority from appropriations lapsed at 30 June | - | - |
| Deemed appropriations balance carried forward to following years | 66,676 | 56,571 |

Recognition and Measurement***Parliamentary appropriations other than deemed appropriations***

Income from appropriations, other than deemed appropriations (of which the accounting treatment is based on the underlying transaction), does not contain enforceable and sufficiently specific performance obligations as defined by AASB 15. Therefore, except as specified below, appropriations (other than deemed appropriations) are recognised as income when the entity obtains control over the assets comprising the appropriations. Control over appropriations is normally obtained upon the receipt of cash.

Appropriations are not recognised as income in the following circumstances:

- 'Equity appropriations' to fund payments to adjust a for-profit entity's capital structure are recognised as equity injections (i.e. contribution by owners) on receipt and equity withdrawals on payment to a for-profit entity.
- Lapsed appropriations are recognised as liabilities rather than income, as the authority to spend the money lapses and the unspent amount is not controlled by the reporting GSF agency.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

3. Revenue (continued)

| | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| (b) Sale of goods and services from contracts with customers | | |
| Rendering of services | 12 | 36 |
| | 12 | 36 |

Recognition and Measurement**Rendering of services**

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

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

| | 2021 \$'000 | 2020 \$'000 |
|--|----------------|----------------|
| (c) Investment revenue | | |
| Interest income from financial assets at fair value through other comprehensive income | 96 | 451 |
| | 96 | 451 |

Recognition and Measurement**Interest income**

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

| | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| (d) Grants and other contributions | | |
| Disaster relief | 6,347 | 5,883 |
| Donations and fundraising * | 1,533 | 382 |
| Gifted assets | - | 21 |
| Digital restart funding | 1,500 | - |
| Stronger Communities Grants: | | |
| Recurrent appropriation grant | 122,498 | 100,936 |
| Capital appropriation grant | 21,896 | 15,916 |
| | 153,774 | 123,138 |

* Includes \$1.04m in bequests received (2020:\$0.07m).

Recognition and Measurement

Revenue from grants without sufficiently specific performance obligations is recognised when the entity obtains control over the granted assets (e.g. cash).

The Entity receives its funding under appropriations from the grant funding received from Department of Communities and Justice which receives appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Act for that year.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

3. Revenue (continued)**(e) Acceptance by the Crown of employee benefits and other liabilities**

The following expenses have been assumed by the Crown:

| | 2021 | 2020 |
|----------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Superannuation - defined benefit | 162 | 190 |
| Payroll tax | 8 | 9 |
| Long service leave provision | 92 | 84 |
| | 262 | 283 |

(f) Other income

| | 2021 | 2020 |
|------------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Miscellaneous/Insurance Recoveries | 493 | 1,722 |
| NRMA Sponsorship | 85 | 158 |
| | 578 | 1,880 |

4. Gains / (Losses) on Disposal

| | 2021 | 2020 |
|---|---------------|---------------|
| | \$'000 | \$'000 |
| Proceeds from sale | 2,588 | 973 |
| Less: written down value of assets disposed | (208) | (41) |
| | 2,380 | 932 |

5. Current Assets - Cash and Cash Equivalents

| | 2021 | 2020 |
|--------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Cash at bank and on hand | 67,915 | 57,810 |
| | 67,915 | 57,810 |

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

| | 2021 | 2020 |
|---|---------------|---------------|
| | \$'000 | \$'000 |
| Cash and cash equivalents (per Statement of Financial Position) | 67,915 | 57,810 |
| | 67,915 | 57,810 |

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.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

| 6. Current Assets - Receivables | 2021 | 2020 |
|---|--------------|--------------|
| | \$'000 | \$'000 |
| Trade receivables from contracts with customers | 30 | 170 |
| Natural Disaster Relief and Recovery Receivable | 3,009 | 4,345 |
| GST Receivable | 1,503 | 1,200 |
| Prepayments | 655 | 1,169 |
| Other | 497 | 274 |
| | 5,694 | 7,158 |

Details regarding credit risk of trade debtors that are neither 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 are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

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

Impairment

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

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

7. Current Assets - Inventories

| Held for distribution | 2021 | 2020 |
|-------------------------------------|--------------|--------------|
| | \$'000 | \$'000 |
| Clothing, equipment and other items | 3,288 | 2,607 |
| | 3,288 | 2,607 |

