

# ANNUAL REPORT

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## 2021/2022



## AUTHOR

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

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

## AVAILABILITY

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

This report is available at:

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## LETTER TO THE MINISTER



1 July 2022

The Hon Stephanie Cooke MP  
Minister for Emergency Services and Resilience  
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 2022, 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



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## COMMISSIONER'S REVIEW

“ With over 64,000 requests for assistance, 2021-2022 was a year that again challenged our service to find new and innovative ways to achieve our mission ”



CARLENE YORK APM - NSW SES COMMISSIONER

When I wrote the Commissioner's Review for the NSW State Emergency Service (NSW SES) 2020-21 Annual Report I noted that it had been a year for the history books. What I didn't foresee at that moment in time was the continuing response to Covid-19 would still be ever present and that the 2021-2022 would become our most unprecedented year to date. With over 64,000 requests for assistance, 2021-2022 was a year that again challenged our service to find new and innovative ways to achieve our mission of 'Saving Lives and Creating Safer Communities', all the while under the shadow of the Covid-19 pandemic.

NSW faced its greatest challenge as a collective population when large portions of the community were placed under lockdown restrictions for over 100 days. This meant for NSW SES we had to pivot how we connected with our members and the communities we serve.

Looking back over the last year, it fills me with an incredible sense of pride and gratefulness to every single one of our members and the way we came together to respond to our busiest 12-month period ever, with over 64,000 requests for assistance, including over 2,400 flood rescue activations.

One weekend in January saw NSW SES responding to all three of our legislated combat roles of flood, storm and tsunami. We issued an evacuation order for low-lying areas of Lord Howe Island, while on the mainland we worked with our emergency service partners to move people away from the coast in response to the imminent marine tsunami threat as a result of the volcanic eruption in Tonga. Our flood response had local and

out-of-area members supporting communities along the Darling River. At this same point in time, a number of communities across the state faced severe thunderstorm warnings that included heavy rainfall, damaging winds and hailstones. In addition to our legislated combat roles, this same weekend in January saw our members search for a lost child alongside other emergency services. Once again, this came to show that NSW SES is always there to support the community in their time of need – whatever that may be.

The western part of the state experienced over 100 days of continuous flood activity, with a reprieve of just two days before catastrophic flooding impacted the Northern Rivers region in February-March 2022. As a service we responded to over 90 major weather events, with some areas in NSW experiencing repeated flooding throughout the past year – some up to four times. As each new hurdle came our way, each one of our members came together to serve the community.

In addition to serving NSW communities in times of need, we had a small team deployed to Canada to assist with their Incident Management Teams in response to their wildfires, along with many Australian interstate deployments.

2021-22 was a year full of highlights over and above the unprecedented year of operational activity. It was the first full year delivering results for our members and the community led by our strategic plan, *Building Our Future*. This has been an exciting time of embarking on new projects and delivering enhancements for the service and its members. One of these critical projects has been the overhaul and implementation of a new

Training Management System. This system will be the single source of truth for training and aims to make the experience easier and more effective for all involved.

Throughout the year, with many face-to-face training and exercise opportunities postponed, cancelled or changed as a result of the pandemic, our members pivoted to innovative ways to train and measure their skills against others. When faced with the challenge, our training team successfully transitioned from face-to-face training to a distance learning delivery model within a week. This training included formal courses, as well as informal professional development opportunities, to ensure the currency of our rescue operators. It also gave our members an essential platform to assist with their engagement and mental health during lockdown. We were also able to run a training exercise called "Who let the boats out?" which saw over 65 flood boats launched onto waterways all undertaking the same six skills in their local areas. An outdoor incident management team successfully coordinated this exercise to ensure it remained Covid-19 safe.

An SES Unit represented Australia as part of the world rescue challenge, that was held virtually for the first time ever. As a substitute to the face-to-face competition, our members participated in simulated scenarios using virtual reality and drones. They did so well, bringing home both a gold and silver for their efforts.

During 2021-22, our Cell On Wheels (CoW) won the 'Outstanding solution to a high-risk work, health and safety issue for workers at risk' category at the SafeWork NSW Awards. This was worthy recognition of these fantastic assets that have boosted our capability in regional areas. We have utilised our CoWs many times over the past year, including when two were deployed during a land search in the Putty area during the search for a young boy. A great highlight was when he was found safe and well by a NSW SES crew and reunited with his family.

An exciting addition to our fleet this year was the introduction of six high clearance vehicles. These vehicles form part of the nation's most advanced flood operation vehicles able to operate in some of the State's most difficult environments. We

were able to put these assets straight to work many times over 2021-2022 and they undoubtedly helped our members to save many lives during the repeated flood events we responded to.

An independent report into the major flooding events of March 2021 was delivered to NSW Parliament, along with a business case to increase funding in order to support the report recommendations. This saw the largest single injection of funding ever, with \$132.7 million to be delivered over four years to the Service. We further increased the Mental Health and Wellbeing capability of the Service with the appointment of our very first Manager of Wellbeing Services and Support. This appointment forms part of our commitment to better mental and physical

health support for our members.

Throughout the year, work continued on improving our public information through the Hazard Watch app and the implementation of the Australian Warning System (AWS), which is set to be rolled out ahead of the next Storm Season. The AWS is a new national approach to warnings across all hazards, delivering clear and consistent information in all locations.

On a final note, it is pleasing to see that even with the constant changes to the way we live, limitations on face-to-face training and social distancing, our organisation continues to grow. We are constantly evolving and looking for ways to recruit and retain volunteers.

As the Commissioner of 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.

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, and your continued support to the communities of NSW.

Carlene York APM  
NSW SES COMMISSIONER



# 02 OVERVIEW AND CHARTER



## 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.

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

### OUR MISSION

#### SAVING LIVES AND CREATING SAFER COMMUNITIES

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

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

### OUR VISION

#### A TRUSTED VOLUNTEER-BASED EMERGENCY SERVICE, WORKING TOGETHER TO DELIVER EXCELLENCE IN COMMUNITY PREPAREDNESS AND EMERGENCY RESPONSE

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

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

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

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

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

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

#### EVERYTHING WE DO AT NSW SES IS UNDERPINNED BY OUR VALUES



TRUST



ACCOUNTABILITY



RESPECT



PROFESSIONALISM  
AND INTEGRITY



SAFETY  
AND SERVICE

## THE YEAR AT A GLANCE

MANAGED SIGNIFICANT  
EMERGENCY RESPONSE FOR  
**276** days  
IN RESPONSE TO  
**96** operational events

CALLS RECEIVED  
**132,753**   
REQUESTS FOR ASSISTANCE  
**>64,000** 

**10,710**  
VOLUNTEERS 

**376**  
STAFF  
APPROXIMATELY  
**40%**  
OF NSW SES STAFF ARE  
ALSO NSW SES VOLUNTEERS

AWARDS PRESENTED INCLUDED  
**115** COMMISSIONER'S AWARDS  
**640** LONG SERVICE AWARDS  
**61** NATIONAL MEDALS  
**3** EMERGENCY SERVICE MEDALS

### REQUESTS FOR ASSISTANCE WE ATTENDED



**38,629**  
STORM



**2645**  
FLOOD RESCUES



**16,188**  
FLOOD



**1885**  
SUPPORT



**353**  
COMMUNITY  
FIRST RESPONDER



**532**  
ROAD  
CRASH RESCUE

**352**  
VESSELS

**8**  
HCV

**1**  
MICC

**5**  
CoW

INTRODUCED 82 NEW VEHICLES, VESSELS AND TRAILERS STATE-WIDE

NORTHERN  
METROPOLITAN  
SOUTH EAST  
SOUTHERN  
WESTERN



**LEGAL CHANGE****Acts and subordinate legislation affecting NSW State Emergency Service**

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

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

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

Service of NSW in dealing with any incident or emergency

- to maintain effective liaison with all emergency services organisations
- to carry out such other functions as may be assigned to it by or under this or any other Act, or by the State Emergency Operations Controller or the Minister.

**SERM ACT**

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

**CHANGES TO LEGISLATION**

There have not been any changes to the SES Act in 2021/22.

# 03 ORGANISATIONAL STRUCTURE



## NSW SES ORGANISATIONAL STRUCTURE

The Service's Principal Officers hold the following qualifications, as of 30 June 2022.