Recognition and Measurement

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

8. Property, Plant and Equipment

| | Land and Buildings \$'000 | Plant and Equipment \$'000 | Total \$'000 |
|---|--|---|-------------------------|
| At 1 July 2019 - fair value | | | |
| Gross carrying amount | 12,275 | 116,879 | 129,154 |
| Accumulated depreciation | (2,240) | (51,204) | (53,444) |
| Net carrying amount | 10,035 | 65,675 | 75,710 |
| Year Ended 30 June 2020 | | | |
| Net carrying amount at beginning of year | 10,035 | 65,675 | 75,710 |
| Purchases of assets | 191 | 23,470 | 23,661 |
| Gifted assets | - | 21 | 21 |
| Disposals | - | (41) | (41) |
| Depreciation expense | (1,160) | (10,297) | (11,457) |
| Net carrying amount at end of year | 9,066 | 78,828 | 87,894 |
| At 1 July 2020 - fair value | | | |
| Gross carrying amount | 12,466 | 137,074 | 149,540 |
| Accumulated depreciation | (3,400) | (58,246) | (61,646) |
| Net carrying amount | 9,066 | 78,828 | 87,894 |
| Year Ended 30 June 2021 | | | |
| Net carrying amount at beginning of year | 9,066 | 78,828 | 87,894 |
| Purchases of assets | 1,498 | 22,491 | 23,989 |
| Disposals | - | (208) | (208) |
| Depreciation expense | (1,822) | (11,427) | (13,249) |
| Net carrying amount at end of year | 8,742 | 89,684 | 98,426 |
| At 30 June 2021 - fair value | | | |
| Gross carrying amount | 13,963 | 155,701 | 169,664 |
| Accumulated depreciation | (5,221) | (66,017) | (71,238) |
| Net carrying amount | 8,742 | 89,684 | 98,426 |

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

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

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

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

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

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

Major inspection costs

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

Restoration costs

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

Depreciation of property, plant and equipment

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

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

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 30 years |
| Operational Equipment | 7 to 15 years |
| Communication Equipment | 3 to 15 years |
| Vehicles | 3 to 15 years |
| Vessels | 10 to 20 years |

Right-of-Use Assets acquired by lessees

From 1 July 2019, AASB 16 Leases (AASB 16) requires a lessee to recognise a right-of-use asset for most leases. The entity has elected to present right-of-use assets separately in the Statement of Financial Position.

Further information on leases is contained at Note 9.

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.

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

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

Impairment of property, plant and equipment

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

The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Notes to the financial statements for the year ended 30 June 2021****8. Property, Plant and Equipment (continued)****Impairment of property, plant and equipment (continued)**

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. 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.

9. Leases

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

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

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

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

Right-of-use assets under leases

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

| | Land and Buildings \$'000 | Plant and Equipment \$'000 | Total \$'000 |
|-------------------------|--|---|-------------------------|
| Balance at 1 July 2020 | 30,762 | 1,637 | 32,399 |
| Additions | 1,427 | 131 | 1,558 |
| Depreciation expense | (2,982) | (581) | (3,563) |
| Balance at 30 June 2021 | 29,207 | 1,187 | 30,394 |

| | Land and Buildings \$'000 | Plant and Equipment \$'000 | Total \$'000 |
|-----------------------------|--|---|-------------------------|
| Balance at 1 July 2019 | 37,868 | 2,506 | 40,374 |
| Lease incentive adjustment | (3,760) | - | (3,760) |
| Early termination of leases | (461) | - | (461) |
| Depreciation expense | (2,885) | (869) | (3,754) |
| Balance at 30 June 2020 | 30,762 | 1,637 | 32,399 |

Lease liabilities

The following table presents liabilities under leases.

| | 2021 \$'000 | 2020 \$'000 |
|-----------------------------|------------------------|------------------------|
| Balance at 1 July | 36,713 | 40,374 |
| Additions | 1,823 | - |
| Interest expenses | 815 | 879 |
| Payments | (3,967) | (4,079) |
| Remeasurement of leases | (265) | - |
| Early termination of leases | - | (461) |
| Balance at 30 June | 35,119 | 36,713 |

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

| 9. Leases (continued) | 2021 \$'000 | 2020 \$'000 |
|---|----------------|----------------|
| The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee: | | |
| Depreciation expense of right-of-use assets | 3,563 | 3,754 |
| Interest expense on lease liabilities | 815 | 879 |
| Total amount recognised in the statement of comprehensive income | 4,378 | 4,633 |

The entity had total cash outflows for leases of \$2.96m (2020: \$4.08m)

Recognition and measurement

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

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

i. Right-of-use assets

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

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

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

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

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

ii. Lease liabilities

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

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

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

9. Leases (continued)**Recognition and measurement (continued)**

ii. Lease liabilities (continued)

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

The entity's lease liabilities are included in borrowings.

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

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

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

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

10. Restricted Assets

Items that are restricted assets are listed below:

| | 2021 | 2020 |
|---------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Cash and Cash Equivalents | 6,121 | 4,937 |
| | 6,121 | 4,937 |

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 Service Act 1989*, these monies are to be utilised for the sole purpose of preparing the community and responding to emergencies in the state of NSW.

11. Current Liabilities - Payables

| | 2021 | 2020 |
|--------------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Accrued salaries, wages and on-costs | 694 | 540 |
| Creditors | 14,661 | 9,550 |
| Unearned revenue | 1,208 | 1,055 |
| | 16,563 | 11,145 |

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 2021

| | | |
|---|---------------|---------------|
| 12. Current Liabilities - Borrowings | 2021 | 2020 |
| | \$'000 | \$'000 |
| Lease Liabilities | 2,781 | 2,408 |
| | 2,781 | 2,408 |

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

Recognition and measurement*Financial liabilities at amortised cost*

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

| | | |
|---|---------------|---------------|
| 13. Current Liabilities - Provisions | 2021 | 2020 |
| | \$'000 | \$'000 |
| Employee benefits and related on-costs | | |
| Annual leave | 3,539 | 3,241 |
| Long service leave on-costs | 1,593 | 1,578 |
| | 5,132 | 4,819 |
| Current annual leave obligations expected to be settled after 12 months | 1,034 | 954 |
| Current long service leave obligations expected to be settled after 12 months | 1,387 | 1,367 |
| | 2,421 | 2,321 |

| | | |
|---|---------------|---------------|
| 14. Non-Current Liabilities - Borrowings | 2021 | 2020 |
| | \$'000 | \$'000 |
| Lease Liabilities | 32,338 | 34,305 |
| | 32,338 | 34,305 |

| | | |
|---|---------------|---------------|
| 15. Non-Current Liabilities - Provisions | 2021 | 2020 |
| | \$'000 | \$'000 |
| Employee benefits and related on-costs | | |
| Long service leave on-costs | 157 | 137 |
| | 157 | 137 |

Other provisions

| | | |
|-------------------|--------------|--------------|
| Restoration costs | 1,867 | 1,148 |
| | 1,867 | 1,148 |
| | 2,024 | 1,285 |

Aggregate employee benefits and related on-costs

| | | |
|--|--------------|--------------|
| Provisions | 5,289 | 4,956 |
| Accrued salaries, wages and on-costs (Note 11) | 694 | 540 |
| | 5,983 | 5,496 |

Movements in provisions (other than employee benefits)

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

| | | |
|----------------------------------|--------------------|---------------|
| | Restoration | Total |
| | \$'000 | \$'000 |
| Carrying amount at 1 July 2020 | 1,148 | 1,148 |
| Additional provisions recognised | 719 | 719 |
| Carrying amount at 30 June 2021 | 1,867 | 1,867 |

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

15. Non-Current Liabilities - Provisions (continued)**Recognition and Measurement*****Employee benefits and related on-costs******Salaries and wages, annual leave and sick leave***

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

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

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

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Long service leave and superannuation

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

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

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

Consequential on-costs

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

Other provisions

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

16. Commitments**(a) Capital Commitments**

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

| | 2021 | 2020 |
|------------------------------|--------------|--------------|
| | \$'000 | \$'000 |
| Within one year | 3,398 | 3,954 |
| Total (including GST) | 3,398 | 3,954 |

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

| | | |
|--|-----|-----|
| | 309 | 359 |
|--|-----|-----|

17. Contingent Liabilities and Contingent Assets

The NSW SES had no contingent liabilities or contingent assets as at 30 June 2021. (2020: 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 \$13.0m surplus compared favourably with the budget of \$6.4m. Total expenses were \$14.7m under budget and this is mainly due to Operating expenditure being \$6.8m less than budget. As a result of NSW flooding and the impacts of the COVID-19 Pandemic, the NSW SES experienced delays and resource limitations in several key programs of work, resulting in committed spend and some deliverables being delayed to the 2021-22 financial year. Total revenue was \$10.6m under budget. This is mainly be attributed to the deferral of cluster grants (\$18.5m) in relation to approved carry forward of expenditure which was offset by the Recoup of Disaster Relief expenditure (\$6.3m) as well as Other income (predominantly receipt of bequests \$1m). Note, the expenditure for Grants and subsidies was \$36.4m in the Treasury Budget Papers, however, for the purposes of the financial statements the budget is separated into Grants and Subsidies (\$16.4m) and Disaster Relief (\$20.0m).

Assets and Liabilities

Actual net assets were \$6.7m higher than budget. Cash and cash equivalents were \$27.7m higher than budget primarily due to lower than budgeted expenditure and higher than budgeted revenue as described above. Cash and cash equivalents were also impacted by Property, Plant and Equipment purchases being below budget by \$18.6m. The actual results for Property, Plant and Equipment were impacted by delays in the Fleet Replacement Program and the Stay Safe Keep Operational Program.

Cash Flows

Net cash flows from operating activities were higher than budget by \$7.4m as a result of lower than budgeted expenditure and higher than budgeted revenue as described above. Net cash flows from investing activities was \$21.0m under budget primarily due to delays in the Fleet Replacement Program and the Stay Safe Keep Operational Program.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

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:

| | 2021 | 2020 |
|---|---------------|---------------|
| | \$'000 | \$'000 |
| Net cash used on operating activities | 34,658 | 22,739 |
| Depreciation and amortisation expense | (16,812) | (15,211) |
| Gifted assets and insurance proceeds | - | 21 |
| Net gain/(loss) on disposal of non-current assets | 2,380 | 932 |
| Decrease/(increase) in provisions | (1,052) | (713) |
| Increase/(decrease) in receivables | (1,464) | 2,723 |
| Increase/(decrease) in inventories | 681 | (611) |
| Decrease/(increase) in payables | (5,418) | (1,559) |
| Net result | 12,973 | 8,321 |