### Carlene York APM

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

### Daniel Austin GAICD

Deputy Commissioner - Operations  
*Bachelor of Emergency Management; Graduate Certificate in Applied Management.*

### Damien Johnston ESSAF

Deputy Commissioner - Corporate Services  
*Master of Business Administration; Master of Science (Hons); Postgraduate Diploma in Science (Biomedical Science); Bachelor of Science (Human Movement Science).*

### Daniel Crocco FCPA

Director Finance, Asset and Business Services/  
Chief Financial Officer  
*Bachelor of Commerce.*

### Sarah Crawford

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

### Nicole Hogan ESM

Director Metropolitan Operations  
*Graduate Diploma in Public Safety and Administration; Certified Strategic Commander.*

### Sean Kearns ESM

Director Regional Operations  
*Executive Master of Public Administration; 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).*

## NORTHERN ZONE

### ZONE COMMANDER

STEPHEN PATTERSON

### PRIMARY LOCATION

72 Turton Street, Metford NSW 2323  
Phone: (02) 4931 3222  
Email: ntz.ops@ses.nsw.gov.au

### NORTHERN ZONE NSW SES UNITS

Aberdeen	Gosford
Ballina	Grafton City
Bellingen	Harrington
Brushgrove	Hunter Capability Unit
Broadwater	Kempsey Shire
Casino	Kyogle
Coutts Crossing	Lawrence
Cessnock City	Lord Howe Island
Coffs Harbour City	Lake Macquarie City
Camden Haven	Lismore City
Coraki	Maitland City
Clarence Nambucca Capability Unit	Murwillumbah
Coorabang	Muswellbrook
Copmanhurst	Maclean
Corindi-Woolgoolga	Murrurundi
Denman	Mid North Coast Capability Unit
Dungog	Mullumbimby
Dorrigo	Merriwa
Forster Pacific Palms	Nabiac
Gladstone	Nambucca
Glen Innes	Northern Rivers Capability Unit

City of Newcastle
Port Macquarie Hastings
Port Stephens
Scone
Singleton
Stroud
South West Rocks
Swansea
Tabulam
Taree City
Tomaree
Tweed Coast
Tweed Heads
Ulmarra
Urbenville
Urunga
Woodburn
Wingham
Wauchope
Wyong
Yamba
Wooli - Yuraygir

## METROPOLITAN ZONE

### ZONE COMMANDER

GREGORY SWINDELLS

### PRIMARY LOCATION

Suite 5, Level 9,  
1 Rider Boulevard, Rhodes, NSW 2138  
Phone: (02) 4247 9770  
Email: mtz.ops@ses.nsw.gov.au

### METROPOLITAN ZONE NSW SES UNITS

Ashfield - Leichhardt	Holroyd
Auburn	Hurstville
Bayside	Kogarah
Bankstown	Ku-ring-gai
Blue Mountains	Liverpool
Blacktown	Manly
Burwood	Marrickville
Camden	Mount Druitt
Canada Bay	Menai
Canterbury	Metro Capability Northern Unit
Cronulla	Mosman
Campbelltown	Metro Capability Southern Unit
Fairfield	Metro Capability Western Unit
Hawkesbury	North Sydney
Hornsby	Parramatta
Heathcote	Penrith
Hunters Hill	Randwick
The Hills	Ryde

Strathfield
Sutherland
City of Sydney
Willoughby - Lane Cove
Warringah - Pittwater
Waverley - Woollahra

## SOUTH EAST ZONE

**ZONE COMMANDER**  
COLIN MALONE

**PRIMARY LOCATION**  
56–58 Knox Street, Goulburn NSW 2580  
Phone: (02) 4247 9254  
Email: [sez.ops@ses.nsw.gov.au](mailto:sez.ops@ses.nsw.gov.au)

### SOUTH EAST ZONE NSW SES UNITS

Bega  
Bermagui  
Bigga  
Batemans Bay  
Bungendore  
Bombala  
Braidwood  
Captains Flat  
Collector  
Crookwell  
Coastal Support Capability Unit  
Dapto  
Eden  
Goulburn  
Harden  
Inland Support Capability Unit  
Kiama  
Moruya

Moss Vale  
Nimmitabel  
Nowra  
Cooma - Monaro  
Queanbeyan  
St Georges Basin  
Shellharbour City  
Snowy River  
Sutton  
Ulladulla  
Wingecarribee  
Windellama  
Wollondilly  
Wollongong  
Yass  
Young

## WESTERN ZONE

**ZONE COMMANDER**  
DAVID MONK

**PRIMARY LOCATION**  
160 Bultje Street, Dubbo NSW 2830  
Phone: (02) 4247 9999  
Email: [wtz.ops@ses.nsw.gov.au](mailto:wtz.ops@ses.nsw.gov.au)

### WESTERN ZONE NSW SES UNITS

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

Dubbo  
Deepwater  
Dunedoo  
Eugowra  
Far West Capability Unit  
Garah  
Goodooga  
Glen Innes  
Gunnedah  
Guyra  
Ivanhoe  
Inverell  
Lithgow  
Liverpool Plains Shire  
Lightning Ridge  
Menindee  
Mudgee

Manilla  
Molong  
Macquarie Capability Unit  
Moree  
Mungindi  
Narrabri  
Narromine  
Namoi Capability Unit  
Nundle  
North West Capability Unit  
Nyngan  
Orange City  
Oberon  
Packsaddle  
Pilliga  
Portland  
Rylstone  
Sofala  
Tenterfield

Tingha  
Tibooburra  
Tamworth  
Tambar Springs  
Uralla  
Walcha  
Walgett  
White Cliffs  
Wilcannia  
Wentworth  
Warialda  
Warren  
Wellington  
Wee Waa  
Yetman

## SOUTHERN ZONE

**ZONE COMMANDER**  
BENJAMIN PICKUP  
(ACTING)

**PRIMARY LOCATION**  
206 Fernleigh Road, Wagga Wagga NSW 2650  
Phone: (02) 4247 9600  
Email: [shz.ops@ses.nsw.gov.au](mailto:shz.ops@ses.nsw.gov.au)

### SOUTHERN ZONE NSW SES UNITS

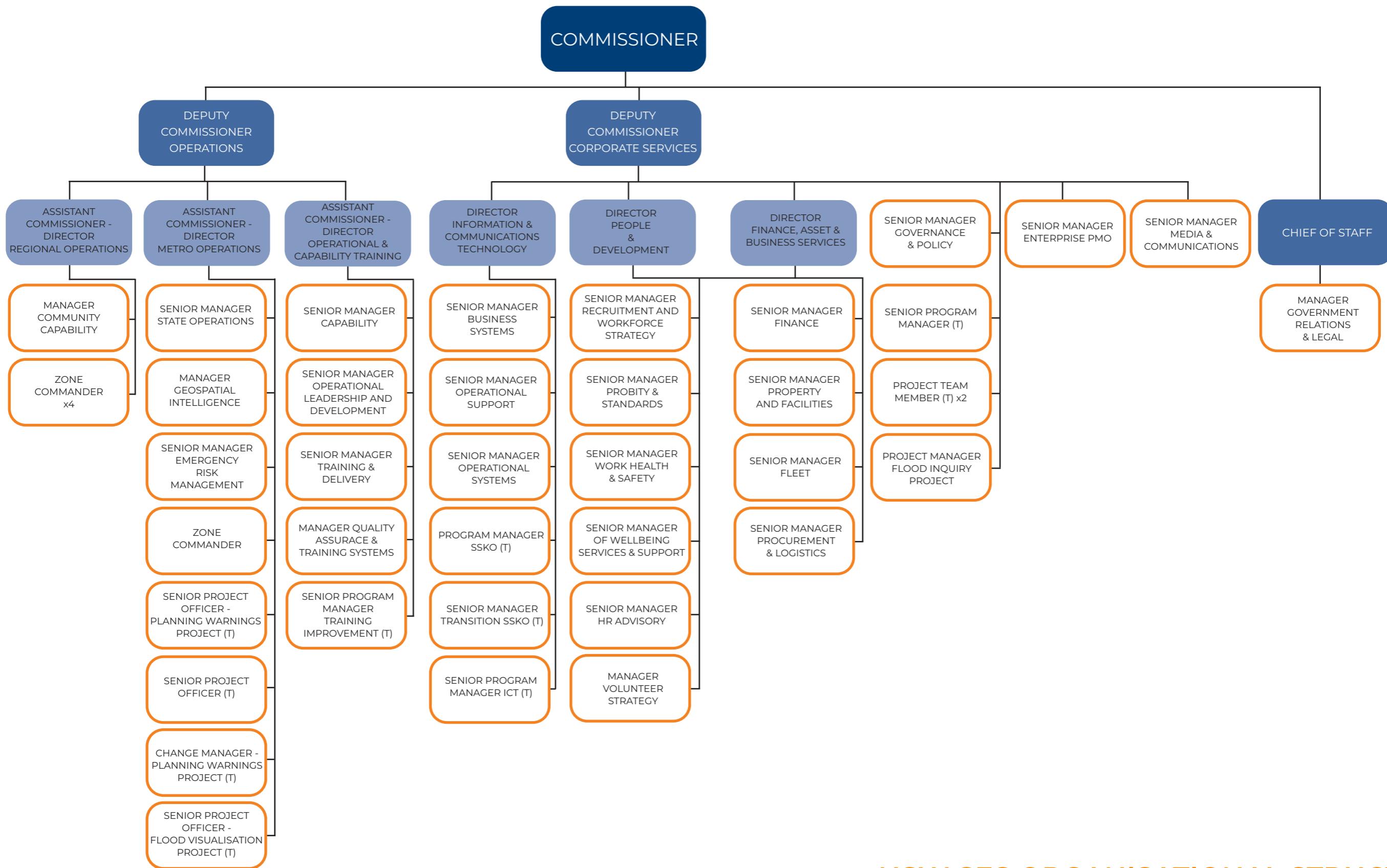
Albury  
Barham  
Balranald  
Culcairn  
Coleambally  
Coolamon  
Condobolin  
Cootamundra  
Corowa  
Cowra  
Deniliquin-Conargo  
Euabalong  
Forbes  
Grenfell  
Gooloogong  
Goolgovi  
Gundagai  
Griffith

Hay  
Holbrook  
Hillston  
Jerilderie  
Junee  
Khancoban  
Lachlan Capability Unit  
Lake Cargelligo  
Leeton  
Murrumbidgee Capability Unit  
Moulamein  
Moama  
Mathoura  
Murray Capability Unit  
Narrandera  
Parkes  
Peak Hill  
Trundie

Temora  
Tumut  
Tocumwal  
The Rock  
Tumbarumba Shire  
Urana  
Wagga Wagga  
West Wyalong

## STATE CAPABILITY UNITS

Aviation Management  
Alpine Search & Rescue  
Bush Search & Rescue  
Corporate & Spontaneous Operational Support  
Peer Support & Chaplaincy



## NSW SES ORGANISATIONAL STRUCTURE

# 04 PERFORMANCE IN 2021-22



## NSW SES PERFORMANCE IN 2021-22

In July 2021, *Building Our Future* was released, outlining the strategic plans for NSW State Emergency Service (NSW SES) across 2021-2024. Underpinning all we do are three strategic priorities: Our People, Our Community and Our Capability. In alignment with *Building Our Future 2021-2024*, this year's achievements are reported against these three strategic priorities.

Also included is the operational response for the last year which has been the busiest on record for NSW SES.

### OPERATIONAL RESPONSE

Over the year, NSW SES undertook significant operational activity across 276 days, responding to 96 major events resulting in 132,753 calls received and over 64,000 Requests for Assistance (RFAs) from the communities of NSW.

From late February to early April 2022, NSW experienced a catastrophic flood event right across the east coast as well as parts of Western NSW. In some areas, it was to a scale that had never been seen before. The Wilsons River at Lismore reached a height of 14.4 metres, which is more than 2 metres higher than previous records.

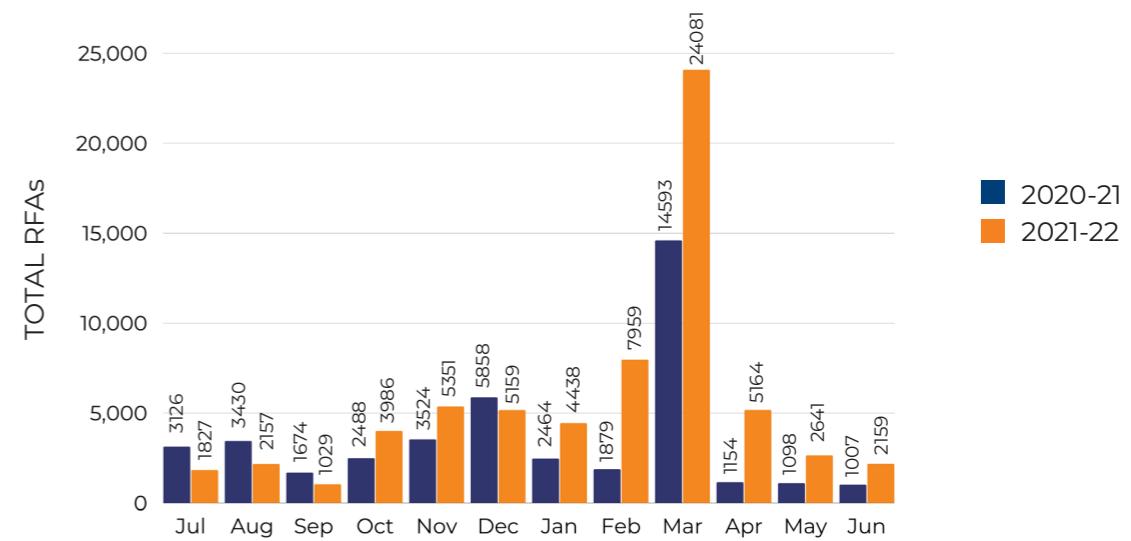
The flooding was large scale and difficult to predict. For example, two days before the Wilsons River reached 14.4 metres, the Bureau of Meteorology (BOM) had forecast minor to moderate flooding. Leading into 2022, many catchments in NSW were full and soils were saturated. This was due to a La Nina event in March 2021 that led to widespread flooding. From November 2021, there were 109

consecutive days of flooding in large parts of western NSW. From 22nd February 2022, a low-pressure system across northern NSW and southern Queensland produced heavy to torrential rainfall over the NSW coastline. This was followed by persistent coastal rainfall for the following two weeks, including the development of two East Coast Lows (ECL), leading to a series of flash and riverine flooding episodes.

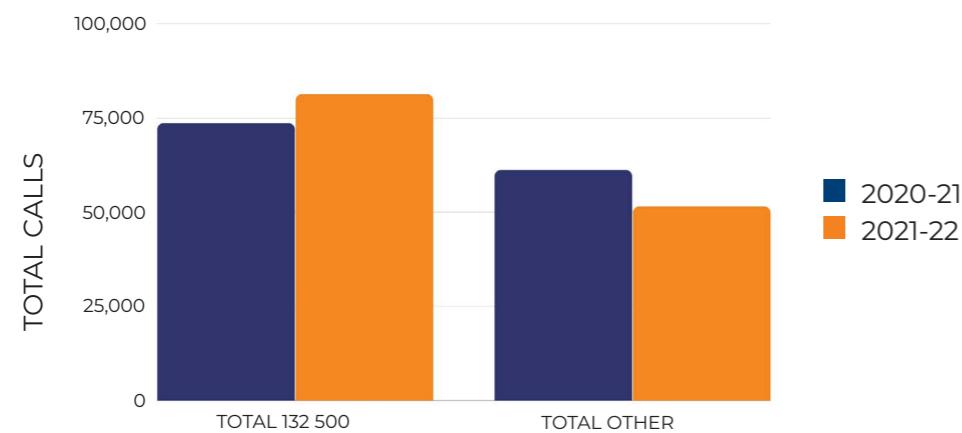
October saw an increased period of operational activity, with several significant weather events. These included: a tornado in Armidale, a supercell that developed to the southwest of Coffs Harbour and flooding across Southern and Western NSW.

During October, NSW SES sent a contingent of 46 members to Victoria to assist with operations and support the clean-up from a major storm event that affected the greater Melbourne region.

RFAS BY MONTH - COMPARISON - FINANCIAL YEAR 2020-21 AND 2021-22



## TOTAL CALLS PER YEAR - COMPARISON - FINANCIAL YEAR 2020-21 AND 2021-22



The increased operational tempo continued throughout November, seeing a period of increased rainfall resulting in November 2021 being the wettest November month in over 100 years.

The Bureau of Meteorology also declared a La Niña ENSO outlook during November, meaning that there was an increased chance of above average rainfall across much of Northern and Eastern Australia during summer. Climate models throughout December indicated La Niña thresholds were likely to be maintained until at least the end of summer into early autumn.

February brought periods of widespread intense rainfall across Northern NSW closely followed by East Coast Low systems impacting areas across the Mid-North coast, Hunter, Metropolitan, Illawarra and the South Coast.

Heavy rainfall in Northern NSW resulted in catastrophic flooding across communities in the Northern Rivers region. Operational activity from this rainfall event resulted in over 6000 requests for assistance and more than 1100 flood rescues across the Northern Rivers.

NSW had the wettest March on record with East Coast Lows and persistent winds producing widespread heavy rainfall across much of Eastern NSW during the month. Rain falling in already saturated catchments resulting in both riverine and flash flooding across many areas including major flooding in the Hawkesbury-Nepean Valley.

NSW SES experienced one of the highest operational months on record and during the month of March, NSW SES responded to over

## STRATEGIC PRIORITY : OUR PEOPLE

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

We have empowered our members with mental health and wellbeing strategies to provide them with the tools they need to drive a safe culture that supports resilience. Living our values is central to everything that we do. The focus on diversity and inclusion has been reflected in our engagement across all aspects of the service.

### HIGHLIGHTS

- Committed \$5.9 million to support a new mental health strategy for all members of the NSW SES
- Increased flexibility for volunteers providing more skilled and experienced membership to meet the community needs
- Enhanced training opportunities to support our members, ensuring they feel supported and valued
- Establishment of the Diversity and Inclusion Steering Committee

### EMBED OUR SAFE, INCLUSIVE AND ETHICAL CULTURE

#### Health and Wellbeing Program

Our service recognises resilience and wellbeing of our people is central to everything we do as a service. Over the last year we expanded programs available to our members.

We have transitioned to a new Employee Assistance Program (EAP) provider that increased counselling available to our volunteers. Governance and mental health wellbeing frameworks have been developed to support service delivery.

Our Health and Wellbeing team was expanded to include two occupational psychologists, a senior psychologist, a wellbeing operations program manager and a wellbeing coordinator. All these team members are integral in the scope and planning of health and wellbeing initiatives for our members.

Mental Health First Aid training was delivered to over 60 members, in addition to other mental health courses we offer our members such as: Psychological First Aid, Applied Suicide Intervention Skills Training, Accidental Counsellor, Trauma Informed Care and Supporting Communities after Bushfires.

As part of our support to members involved in the Northern Rivers floods, the Mental Health Services team were on the ground providing face to face support, conducted 176 outreach phone calls and attended 15 After Action Reviews to support approximately 236 members.

In addition, in Q4 alone, 2833 volunteer hours were recorded supporting our members through peer to peer support, education and debriefings and other mental health and wellbeing related activities. Our psychologists facilitated 14 supervision sessions to Peer Duty Officers to support the 24/7 peer support and chaplaincy phone support service offered to all members.

The WHS team has implemented the first stage of our Safety Management System, Solv injury management in September 2021. This program is assisting in a database management of all injury management cases and a streamlined case management approach. The WHS Team is looking at next implementing a WHS system which will improve our incident and accident reporting capability across the agency as an upgrade from the current system. This will also be able to provide better and more agile reporting on incident and injury statistics to better inform our practices. It is anticipated the benefits of this system will be realised by the end of 2022.

In late 2021, the NSW SES established a network of 75 volunteer Health and Safety Representatives (HSRs) across 259 units who meet every quarter.

Thus far, approximately 25% of our HSRs have completed the SafeWork NSW Accredited five day HSR Course.

As part of maintaining systems and data, the WHS team gathered data on our Covid-19 response as well as keeping a record of vaccinated members.

This system allows zones to track all vaccinated members, especially when required for operational deployment.

Our 2021 People Matter Survey demonstrated an overall wellbeing score of 69%, up from 67% the previous year. It also showed an above sector average, and an improvement from the previous year on keeping work stress at an acceptable level, with 82% of respondents feeling that people who work at NSW SES care about them.