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 | Carrying Amount | |
|------------------------------|-------|--|-----------------|--------|
| | | | 2021 | 2020 |
| | | | \$'000 | \$'000 |
| Financial Assets | | | | |
| Cash and cash equivalents | 5 | Amortised cost | 67,915 | 57,810 |
| Receivables ¹ | 6 | Amortised cost | 3,536 | 4,789 |
| Financial Liabilities | | | | |
| Payables ² | 11 | Financial liabilities measured at amortised cost | 15,338 | 10,030 |
| Borrowings | 12&14 | Financial liabilities measured at amortised cost | 35,119 | 36,713 |

Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. 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 (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

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

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

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

c) Offsetting financial instruments

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

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

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

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

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

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

Cash and cash equivalents

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

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

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

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

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

ii. Liquidity risk

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

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

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 based on contractual undiscounted payments, together with the interest rate exposure.

| <i>Maturity analysis and interest rate exposure of financial liabilities</i> | | | | | | | | |
|--|---|-------------------------------------|---------------------------|------------------------------|------------------------------|----------------|---------|---------|
| | Weighted Average Effective Int. Rate | Nominal Receivables ¹ | Interest Rate Exposure | | | Maturity Dates | | |
| | | | Fixed Interest Rate | Variable Interest Rate | Non - Interest Bearing | < 1 yr | 1-5 yrs | > 5 yrs |
| | % | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| 2021 | | | | | | | | |
| Payables ² | N/A | 15,338 | - | - | 15,338 | 15,338 | - | - |
| 2020 | | | | | | | | |
| Payables ² | N/A | 10,030 | - | - | 10,030 | 10,030 | - | - |

Notes:

- 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.
- The amounts disclosed here exclude statutory payables and unearned revenue (not within scope of AASB7).

iii. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The entity does not have any material exposure to market risk. The entity has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the entity operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the Statement of Financial Position reporting date. The analysis is performed on the same basis as for 2020. The analysis assumes that all other variables remain constant.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Exposure to interest rate risk arises primarily through the entity's interest-bearing liabilities. This risk is minimised by undertaking mainly fixed rate borrowings, primarily with NSW TCorp. The entity does not account for any fixed rate financial instruments at fair value through profit or loss or as at fair value through other comprehensive income. Therefore, for these financial instruments, a change in interest rates would not affect the carrying value or interest paid/earned. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates (based on official RBA interest rate volatility over the last five years). The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility.

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

| | 2021 | | 2020 | |
|------------|---------|-------|---------|-------|
| | \$'000 | | \$'000 | |
| | (1%) | 1% | (1%) | 1% |
| Net Result | (130) | 130 | (83) | 83 |
| Equity | (1,469) | 1,469 | (1,339) | 1,339 |

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2021

21. Related Party Disclosures

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

Short-term employee benefits:

| | 2021 \$'000 | 2020 \$'000 |
|-----------------------------------|----------------|----------------|
| Salaries | 2,496 | 2,538 |
| Other monetary allowances | - | 1 |
| Other long-term employee benefits | 151 | 144 |
| Termination benefits | 230 | 505 |
| Total remuneration | 2,877 | 3,188 |

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

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

During the year, the entity entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. The aggregate value of the material transactions and related outstanding balances as at and for the period ending 30 June 2021 are as follows:

| Government Entity | Nature of transaction | 2021 \$'000 | | 2020 \$'000 | |
|---------------------------------------|--------------------------|-------------------|------------------------------|-------------------|------------------------------|
| | | Transaction value | Net receivable/ (payable) | Transaction value | Net receivable/ (payable) |
| NSW Telco Authority | Government Radio Network | 17,209 | (5,219) | 14,646 | - |
| Fire & Rescue New South Wales | SAP Services | 904 | (20) | 1,296 | - |
| Department of Communities and Justice | Grants and Contributions | (144,394) | (13) | (116,733) | - |
| NSW Rural Fire Service | Hire of helicopters | 291 | (891) | 928 | - |
| Government Property NSW | Rent on leases | 4,594 | - | 4,308 | - |
| | | (121,396) | (6,143) | (95,555) | - |

22. Volunteer Services

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

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

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

23. Events after the Reporting Period

There are no events after the reporting period.

END OF AUDITED FINANCIAL STATEMENTS

This page intentionally left blank

APPENDICES

Contents

Significant Judicial Decisions

There were no significant judicial decisions during the 2020-21.

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.

Consultancy

Engagements greater than \$50,000

Bureau of Meteorology
Meteorology Services
\$247,393.00

KPMG Strategic Plan
\$155,800.00

Deloitte Touche Tohmatsu Information Technology
\$148,100.00

Work Science Pty Ltd Telecommunications
\$133,106.45

Deloitte Consulting Pty Ltd
Information Technology
\$129,565.40

Nous Group Pty Ltd Human Resources (Training)
\$109,300.00

O'Connor Marsden & Associates Audit and Risk
\$92,400.00

Roubaix Consulting Pty Ltd Audit and Risk
\$60,689.08

Engagements less than \$50,000

Nature of Consultancy – Information Technology
Total number of engagements 5
Total Cost \$77,359.66

Nature of Consultancy – Telecommunications
Total number of engagements 1
Total Cost \$19,750.00

Nature of Consultancy – Audit and Risk
Total number of engagements 3
Total Cost \$46,541.64

Nature of Consultancy – Human Resources
Total number of engagements 3
Total Cost \$41,378.30

Nature of Consultancy – Organisation
Transformation
Total number of engagements 2
Total Cost \$7,850.00

Payment of accounts

NSW SES have centralised purchasing and accounts payable functions to a single location to increase the efficiency of payment processes and consequently improve overall payment performance. This table shows on-time payment figures were high, - a reflection of efficiencies gained through centralisation of functions.