## ENHANCE OUR OWN CAPABILITIES AND BEHAVIOURS

### Living Our Values – Leader and Commander Development

As part of our commitment to support and develop leadership capability throughout the NSW SES we continued to offer leadership development opportunities. The ASPIRE Leadership Program, was piloted for volunteer member leaders in Metro Zone. We continued the ASPIRE Leadership Program for staff in leadership roles and launched a new program for emerging staff leaders. Other funded targeted leadership opportunities have also been offered to identified talent such as the AFAC/AIPM Strategic Command Program and the NSW Public Sector Women in Leadership Summit.

The Leader and Commander Development initiative, part of the NSW SES Strategic Plan 2021 – 2024, aims to improve development pathways and opportunities for leaders across the service. This includes developing and implementing a Leadership Development Framework, Service and providing leadership training and development to current and future leaders.

The Living Our Values initiative, aims to create a sense of understanding and ownership of

the NSW SES of our culture and values so that they are inclusive and mutually understood and incorporated into everyday practice. NSW SES members generated this initiative as part of the consultation process around the Strategic Plan - to ensure we are working together in the best possible way and improving the experience for our members, partners, and stakeholders. All leaders across NSW SES have been provided with additional resources and tools to assist with the provision of welfare monitoring of our members.

### PROMOTE OUR VOLUNTEERING ETHOS

#### Volunteer Strategy

Our service is proud of the volunteers who underpin everything that we do. A revised strategy for volunteers has been drafted to outline the strategic direction and goals that support zone capability and bolster a sustainable volunteer workforce into the future. This strategy will incorporate best practice volunteering principles, creating, flexible pathways for the community to find meaningful ways to partner and volunteer with the NSW SES.

In the last year, Covid-19 pandemic-related restrictions regularly impacted the ability for members to have regular face-to-face training. Instead, NSW SES embraced creative ways of connecting online through formal training platforms, upskilling webinars and social engagement. This provided volunteers with opportunities to stay connected and continue participating in SES Unit life.

The Volunteer Strategy Team has had a special focus on the Northern Rivers area providing additional support to Units impacted by significant flooding. With an increase in volunteer applications due to recent operational activity, the team have been supporting with processing and onboarding new members.

## STRATEGIC PRIORITY : OUR COMMUNITY

Our aim is to strengthen our collaboration with communities, government and non-government organisations to mitigate the future impact of floods, storms and tsunamis. Our purpose is to build on the level of resilience within each community.

We endeavour to maintain and develop new relationships with non-government and private organisations to learn from our partners' experience in support of a safer state.

The service is constantly reviewing and improving our community engagement approach. The goal is to provide appropriate tools, training and development to members who focus on community engagement activities. We are also in the process of establishing better ways to measure and improve the effectiveness of our community engagement activities.

## HIGHLIGHTS

- Executed over 100 community engagement activities
- Delivered awareness campaigns and community engagements in high-risk flood areas
- Awarded the NSW Asia Pacific Spatial Excellence Award – Community Impact – for the Geospatial Intelligence Team ‘informing community decisions in March 2021 floods’
- Committed \$1.2 million from the 2021-2022 budget for flood intelligence gathering and analysis

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

#### Community Resilience and Targeted Community Engagement

Our Governance and Policy team has developed the following documents for our community engagement:

1. Community Engagement Policy
2. Community Capability Strategy
3. Guidance manual

We are currently undertaking a review of the Public Information and Community Engagement training courses and development pathways. As part of this training review and upgrade we are looking to link to the monitoring, evaluation and learning dashboards and move to aXcelerate. A review and redesign of the existing community engagement training modules has also begun.

NSW SES led the development of an online training module for Community Engagement, in collaboration with the NSW Rural Fire Service, which was completed by 279 members.

There have been over 100 community engagement events delivered through the State Activities Calendar throughout the 2021-2022 financial year.

Between December 2021 and May 2022, targeted flood risk awareness campaigns were undertaken in the Hawkesbury Nepean, Northern Rivers, Hunter and Central Coast regions. The materials developed for these campaigns were also utilised during flood events between February and April 2022.

Through participation in the Australasian Fire and Emergency Service Authorities Council (AFAC) Community Safety Group, the service contributed to the development and adoption of nationally-agreed community safety announcement messages for floods and storms for ABC radio emergency broadcasts.

The NSW SES continues to support the increase of individual and community capability to understand and manage flood, storm and tsunami risks and impact. The SES supports both formal partnerships with communities, such as via community action



teams, as well less formal support through caches of preparedness equipment and materials at key locations.

#### Community Engagement in CALD Communities

Our service has focused efforts on increasing the accessibility of key disaster preparedness resources into languages and formats suitable for culturally and linguistically diverse (CALD) communities. A CALD engagement plan is being developed to identify the most relevant communication channels, formats and preferred spokespeople for a range of CALD communities across the state.

These resources are an expansion of on our “In Your Language” webpage on the SES website. The webpage offers a range of written and audio in-language resources about the SES and community preparedness.

#### Community Engagement in High-risk Flood Zones

Our service continued collaborating with Infrastructure NSW and Resilience NSW to raise awareness of the flood risk in the Hawkesbury Nepean catchment and appropriate preparedness actions.

The key messages and awareness collateral developed through the project have been utilised by NSW SES in other high-risk flood areas such as the Northern Rivers, Hunter, Central Coast and Metropolitan Sydney regions.

In the Mid-North Coast, a program of work co-designed by communities and the SES, has been developed to deliver improved cooperation and collaboration before, during and after flood emergencies. A series of local videos documenting the 2021 floods of record have been disseminated to relevant local council websites to encourage effective flood preparations.

The service delivered flood awareness campaigns in three high risk locations between June 2021 and May 2022. The campaigns aimed to utilise the creative designs, key messaging and program learnings from the Hawkesbury-Nepean program. Levels of community awareness of risk are measured pre and post campaign to determine their effectiveness.

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

#### Flood Planning, Preparedness Reviews and Improvements

Our service committed \$1.2 million from the 2021-2022 budget to gather flood intelligence and analysis, with the aim of minimising the impacts of flooding on the community. The work included updating local flood plans as part of the Hawkesbury-Nepean Valley Flood Risk Management Strategy and the recruitment of at least eight dedicated positions for the Metro Zone, including a new Deputy Zone Commander.

Reviews into flood planning and emergency risk management frameworks and processes were also conducted to improve flood intelligence gathering and ensure flood plans, particularly high-risk locations in some areas of NSW.

The ‘Floods: What’s Your Plan’ campaign was launched in October 2021, which featured an upgrade of the Hawkesbury-Nepean platform, was distributed via the NSW SES website, media and social media. The campaign was awarded the Emergency Communication – Readiness and Resilience National Award at the Emergency Management Public Affairs conference in May 2022.

The caravan park flood emergency plan template has also been completed and tested across selected caravan parks in the Hawkesbury Nepean Valley, with positive feedback. The template will be implemented across caravan parks at risk of flooding within the Hawkesbury Nepean Catchment and more broadly across NSW.

NSW SES continues to review flood plans across NSW with 41 flood plans (Volume 1) being reviewed to ensure consistency across the State. In addition, the NSW State Flood Plan update, a subplan of the State Emergency Plan was led by NSW SES and endorsed by State Emergency Management Committee (SEMCO).

Key stakeholders have reviewed the draft Disaster Risk Reduction Policy during the internal consultation period in 2021. A final draft policy has been prepared and will be submitted to the Commissioner for adoption.

A Dam Emergency Plan lodgement into the SES Flood Portal has been implemented. As part of this there has been increased liaison with Dam Safety NSW and a reinforcement of NSW SES requirements to dam owners.

#### Strategies for Flood Preparedness

Phase 1 of the review of flood intelligence data commenced with a key focus on updating gauge information and flood warning services provided by the Bureau of Meteorology. This information supports the NSW State Flood Plan that was updated and adopted in December 2021.

NSW SES continues to strengthen their relationship with Department of Planning and Environment (DPE) with a particular focus on land use planning and floodplain risk management. A review was undertaken into the coordination of land use risk management referrals from consent authorities. Recommendations implemented include the development of tools to display information on the location and type of referrals for NSW SES to comment on.

Over 100 responses were provided to consent authorities regarding land use management with a focus being placed on high-risk flood areas. These responses provide the basis for strategic input to minimise an increased future risk related to development on the floodplain.

Our service continues to strengthen working relationships with external stakeholders to ensure seamless collaborations between all aspects of the state planning system.

#### GIS and Flood Data

Our Service’s Geospatial Intelligence Team was the winner of the NSW Asia Pacific Spatial Excellence Awards for Community Impact for “Informing community decisions in March 2021 floods.”

We have commenced collaboration with Department of Planning and Environment on development of GIS data feed on planning proposals through the ePlanning Portal.

A business case was developed and successfully submitted for grant funding to develop a flood risk assessment and visualisation tool. This will integrate flood intelligence, GIS Data, planning and visualisations to enable communities to better understand their flood risk.

A specialised Flood Analyst course was also developed by NSW SES. This course forms a critical part of the incident management suite of training courses and will enhance the service's capability in the collection and analysis of flood intelligence. This is integral to understanding the projected impacts to local communities.

NSW SES maintains the NSW Flood Data Portal, a platform that brings together flood risk information from State and Local Governments into a central repository made publicly available. The portal houses over 1,400 flood studies and plans, along with associated spatial and modelling data.

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

Profile raising through effective public promotion and dissemination of information

Our service commenced a review of the current Public Information processes to ensure we are undertaking best practice in the delivery of information to the public and to investigate opportunities for improvement.

Over the last twelve months NSW SES has undertaken a project for the transition to the Australian Warning System (AWS). The Australian Warning System is a common warning headline that includes consistency in language, colours and icons that will be used throughout emergency services organisations across the country.

The project team has commenced engagement with the members, external stakeholders and communities ensuring that the transition to the AWS is well understood when it is implemented prior to the 2022-2023 storm season.

In partnership with Department of Customer Service, NSW SES has commenced development of a multi-hazard public facing warnings website

called Hazard Watch. Hazard Watch V1 was implemented this year with an upgrade planned to be implemented prior to the 2022-2023 storm season.

### Website and Social Media Improvements

Our service has made further improvements to the accessibility of information across the NSW SES website. We have been working closely on scoping the requirements to develop a future website that meets the future needs of the community while continuing to deliver minor improvements to the current website.

The initial version of a new multi-hazards platform Hazard Watch was recently launched via hazardwatch.gov.au. This platform has been developed in partnership with NSW Department of Customer Service. The platform will continue to be developed incorporating additional features over the coming months.

The Media and Communications Branch was bolstered with three temporary staff to assist operational media and social media coverage. This saw an uplift in operational information sharing. The additional resources have enabled research to be undertaken into social media applications that will allow NSW SES to easier disseminate information during emergencies and reach a greater percentage of the community during major operations.

The 2021/2022 financial year saw increases to NSW SES web traffic by 35.9% compared to the previous year. The month for peak web traffic was during the March 2022 Floods, reaching over 734,600 pageviews on the 2 March 2022. During the 21/22 FY all NSW SES social media following increased, with Instagram following growing higher than previous years.

### BUILD EFFECTIVE PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

#### Partnership and Stakeholder Engagement Program

2021-22 saw the NSW SES senior executive approve in-principle the new NSW SES partnership model, which seeks to align our

### WEBSITE & SOCIAL MEDIA STATISTICS



#### WEBSITE PAGEVIEWS

20/21	21/22	Difference	Percentage
3,894,637	5,290,939	1,396,302	^35.85%



#### FACEBOOK FOLLOWERS

20/21	21/22	Difference	Percentage
192,500	228,938	36,438	^18.9%



#### INSTAGRAM FOLLOWERS

20/21	21/22	Difference	Percentage
9,760	15,532	5,772	^59.1%



#### TWITTER FOLLOWERS

20/21	21/22	Difference	Percentage
80,511	88,882	8,371	^10.3%

partnerships strategy with the priority initiatives and workstreams. This model provides the framework under which the partnership toolkit is delivered, and ensures that our partnerships are centered around the NSW SES values and the partnership principles enhancing our performance; building our pipeline; raising our profile, significantly enhance outcomes for NSW communities and the agency.

We are proud of our engagement during 2021-2022 with our Primary Partner, NRMA, to serve NSW communities; including five significant awareness and behaviour change programs delivered to communities across the Georges River, Northern Rivers, Hunter/ Central Coast and commencing awareness within the Mid North Coast. The NSW SES acknowledges the support offered by NRMA during significant severe weather events that impacted NSW communities in 2021-22. The NSW SES further acknowledges the support of NRMA towards WOW Day, and Storm Season, two major campaigns which respectively express gratitude for the service of our volunteers, and drive awareness of the elevated risks posed during the severe weather period of October-March.

This year we have seen significant partnering activity in the grants space, with a focus on initiatives addressing culturally and linguistically diverse community awareness and preparedness, and assisting communities to understand flood risk through flood planning visualization. We will continue to develop and leverage partnerships with a range of entities, including those from the University of Wollongong, Settlement Services International, Bureau of Meteorology, Department of Planning and Environment, Flood Data Access Board, Department of Customer Service, State Emergency Management Committee, and Fire & Rescue NSW. The outcomes from these projects will demonstrate the strategic intent behind the targeted funding opportunities being pursued by the NSW SES.

Moving into 2022-23, the NSW SES is looking to leverage our partnerships to benefit our members, our NSW communities and to support our mission of saving lives and creating safer communities. 2022-23 will see our vision for an enhanced partnership ecosystem embedded into practice across the agency, and provide us with a solid foundation to identify, cultivate and manage partnerships to serve the best interests of the NSW communities the NSW SES protects.

## STRATEGIC PRIORITY : OUR CAPABILITY

At the core of the service is our people, and it is our priority to strengthen our capability and ensure that volunteers and staff are well-equipped for operational responses. Our aim is to improve the member experience and future-proof our capability so that the NSW SES can better serve the community.

### HIGHLIGHTS

- NSW SES received over 64,000 requests for assistance
- Coordinated and responded to 96 operational events
- Introduced 82 new vehicles, vessels and trailers state-wide

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

#### Training Improvement Program

Our service is prioritising the advancement of our training programs to strengthen our capability and response to emergencies. We have made a commitment to ensure that 10,500 volunteers are trained and equipped to the highest standards to boost timely responses for the community.

The Training Improvement Program was launched as a multi-year program to comprehensively review and update all NSW SES training. Under the program improvements are being rolled out to training materials, processes, policies, procedures, and systems.

A new Training Management System (TMS) has been selected to replace our current online and associated applications. The system is called aXcelerate and is widely used by other RTOs including emergency service agencies.

aXcelerate will replace current training systems: SAP Learning Solution Online (LSO), SES Assess

(mobile assessment app), and Moodle, as a single all-purpose TMS. This ‘single-source-of-truth’ objective aims to make the learning experience easier and more effective for members, trainers and assessors, and support staff alike.

The Trainer and Assessor qualification, endorsement and supervision procedure has been updated, and is now out to members for consultation. This procedure will ensure a consistent approach to how we induct, endorse, develop and deactivate instructors, trainers and assessors in the NSW SES.

Field Operator and Incident Management Training pathways have been released and revised. The updated pathways aim to ensure that our training best meets service needs and obligations, with a key focus on getting the most effective and time-efficient outcomes for volunteers.

Work has commenced that will provide substantial and sustained benefits to our dedicated trainers and assessors. Trainers and assessors will be better supported on their development journey with a professional development pathway being introduced, along with a new supervision program to provide opportunities for regular feedback, engagement and mentoring with Lead Trainers and other SES Trainers.

#### Capability Framework Program | Phase Two

Our service’s commitment to enhancing systems and processes so they are responsive, integrated, and efficient has driven progress in Phase 2 of the Capability Framework Program.

With a view to creating optimal resource definitions, a baseline set of minimum capability requirements for core field capabilities has been finalised.

In order to better understand our capability strengths and gaps our Organisational Capability reporting needs were identified, and a comprehensive draft capability report was developed. This report will inform effective future



prioritisation and application of resources. In addition, to help inform future capability decisions and organisational strategic planning, the development of the state-wide Community Risk Assessment project also commenced. Internal needs analysis and engagement, along with a partnership with Natural Hazards Research Australia, has created a strong base for this project to be delivered over the next two years.

#### Enhance Systems and Processes So They Are Responsive, Integrated and Efficient

A new invoice matching solution ensured our compliance with the government mandate to be able to receive electronic invoices by 1st January 2022, whilst also improving quality and efficiency.

The Procurement Portal, which went live in June, has delivered a simple to use tool which provides visibility and improves accuracy and accessibility when ordering supplies or purchasing goods and services. It has significantly reduced administrative workloads through direct links to our systems and visibility of requests and

order history.

Work has commenced on the Member Availability Project, which is an application which members will use to manage their availability data and mobilisation requests. This will allow them to quickly respond to the community needs, sending the right people at the right time. We have defined our solution requirements and have undertaken an Expression of Interest process (shortlisting vendors who meet our requirements) and are now seeking the funding required to implement this solution.

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

#### Data for Decision Making and Cyber Security Improvement Program

Our service is improving the way we generate, source and disseminate information to support members by improving the availability, security and quality of our data, reporting processes

and intelligence systems. The aim is to improve the decision-making process before, during and after emergencies by ensuring that data is sourced, protected and disseminated through the appropriate channels.

The enhancements are also seeing the implementation of the information governance framework that is bringing data owners together to ensure access and management of data and information aligns with Government policy and standards. All key data is now available through a data warehouse that enables data from multiple sources to be utilised for business and operational purposes. A \$5 million investment through Digital Restart Fund for the service's Cyber Security Improvement Program. The program is delivering improved maturity and

tools to better protect the service's IT environment, data and information. The investment also includes training and awareness programs for staff and volunteers and aligns with the Essential Eight requirements. A further \$1 million has also been committed to supporting the NSW SES Cyber Security Uplift, which includes processes, tools, project team and ongoing staff.

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

#### Fleet Replacement Program

Our service has seen major updates to the fleet, ensuring that resources are fit for purpose



and future-ready to enable us to support our communities through a reliable and safe operational fleet. The replacement and upgrade of operational vehicles, vessels and trailers has seen 82 new and 13 refurbished fleet assets rolled out in the program's fourth year.

The fleet asset revamp is primarily due to a significant funding boost from the NSW Government. The \$14.3 million funding for the program, which has seen the equivalent of one new fleet asset for members every three business days, has translated into a \$116 million investment (over 10 years) to maintain community confidence and promote timely responses.

Of note, the program has also brought into operations three refurbished Gen 1 (ex Australian Defence Force) High Clearance vehicles, which have already been proven life-saving and effective during the July weather event.

Over the next few years, the Fleet Replacement Program will be purchasing 535 new vehicles, 278 marine vessels and 234 trailers to improve operational capability and support communities during their times of crisis.

The Fleet Replacement Program deliveries were severely impacted by Covid-19 throughout the year. In addition to the impact of localised lockdowns, manufacturers experienced productivity inefficiencies when workers were required to adhere to Covid-19 Public Health Orders and restrictions. Global supply chain issues for new vehicle chassis caused significant delays to deliveries. The Fleet Replacement Program are ordering vehicle chassis up to 24 months ahead, to minimise future supply issues.