Annual Report costs

No external costs were incurred in the preparation and production of the NSW SES Annual Report 2020-21.

Time for Payment of accounts

| Aged analysis at the end of each quarter | | | | |
|--|--------------|--------------|--------------|--------------|
| Payment Performance Indicator | Sept 2020 | Dec 2020 | Mar 2021 | June 2021 |
| Accounts payable (All Suppliers) | | | | |
| Current (within due date) | 78 | 5,430 | 3,267 | 7,936 |
| Less than 30 days overdue | -529 | -213 | 5177 | 411 |
| Between 30 & 60 days overdue | -1020 | -1,051 | -34,282 | -2821 |
| More than 60 days overdue | -2,544 | -10,240 | -5,781 | -15,123 |
| Accounts paid (All Suppliers) | | | | |
| Number of accounts due for payment | 4,650 | 4,354 | 4,600 | 6,717 |
| Number of accounts paid on time | 4,639 | 4,340 | 4,553 | 6,680 |
| Actual percentage of accounts paid on time (based on number of accounts) | 99% | 99% | 99% | 99% |
| Dollar amount of accounts due for payment | \$27,727,446 | \$26,804,784 | \$22,547,059 | \$31,995,865 |
| Dollar amounts of accounts paid on time | \$27,528,984 | \$26,789,310 | \$22,511,187 | \$31,888,972 |
| Actual percentage of accounts paid on time (based on \$) | 99% | 99% | 99% | 99% |

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, and
- Miscellaneous insurance.

Disclosure of Controlled Entities

NSW SES has no controlled entities to disclose.

Disclosure of Subsidiaries

NSW SES has no subsidiaries to disclose.

Audit Risk Committee

The NSW SES Audit and Risk Committee (ARC) comprises an independent chair and two independent members appointed by the Commissioner. During the year, the NSW SES had a change in independent member. Please refer to page 66 – 67 for details of ARC membership.

The Committee provided independent assurance to the Commissioner by overseeing and monitoring the NSW SES governance, risk management, compliance and control frameworks, and its external accountability requirements. It reviewed all internal and external audit reports and provided advice to the Commissioner.

The Committee also monitored implementation of audit recommendations. It 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 (TPP20-08)*.

Internal Audit and Risk Management Policy Attestation



7 September 2021

Mr Greg McGarr
 Director
 Financial Management Governance & Analytics
 NSW Treasury
 GPO Box 5469
 Sydney NSW 2001

By email: finpol@treasury.nsw.gov.au

Dear Mr McGarr

Internal Audit and Risk Management Attestation Statement for the 2020-2021 Financial Year for the NSW State Emergency Service.

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

Core Requirements

| Risk Management Framework | |
|---|-----------|
| 1.1 The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency. | Compliant |
| 1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018. | Compliant |
| Internal Audit Function | |
| 2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose. | Compliant |
| 2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing. | Compliant |
| 2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'. | Compliant |
| Audit and Risk Committee | |
| 3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations. | Compliant |
| 3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'. | Compliant |

The NSW SES does not have any controlled entities.



Membership

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

| Role | Name | Start Term Date | Finish Term Date |
|--------------------|----------------|-----------------|------------------|
| Independent Chair | Terry Clout | May 2020 | May 2023 |
| Independent Member | Robert Conroy | May 2019 | May 2022 |
| Independent Member | Kenneth Barker | January 2020 | January 2023 |

Yours sincerely

A handwritten signature in cursive script that reads 'Carlene York'.

Carlene York APM
Commissioner
NSW SES

Digital Information Security Policy Attestation



Cyber Security Annual Attestation Statement for the 2020-2021 Financial Year for NSW State Emergency Service

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

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

- A. Risks to the information and systems of NSW State Emergency Service have been assessed and are managed.
- B. Governance is in place to manage the cyber-security maturity and initiatives of NSW State Emergency Service.
- C. There exists a current cyber incident response plan for NSW State Emergency Service which has been tested during 2020-21 financial year.

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

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

Carlene York APM
Commissioner



STATE HEADQUARTERS OFFICE
OF THE COMMISSIONER
93-99 Burelli Street, Wollongong
NSW 2500
P (02) 4251 6503
F (02) 4251 6500
www.ses.nsw.gov.au
ABN: 88 712 649 015

Government Information (Public Access) Act 2009

In 2020-21, the NSW State Emergency Service (NSW SES) dealt with 14 formal applications for information under the *Government Information (Public Access) Act 2009* (GIPA Act).

1. Review of proactive release program – Clause 8A

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

The NSW SES has made information available through the NSW Flood Data Portal, which brings together flood risk information from State and Local Governments into a central repository with access available to the public.

2. Number of access applications received – Clause 8B

During the reporting period, the NSW SES received 14 formal access applications. This includes withdrawn but not invalid applications.

3. Number of refused applications for Schedule 1 information – Clause 8C

During the reporting period, the NSW SES did not refuse any formal access application on the basis that it was conclusively presumed that there was an overriding public interest against disclosure of information.

4. Statistical information about access applications for period 1 July 2021 to 30 June 2021 (Schedule 2)

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 | 0% |
| Members of Parliament | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 7% |
| Private sector business | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 7% |
| Not for profit organisations or community groups | 0 | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 3 | 20% |
| Members of the public (by legal representative) | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 13% |
| Members of the public (other) | 6 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 53% |
| Total | 7 | 4 | 0 | 2 | 0 | 2 | 0 | 0 | 15 | |
| % of Total | 47% | 27% | 0% | 13% | 0% | 13% | 0% | 0% | | |

* 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* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Access applications (other than personal information applications) | 7 | 4 | 0 | 2 | 0 | 2 | 0 | 0 | 15 | 100% |
| Access applications that are partly personal information applications and partly other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Total | 7 | 4 | 0 | 2 | 0 | 2 | 0 | 0 | 15 | |
| % of Total | 47% | 27% | 0% | 13% | 0% | 13% | 0% | 0% | | |

* 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) | 3 | 100 |
| Application is for excluded information of the agency (section 43 of the Act) | 0 | 0 |
| Application contravenes restraint order (section 110 of the Act) | 0 | 0 |
| Total number of invalid applications received | 3 | 100 |
| Invalid applications that subsequently became valid applications | 1 | 33 |

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

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

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

| | Number of applications* | % of Total |
|--|-------------------------|------------|
| Responsible and effective government | 0 | 0 |
| Law enforcement and security | 0 | 0 |
| Individual rights, judicial processes and natural justice | 4 | 100 |
| Business interests of agencies and other persons | 0 | 0 |
| Environment, culture, economy and general matters | 0 | 0 |
| Secrecy provisions | 0 | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 | 0 |
| Total | 4 | |

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

Table F: Timeliness

| | Number of applications | % of Total |
|--|------------------------|------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 14 | 100 |
| Decided after 35 days (by agreement with applicant) | 0 | 0 |
| Not decided within time (deemed refusal) | 0 | 0 |
| Total | 14 | |

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 | 0 | 0 | 0 | 0 |
| Review by Information Commissioner* | 1 | 0 | 1 | 100 |
| Internal review following recommendation under section 93 of Act | 0 | 0 | 0 | 0 |
| Review by NCAT | 0 | 0 | 0 | 0 |
| Total | 1 | 0 | | |
| % of Total | 100% | 0% | | |

*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 | % of Total | |
|---|------------|-----|
| Applications by access applicants | 1 | 100 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0 | 0 |
| Total | 1 | |

Table I: Applications transferred to other agencies.

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

Privacy Management Plan

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

The plan is available on the NSW SES website.

Questions, comments or complaints about the management of personal and health information should be directed to:

The Privacy Officer
Office of the Commissioner
NSW SES
PO Box 6126
Wollongong NSW 2500

Phone: (02) 4251 6509
Email: gipa@ses.nsw.gov.au

Privacy Reviews

During 2021-21 the NSW SES was not requested to conduct any internal reviews under Part 5 of the PPIP Act.

Promotion: Overseas visits by employees

There were no overseas visits during the 2020-21 financial year.

Public Interest Disclosures

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

- (a) The number of public officials who have made a public interest disclosure: 1
- (b) The number of public interest disclosures not covered above that are made under a statutory or other legal obligation: 0
- (c) The number of all other public interest disclosures: 0
- (d) The number of public officials who have made a public interest disclosure to the public authority: 1
- (e) The number of public interest disclosures received by the public authority in total: 1
- (f) The number of public interest disclosures received by the public authority relating to each of the following:
 - i) Corrupt conduct: 1
 - ii) Maladministration: 0
 - iii) Serious and substantial waste of public or local government money: 0
 - iv) Government information contraventions: 0
 - v) Local government pecuniary interest contraventions: 0
- (g) The number of public interest disclosures finalised by the public authority: 1
- (h) Whether the public authority has a public interest disclosure policy in place: The NSW SES has a Public Interest Disclosure Policy in place.
- (i) What actions have been taken to ensure awareness of responsibilities under the Act: The Public Interest Disclosures Policy is available on the NSW SES intranet for all volunteers and staff to access. It is also referred to in the NSW SES Code of Conduct and Ethics training. All NSW SES members are required to undergo regular Code of Conduct and Ethics refresher training.

Research and Development

The NSW SES continued its involvement with the Bushfire and Natural Hazard Cooperative Research Centre (BNHCRC) this year. The Service engaged in a range of projects in the areas of communications and warnings, emergency management capability, sustainable volunteering, understanding, and enhancing community resilience, predicting severe weather events, planning for catastrophic and cascading events, the mental health of first responders, and diversity. With this being the final year of the BNHCRC research program the focus has been on how the products and outputs from the research projects can be utilised by NSW SES. This has built on the utilisation activities during the Service's involvement with this research program.