#### Stay Safe Keep Operational Program

Our service's Stay Safe Keep Operational Program (SSKO) aimed to maintain frontline communications and mitigate communications gaps. Initiatives achieved throughout the year include the roll out of five new Cell on Wheels (CoW), a Vehicle as a Node (VaaN), and a new Mobile Incident Command Centre (MICC).

NSW SES is also collaborating with other emergency service agencies on the NSW Telco Authority Critical Communications Enhancement Program to enhance the current Government Radio Network (GRN) coverage. In the first half of 2022, Northern Zone units have continued migrating to the GRN as coverage expands, achieving exceptional results with high quality radio communications in areas that previously had poor or non-existent coverage.

The CoWs, which can be deployed anywhere in the state, continue to enhance communications and provide multi-service capability. The CoWs have been a significant success as a whole-of-government asset that has been used to address a range of operational communication challenges during emergency events, including multiple searches in remote areas where network coverage does not exist.

The Stay Safe Keep Operational Program has also completed the build of a MICC, which is a container-based facility that can be transported to where it is needed, providing access to 3G/4G, GRN and satellite networks. It also has a seating capacity of 8-10 people for Incident Command roles with access to operations systems and software.

Further investments have been made into an expanded pilot project for (VaaN) in collaboration with Fire and Rescue NSW and the NSW Telco Authority. The VaaN provides access to multiple networks to enable and enhance operational communications and location services state-wide.

The Program has also implemented a new radio channel structure with 24/7 radio support, as well as having onboarded 170 units to the first phase of the Operational Communications Strategy.

**AWARDS**

NSW SES had the privilege of awarding 916 awards to Members of the Service.

Awards presented included:

- 115 Commissioner's Awards
- 640 Long Service Awards
- 61 National Medals

**EMERGENCY SERVICE MEDALS**

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

- Sean Kearns, ESM – NSW SES Assistant Commissioner, Director Regional Operations
- Paul McQueen, ESM – NSW SES Senior Manager Training Delivery
- Nicole Hogan, ESM – NSW SES Assistant Commissioner, Director Metro Operations

**LIFE MEMBERSHIP**

- Timothy Anderson
- Sue Chapple
- Andrew Kinch
- Enrico Maronese
- David Parsons
- Nichole Priest
- Barry Wademan

**55 YEARS OF SERVICE**

- Harry Cramer
- Paul Maher
- Desmond Rowe

**45 YEARS OF SERVICE**

- Kevan Harder
- Allan McLachlan

**40 YEARS OF SERVICE**

- Noel Cooper
- Ian Geddes
- Barry Heien
- John Hughes
- Donald McHattan
- Donald Moy
- Ian Partridge
- John Rigoni
- Janine Sharp
- James Smith
- Graham Wellings

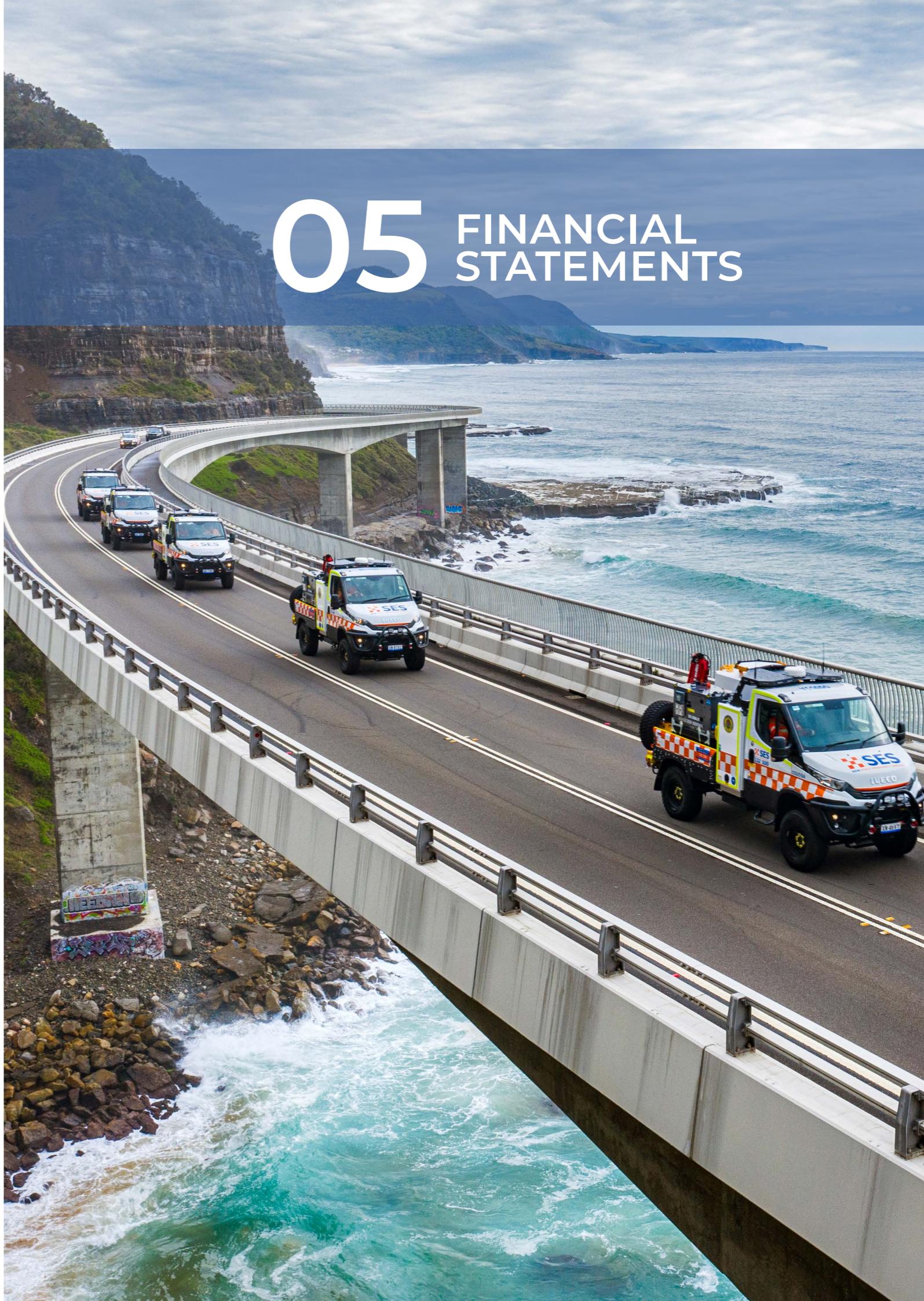
**35 YEARS OF SERVICE**

- James Constable
- Rolf Garda
- John Gonzalez
- Garry Luxton

**30 YEARS OF SERVICE**

- Scott Adams
- Matthew Armour
- Debbie Burns
- Sandra Clayton
- Peter Coleman
- John Cousins
- Jon Gregory
- Leanne Gregory
- Andrew Jenkins
- Michelle Jenkins
- James Kelly
- Reginald Rendall
- Keith Roberts
- David Snelson
- Sharon Snelson
- Carmen Wells

# 05 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 2022, the Statement of Financial Position as at 30 June 2022, 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.

### Commissioner's Responsibilities for the Financial Statements

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

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

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

My objectives are to:

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

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

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

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

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

A handwritten signature in black ink, appearing to read 'Lawrissa Chan'.

Lawrissa Chan  
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

5 October 2022  
SYDNEY

OFFICIAL



OFFICE OF THE NSW STATE EMERGENCY SERVICE  
FINANCIAL STATEMENTS  
For the Year Ended 30 June 2022

STATEMENT BY THE ACCOUNTABLE AUTHORITY

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

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

Carlene York  
APM  
Commissioner NSW SES

4th October 2022



OFFICIAL

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## START OF AUDITED FINANCIAL STATEMENTS

OFFICE OF THE NSW STATE EMERGENCY SERVICE  
Statement of Comprehensive Income for the year ended 30 June 2022

	Notes	Budget 2022 \$'000	Actual 2022 \$'000	Actual 2021 \$'000
<b>Continuing operations</b>				
<b>Expenses excluding losses</b>				
Employee-related expenses	2(a)	45,300	46,544	43,116
Operating expenses	2(b)	74,746	62,061	53,183
Depreciation and amortisation	2(c)	17,702	17,445	16,812
Grants and subsidies	2(d)	39,263	36,181	16,714
Finance costs	2(e)	1,748	810	964
Other expenses (Disaster Relief)	2(f)	14,318	26,703	13,340
<b>Total expenses excluding losses</b>		<b>193,077</b>	<b>189,744</b>	<b>144,129</b>
<b>Revenue</b>				
Services from contracts with customers	3(b)	42	24	12
Investment revenue	3(c)	461	136	96
Grants and other contributions	3(d)	208,784	224,717	153,774
Acceptance by the Crown of employee benefits and other liabilities	3(e)	159	271	262
Other income	3(f)	347	1,468	578
<b>Total Revenue</b>		<b>209,793</b>	<b>226,616</b>	<b>154,722</b>
<b>Operating result</b>				
Gains / (losses) on disposal	4	(149)	613	2,380
Other gains / (losses)	5	-	3,677	-
<b>Net result from continuing operations</b>		<b>16,567</b>	<b>41,162</b>	<b>12,973</b>
<b>Net result</b>				
		<b>16,567</b>	<b>41,162</b>	<b>12,973</b>
<b>Other comprehensive income</b>				
<b>Total other comprehensive income</b>				
			-	-
<b>TOTAL COMPREHENSIVE INCOME</b>				
		<b>16,567</b>	<b>41,162</b>	<b>12,973</b>