Human Resources

NSW SES staff profiles as of June 2021

| Salary Bands as of 30 June 2020 | 2020/2021 | | | 2019/2020 | | | 2018/2019 | | |
|--------------------------------------|-------------|------------|--|-------------|------------|--|-------------|------------|--|
| | Total Staff | Women | Racial Ethnic Ethno Religious Minority | Total Staff | Women | Racial Ethnic Ethno Religious Minority | Total Staff | Women | Racial Ethnic Ethno Religious Minority |
| \$64,973 - \$70,636 Grade 1/2 | 37 | 27 | 2 | 37 | 26 | 2 | 54 | 34 | 2 |
| \$72,635 - \$79,535 Grade 3/4 | 79 | 60 | 2 | 72 | 58 | 0 | 78 | 63 | 0 |
| \$85,744 - \$94,610 Grade 5/6 | 101 | 57 | 3 | 85 | 48 | 3 | 108 | 56 | 2 |
| \$97,443 - \$107,864 Grade 7/8 | 77 | 37 | 4 | 74 | 35 | 4 | 88 | 43 | 4 |
| \$111,077 - \$122,404 Grade 9/10 | 42 | 13 | 1 | 33 | 9 | 1 | 40 | 12 | 1 |
| \$128,473 - \$148,578 Grade 11/12 | 22 | 10 | 0 | 18 | 9 | 0 | 27 | 11 | 0 |
| Above A & C Grade 12 | 7 | 2 | 0 | 9 | 3 | 1 | 10 | 5 | 1 |
| Totals | 365 | 206 | 12 | 328 | 188 | 11 | 405 | 224 | 10 |

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

Note: Total staff for 2020-21 is inclusive of an FTE of 333. This is inclusive of ongoing, temporary and casual staff.

Workforce Diversity

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

| Workforce Diversity Statistics | June 2021 |
|---|------------|
| TOTAL | 405 |
| Yes (An employee of the agency at census) | 359 |
| No (Not an employee at census) | 41 |
| Casual employee not working on census | 5 |
| Diversity Survey Response Rate | |
| Diversity Survey Response Rate | 90.00 |
| Non- casual employees | 350 |
| Respondents to Diversity Survey | 315 |
| Gender | |
| All genders | 359 |
| Male | 158 |
| Female | 201 |
| Indeterminate/intersex | 0 |
| Aboriginal and Torres Strait Islander (ATSI) | |
| Aboriginal | 6 |
| Torres Strait Islander | 1 |
| Non-Aboriginal and Torres Strait islander | 267 |
| Withdrawn | 35 |
| Missing | 41 |
| ATSI | 7 |
| Total respondents to ATSI | 309 |
| Disability | |
| Total respondents to Disability | 311 |
| Total disabilities | 8 |
| Disability requiring adjustment at work | 2 |
| Disability requiring no adjustment at work | 6 |
| Disability where adjustment is not recorded | 0 |
| No disability | 281 |
| Withdrawn | 22 |
| Missing | 39 |
| Ethnicity | |
| Total respondents to Ethnicity | 242 |
| Person from a Racial, Ethnic/Ethno-religious minority | 12 |
| Person not from a Racial, Ethnic/Ethno-religious minority group | 207 |
| Withdrawn | 23 |
| Missing | 108 |
| Language | |
| Total respondents to language | 312 |
| Other language | 26 |
| English | 241 |
| Withdrawn | 45 |
| Missing | 38 |

Multicultural Policies and Services Program

NSW SES continues to develop policies and practices to increase multicultural representation within the Service and for outreach to multicultural organisations and communities.

Response to COVID-19 with multicultural communities

During the COVID-19 pandemic, NSW SES has continued to deliver high quality emergency service response. NSW SES has promoted messaging to multicultural communities consistent with that provided by NSW Health.

Agreements with Multicultural NSW

There is no current agreement between NSW SES and Multicultural NSW.

Disability Inclusion Action Plans

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

Key activities this year included:

- Ongoing membership with the Australian Network on Disability, enabling staff and volunteers to access knowledge resources and guidance on disability inclusion in the workplace
- Recognising significant dates including International Day of People with a Disability to increase awareness and provide links to resources for members on how to get involved
- Ongoing active participation and contribution in AFAC Male Champions of Change including topics such as workplace adjustments
- Reviewing and updating the mySES member Intranet with information in this regard.

Industrial Relations Policies and Practices

There were no new industrial relations policies or practices implemented during the year.

Consumer response: Allegations and complaints

The NSW SES Probity and Standards Team received 146 complaints relating to allegations of misconduct involving employees and volunteers. It also commenced and formally investigated 13 complaints.

The remainder were either addressed by informal management action, referred to managers/leaders to be dealt with at the local level, or assessed as not requiring formal action.

Of the 13 matters investigated, seven (7) complaints were sustained, four (4) were not sustained, while two (2) matters are ongoing.

Outcomes relating to the sustained allegations of misconduct ranged from formal caution or reprimand to NSW SES membership withdrawal.

Two (2) matters await Court actions external to NSW SES.