The accompanying notes form part of these financial statements.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Statement of Financial Position as at 30 June 2022

	Notes	Budget 2022	Actual 2022	Actual 2021
		\$'000	\$'000	\$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	6 & 11	40,918	88,650	67,915
Receivables	7	7,158	13,344	5,694
Inventories	8	2,608	3,970	3,288
<b>Total Current Assets</b>		<b>50,684</b>	<b>105,964</b>	<b>76,897</b>
<b>Non-Current Assets</b>				
Property, plant and equipment				
- Land and buildings	9	6,513	7,260	8,742
- Plant and equipment	9	122,694	100,974	89,684
Total property, plant and equipment		129,207	108,234	98,426
Right-of-use assets	10	24,458	1,563	30,394
<b>Total Non-Current Assets</b>		<b>153,665</b>	<b>109,797</b>	<b>128,820</b>
<b>Total Assets</b>		<b>204,349</b>	<b>215,761</b>	<b>205,717</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	12	15,561	17,369	16,563
Borrowings	13	3,139	226	2,781
Provisions	14	4,819	5,466	5,132
<b>Total Current Liabilities</b>		<b>23,519</b>	<b>23,061</b>	<b>24,476</b>
<b>Non-Current Liabilities</b>				
Borrowings	15	28,628	2,666	32,338
Provisions	16	1,286	1,993	2,024
<b>Total Non-Current Liabilities</b>		<b>29,914</b>	<b>4,659</b>	<b>34,362</b>
<b>Total Liabilities</b>		<b>53,433</b>	<b>27,720</b>	<b>58,838</b>
<b>Net Assets</b>		<b>150,916</b>	<b>188,041</b>	<b>146,879</b>
<b>EQUITY</b>				
Accumulated funds		150,916	188,041	146,879
<b>Total Equity</b>		<b>150,916</b>	<b>188,041</b>	<b>146,879</b>

The accompanying notes form part of these financial statements.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Statement of Changes in Equity for the year ended 30 June 2022

	Accumulated Funds \$'000	Total \$'000
<b>Balance at 1 July 2021</b>	146,879	146,879
<b>Net result for the year</b>	41,162	41,162
<b>Total comprehensive income for the year</b>	41,162	41,162
<b>Balance at 30 June 2022</b>	<b>188,041</b>	<b>188,041</b>
<b>Balance at 1 July 2020</b>	133,906	133,906
<b>Net result for the year</b>	12,973	12,973
<b>Total comprehensive income for the year</b>	12,973	12,973
<b>Balance at 30 June 2021</b>	<b>146,879</b>	<b>146,879</b>

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 2022

	Budget 2022 Notes	Actual 2022 \$'000	Actual 2021 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee related	(45,141)	(45,598)	(42,370)
Grants and subsidies	(53,581)	(62,883)	(30,331)
Finance costs	(1,748)	(809)	(964)
Other	(74,744)	(77,547)	(57,630)
<b>Total Payments</b>	<b>(175,214)</b>	<b>(186,837)</b>	<b>(131,295)</b>
<b>Receipts</b>			
Sale of goods and services	42	24	12
Interest received	461	136	96
Grants and other contributions	208,784	224,663	153,774
Other	347	9,054	12,071
<b>Total Receipts</b>	<b>209,634</b>	<b>233,877</b>	<b>165,953</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>20</b>	<b>34,420</b>	<b>47,040</b>
			<b>34,658</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of property, plant and equipment	71	1,003	2,588
Purchases of property, plant and equipment	(47,262)	(23,870)	(23,989)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(47,191)</b>	<b>(22,867)</b>	<b>(21,401)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings and advances	(2,487)	(3,438)	(3,152)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>(2,487)</b>	<b>(3,438)</b>	<b>(3,152)</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		<b>(15,258)</b>	<b>20,735</b>
Opening cash and cash equivalents	56,176	67,915	57,810
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>6</b>	<b>40,918</b>	<b>88,650</b>
			<b>67,915</b>

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 2022

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**OFFICE OF THE NSW STATE EMERGENCY SERVICE**  
Notes to the financial statements for the year ended 30 June 2022

**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 2022 have been authorised for issue by the Commissioner on 4<sup>th</sup> October 2022.

**(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 except where specified otherwise.

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

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

**(c) Statement of compliance**

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

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**  
Notes to the financial statements for the year ended 30 June 2022

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

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

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

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

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

**(e) Comparative information**

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

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

**(i) Effective for the first time in 2021-22**

The accounting policies applied in 2021-22 are consistent with those of the previous financial year except as a result of the following new or revised AAS that have been applied for the first time in 2021-22:

- AASB 2020-5 *Amendments to Australian Accounting Standards – Insurance Contracts*
- 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 2020-9 *Amendments to Australian Accounting Standards – Tier 2 Disclosures: Interest Rate Benchmark Reform (Phase 2) and Other Amendments*

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**  
 Notes to the financial statements for the year ended 30 June 2022

1. **Summary of Significant Accounting Policies (continued)**
- (f) **Changes in accounting policy, including new or revised AAS (continued)**

- (i) Effective for the first time in 2021-22 (continued)
  - AASB 2021-1 *Amendments to Australian Accounting Standards – Transition to Tier 2: Simplified Disclosures for Not-for-Profit Entities*
  - AASB 2021-3 *Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions beyond 30 June 2021*
  - AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*

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

- (ii) Issued but not yet effective

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

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

- AASB 17 *Insurance Contracts*
- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2021-2 *Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates*
- AASB 2021-5 *Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction*
- AASB 2021-6 *Amendments to Australian Accounting Standards – Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**  
 Notes to the financial statements for the year ended 30 June 2022

1. **Summary of Significant Accounting Policies (continued)**
- (f) **Changes in accounting policy, including new or revised AAS (continued)**

- (ii) Issued but not yet effective (continued)
  - AASB 2021-7a *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
  - AASB 2021-7b *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*
  - AASB 2021-7c *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

**2. Expenses Excluding Losses****(a) Employee related expenses**

	2022 \$'000	2021 \$'000
Salaries and wages (including annual leave)	39,141	35,845
Superannuation - defined benefit plans	158	162
Superannuation - defined contribution plans	3,251	2,824
Long service leave	1,054	1,310
Workers' compensation insurance	966	1,156
Payroll tax and fringe benefit tax	1,974	1,819
	<b>46,544</b>	<b>43,116</b>

Employee related costs that have been capitalised in fixed asset accounts, and therefore excluded from Note 2(a) are \$3.58m (2021: \$2.30m)

**(b) Other operating expenses include the following:**

	2022 \$'000	2021 \$'000
Auditor's remuneration		
- audit of financial statements	174	149
Insurance		
Cleaning	1,662	1,368
Utilities		
Fleet expenditure	956	842
Travel		
Freight, cartage and packing	685	656
Advertising and publicity		
Telecommunication	2,226	2,111
Government Radio Network		
Printing and Stationery	1,044	593
Fees for services rendered		
Contractors	412	367
Consultants		
Legal Fees	478	491
Training		
Maintenance*	3,904	4,958
Computer Services		
Minor Equipment	28,000	20,816
Cost of inventories held for distribution		
General Expenses	515	675
	<b>1,773</b>	<b>1,664</b>
	<b>1,874</b>	<b>1,086</b>
	<b>2,845</b>	<b>1,269</b>
	<b>43</b>	<b>14</b>
	<b>736</b>	<b>1,546</b>
	<b>4,681</b>	<b>4,280</b>
	<b>1,599</b>	<b>1,405</b>
	<b>3,955</b>	<b>3,458</b>
	<b>3,057</b>	<b>3,705</b>
	<b>1,442</b>	<b>1,730</b>
	<b><u>62,061</u></b>	<b><u>53,183</u></b>

**\*Reconciliation - Total maintenance expense**

	2022 \$'000	2021 \$'000
Maintenance expense - contracted labour and other (non-employee related), as above	4,681	4,280
Total maintenance expenses included in Note 2(a) + 2(b)	<b>4,681</b>	<b>4,280</b>
<b>*Reconciliation - Total maintenance expense</b>	<b>4,681</b>	<b>4,280</b>

**Recognition and Measurement****Maintenance expense**

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

**Insurance**

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

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

**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.

**(c) Depreciation and amortisation expense**

	2022 \$'000	2021 \$'000
Depreciation		
Right of Use Assets	3,719	3,563
Plant and equipment	12,273	11,427
Amortisation		
Leasehold improvements	1,225	1,094
Intangibles	228	728
	<b>17,445</b>	<b>16,812</b>

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

**(d) Grants and subsidies**

	2022 \$'000	2021 \$'000
Grants - Emergency workers compensation insurance contribution *	35,122	15,476
Grants - Unit accommodation	1,059	1,238
	<b>36,181</b>	<b>16,714</b>

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

**(e) Finance costs**

	2022 \$'000	2021 \$'000
Interest expense from lease liabilities	780	815
Total interest expense	780	815
Unwinding of discount on restoration provision	30	149
	<b>810</b>	<b>964</b>

**Recognition and Measurement**

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

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

**2. Expenses Excluding Losses (continued)**

	2022 \$'000	2021 \$'000
<b>(f) Other expenses</b>		
Disaster Relief - Goods and services	18,837	10,087
Disaster Relief - Staff	7,866	3,253
	<b>26,703</b>	<b>13,340</b>

Flood, storm, tsunami and bushfire relief payments are made during emergencies for expenses directly attributable to Natural Disaster events. Declared disaster events during the reporting period include major storm and flood operations (November 2021 to May 2022). 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) Summary of Compliance**

The *Appropriation Act 2021 (Appropriations Act)* appropriates the sum of \$17,053,912,000 to the Attorney General, and Minister for Prevention of Domestic and Sexual Violence out of the Consolidated Fund for the services of the Department of Communities and Justice for the year 2021–22. The spending authority of the Minister from the *Appropriations Act* has been delegated or subdelegated to officers of the Department of Communities and Justice and entities that it is administratively responsible for, including the NSW State Emergency Service.