This table summaries complaints received:

| | Total |
|--|------------|
| Bullying and Harassment | 24 |
| Criminal Convictions; includes reported charges | 11 |
| Misconduct, including Code of Conduct breach, Social Media Policy breach and Conflicts of Interest | 107 |
| Discrimination | 3 |
| Safety Breaches | 1 |
| Complaints in Totals | 146 |

Performance and conduct training and development continued to be provided by NSW SES Probity and Standards Team.

Work Health and Safety - Details of injuries and prosecutions

NSW SES has been subject to one (1) Provisional Improvement Notice in March 2021, in regards to consultation with members regarding their workplace consultation arrangements.

WHS has commenced active consultation with members to determine their preferred method of safety consultation across the agency.

NSW SES continues to provide injury management support for all its members both staff and volunteers through a centralised injury management team delivering in-house rehabilitation.

| 2020-21 Claim numbers reported (Volunteers & Staff) by injury classification | | |
|--|------------|-----------|
| Injury Classification | Volunteers | Staff |
| Circulatory systems | 5 | 0 |
| Fractures | 4 | 0 |
| Digestive System Diseases | 1 | 0 |
| Musculoskeletal and connective tissue diseases | 17 | 4 |
| Other injuries & diseases | 9 | 1 |
| Psychological | 1 | 5 |
| Burn | 1 | 0 |
| Traumatic joint/ligament and muscle/tendon injury | 40 | 1 |
| Wounds, lacerations, amputations and internal organ damage | 12 | 0 |
| Total | 90 | 11 |
| Grand Total | 101 | |

Senior Executives

Numbers of Senior Executive roles at 30 June 2021

| Band | 2020-2021 Gender Break | | 2020-2021 Total | 2019-2020 Gender Break | | 2019-2020 Total |
|-----------------------------|------------------------|--------|-----------------|------------------------|--------|-----------------|
| | Male | Female | | Male | Female | |
| Band 4 (Secretary) | - | - | 0 | - | - | 0 |
| Band 3 (Deputy Secretary) | 0 | 1 | 1 | 0 | 1 | 1 |
| Band 2 (Executive Director) | 2 | 0 | 2 | 1 | 1 | 2 |
| Band 1 (Director) | 4 | 2 | 6 | 5 | 1 | 6 |
| Totals | 9 | | 9 | 9 | | 9 |

Remuneration of Senior Executive roles at 30 June 2021

| Brand | Range 2021 | Average Remuneration 2020-2021 | Range 2020 | Average Remuneration 2019-2020 |
|-----------------------------|-----------------------|--------------------------------|-----------------------|--------------------------------|
| Band 4 (Secretary) | - | - | - | - |
| Band 3 (Deputy Secretary) | \$345,551 - \$487,050 | \$388,700 | \$345,551 - \$487,050 | \$388,700 |
| Band 2 (Executive Director) | \$274,701 - \$345,550 | \$308,664 | \$274,701 - \$345,550 | \$299,984 |
| Band 1 (Director) | \$192,600 - \$274,700 | \$218,903 | \$192,600 - \$274,700 | \$225,553 |

Senior Executive total employee - related expenditure

| | 2020-21 | 2019-20 |
|--|----------|----------|
| Total Employee Related Expenses (ERE) (\$) | \$43.12m | \$41.44m |
| Senior Executive ERE (\$) | \$2.57m | \$2.69m |
| Senior Executive ERE (%) | 5.96% | 6.49% |

Awards

NSW SES had the privilege of awarding 1,251 awards to Members of the Service.

Awards presented included 46 Commissioner's Awards, 929 Long Service Awards, and 276 National Medals.

Four (4) Emergency Service Medals (ESM) were awarded to the following members:

- Mr Matthew Chifley, ESM – NSW SES Queanbeyan Unit
- Mr Christopher Warren, ESM – NSW SES Kiama Unit
- Mr Peter Kaye, AM ESM – NSW SES Ashfield-Leichhardt Unit
- Ms Heather Stuart, ESM – NSW SES State Headquarters

INDEX

A

Agreements with Multicultural NSW 76
 Annual Report costs 64
 Appendices 64
 Audit Risk Committee 65
 Awards 78

C

Charter 8
 Consultancy 64
 Consumer response 76
 Cyber Security Annual Attestation 68

D

Disability Inclusion Action Plans 76
 Diversity and Inclusion 24

F

Financial Statements 37

G

Government Information (Public Access) Act 2009 69

H

Human Resources 74

I

Independent Auditor's Report 34
 Internal audit and risk management policy attestation 66

L

Legal change 10
 Letter of submission 4

M

Multicultural Policies and Services Program 76

N

Numbers and remuneration of senior executives 78

O

Organisational structure 14

P

Payment of accounts 64
 Principal Officers 12
 Privacy and Personal Information Protection Act 1998 72
 Promotion: overseas visits by employees 72
 Public Interest Disclosures 73

R

Registered NSW SES Units 15
 Risk management and insurance 65
 Research and Development 73

T

Time for Payment of Accounts 65

W

Workforce Diversity 75
 Work Health and Safety 77

Z

Zone Commanders 13

This page intentionally left blank