The responsible Minister for each GSF agency is taken to have been given an appropriation out of the Consolidated Fund under the authority s4.7 of the *Government Sector Finance Act*, at the time the GSF agency receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by the GSF agency. The spending authority of the responsible Minister(s) from deemed appropriation money has been delegated or sub-delegated to officers of the NSW State Emergency Service for its own services.

A summary of compliance is disclosed in the financial statements of the Annual Report of the Department of Communities and Justice. It has been prepared on the basis of aggregating the spending authorities of both the Minister for the Attorney General, for the services of the Department of Communities and Justice and the responsible Ministers for the services of the entities the principal department is administratively responsible for that receives or recovers deemed appropriation money. It reflects the status at the point in time this disclosure statement is being made. The NSW State Emergency Service's spending authority and expenditure is included in the summary of compliance.

The delegation/sub-delegations for FY21/22 and FY20/21, authorising officers of the NSW State Emergency Service to spend Consolidated Fund money, impose limits to the amounts of individual transactions, but not the overall expenditure of the NSW State Emergency Service. However, as it relates to expenditure in reliance on a sum appropriated through an annual *Appropriations Act*, the delegation/sub-delegations are referable to the overall authority to spend set out in the relevant *Appropriations Act*. The individual transaction limits have been properly observed. The information in relation to the limit from the *Appropriations Act* is disclosed in the summary of compliance table included in the financial statements of the Annual Report of the Department of Communities and Justice.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

**3. Revenue (continued)**

	2022 \$'000	2021 \$'000
<b>(b) Services from contracts with customers</b>		
Rendering of services	24	12
	<b>24</b>	<b>12</b>

**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.

**(c) Investment revenue**

Interest income from financial assets at fair value through other comprehensive income

	2022 \$'000	2021 \$'000
	136	96
	<b>136</b>	<b>96</b>

**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).

**(d) Grants and other contributions**

	2022 \$'000	2021 \$'000
Disaster relief	13,495	6,347
Donations and fundraising *	1,127	1,533
Gifted assets	54	-
Digital restart funding	800	1,500
Stronger Communities Grants:		
Recurrent appropriation grant	165,354	122,498
Capital appropriation grant	43,887	21,896
	<b>224,717</b>	<b>153,774</b>

\* Includes \$0.03m in bequests (2021: \$1.04m)

**Recognition and Measurement**

Revenue from grants with sufficiently specific performance obligations are recognised as and when the entity satisfies a performance obligation by transferring the promised goods.

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

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

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

The following expenses have been assumed by the Crown:

	<b>2022</b> \$'000	<b>2021</b> \$'000
Superannuation - defined benefit	158	162
Payroll tax	7	8
Long service leave provision	106	92
	<b>271</b>	<b>262</b>

	<b>2022</b> \$'000	<b>2021</b> \$'000
Miscellaneous/Insurance Recoveries	846	493
NRMA Sponsorship	622	85
	<b>1,468</b>	<b>578</b>

**4. Gains / (Losses) on Disposal**

Proceeds from sale

Less: written down value of assets disposed

	<b>2022</b> \$'000	<b>2021</b> \$'000
1,003	2,588	
(390)	(208)	
	<b>613</b>	<b>2,380</b>

**5. Other Gains/(Losses)**

Derecognition of right-of-use assets and lease liabilities with Property NSW\*

	<b>2022</b> \$'000	<b>2021</b> \$'000
3,677	-	
	<b>3,677</b>	<b>-</b>

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

The net gain/(loss) from the derecognition of right-of-use asset and lease liability as at 30 June 2022 (2021: nil) is reconciled as below:

	<b>2022</b> \$'000
Gross carrying value	(34,909)
Less: accumulated depreciation	8,781
Net book value	<b>(26,128)</b>

**Amortised balance of incentives received**

	(1,300)
--	---------

**Lease liability**

	31,105
--	--------

**Net Gains/(Losses)**

	<b>3,677</b>
--	--------------

**6. Current Assets - Cash and Cash Equivalents****Cash at bank and on hand**

	<b>2022</b> \$'000	<b>2021</b> \$'000
88,650	67,915	
	<b>88,650</b>	<b>67,915</b>

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

	<b>2022</b> \$'000	<b>2021</b> \$'000
88,650	67,915	
	<b>88,650</b>	<b>67,915</b>

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

Refer Note 11 for details regarding restricted assets.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

**7. Current Assets - Receivables**

Trade receivables from contracts with customers  
Natural Disaster Relief and Recovery Receivable  
GST Receivable  
Prepayments  
Other

	<b>2022</b> \$'000	<b>2021</b> \$'000
586	30	
9,630	3,009	
1,579	1,503	
1,338	655	
211	497	
	<b>13,344</b>	<b>5,694</b>

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

**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.

**8. Current Assets - Inventories****Held for distribution**

Clothing, equipment and other items

	<b>2022</b> \$'000	<b>2021</b> \$'000
3,970	3,288	
	<b>3,970</b>	<b>3,288</b>

**Recognition and Measurement**

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount.

Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition.

Current replacement cost is the cost the entity would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

**9. Property, Plant and Equipment**

	<b>Leasohold Improvements \$'000</b>	<b>Plant and Equipment \$'000</b>	<b>Total \$'000</b>
<b>At 1 July 2020 - fair value</b>			
Gross carrying amount	12,466	137,074	149,540
Accumulated depreciation	(3,400)	(58,246)	(61,646)
<b>Net carrying amount</b>	<b>9,066</b>	<b>78,828</b>	<b>87,894</b>
<b>Year Ended 30 June 2021</b>			
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)
<b>Net carrying amount at end of year</b>	<b>8,742</b>	<b>89,684</b>	<b>98,426</b>
<b>At 1 July 2021 - fair value</b>			
Gross carrying amount	13,963	155,701	169,664
Accumulated depreciation	(5,221)	(66,017)	(71,238)
<b>Net carrying amount</b>	<b>8,742</b>	<b>89,684</b>	<b>98,426</b>
<b>Year Ended 30 June 2022</b>			
Net carrying amount at beginning of year	8,742	89,684	98,426
Purchases of assets	17	23,853	23,870
Gifted assets	-	54	54
Disposals	(46)	(344)	(390)
Depreciation expense	(1,453)	(12,273)	(13,726)
<b>Net carrying amount at end of year</b>	<b>7,260</b>	<b>100,974</b>	<b>108,234</b>
<b>At 30 June 2022 - fair value</b>			
Gross carrying amount	13,934	179,264	193,198
Accumulated depreciation	(6,674)	(78,290)	(84,964)
<b>Net carrying amount</b>	<b>7,260</b>	<b>100,974</b>	<b>108,234</b>

**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 2022

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

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

**Major inspection costs**

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

**Restoration costs**

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

**Depreciation of property, plant and equipment**

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

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

The useful lives of major categories of assets are:

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 25 years
Vessels	10 to 20 years

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

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

Further information on leases is contained at Note 10.

**Revaluation of property, plant and equipment**

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

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use. Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer to Note 21 for further information regarding fair value.

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

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

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

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

**Impairment of property, plant and equipment**

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

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



**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

**10. Leases (continued)****Recognition and measurement (continued)****ii. Lease liabilities (continued)**

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

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

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

The entity's lease liabilities are included in borrowings.

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

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

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

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

**11. Restricted Assets**

Items that are restricted assets are listed below:

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Cash and Cash Equivalents	6,658	6,121
	<b>6,658</b>	<b>6,121</b>

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

**12. Current Liabilities - Payables**

Accrued salaries, wages and on-costs  
Creditors  
Unearned revenue

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Accrued salaries, wages and on-costs	1,059	694
Creditors	15,774	14,661
Unearned revenue	536	1,208
	<b>17,369</b>	<b>16,563</b>

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

**Recognition and measurement**

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

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

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Notes to the financial statements for the year ended 30 June 2022

**13. Current Liabilities - Borrowings**

Lease liabilities

Lease incentive

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
	-	2,781
	226	-
	<b>226</b>	<b>2,781</b>

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

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

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

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

**14. Current Liabilities - Provisions****Employee benefits and related on-costs**

Annual leave

Long service leave on-costs

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Annual leave	4,077	3,539
Long service leave on-costs	1,389	1,593
	<b>5,466</b>	<b>5,132</b>
Current annual leave obligations expected to be settled after 12 months	1,205	1,034
Current long service leave obligations expected to be settled after 12 months	1,218	1,387
	<b>2,423</b>	<b>2,421</b>

**15. Non-Current Liabilities - Borrowings**

Lease liabilities

Lease incentive

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
	1,592	32,338
	1,074	-
	<b>2,666</b>	<b>32,338</b>

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

**16. Non-Current Liabilities - Provisions****Employee benefits and related on-costs**

Long service leave on-costs

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Long service leave on-costs	137	157
	<b>137</b>	<b>157</b>

**Other provisions**

Restoration costs

Restoration costs	1,856	1,867
	1,856	1,867
	<b>1,993</b>	<b>2,024</b>

**Aggregate employee benefits and related on-costs**

Provisions

Accrued salaries, wages and on-costs (Note 12)

Provisions	5,603	5,289
	1,059	694
	<b>6,662</b>	<b>5,983</b>

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

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

Restoration	<b>Total</b>
	<b>\$'000</b>
	1,867
	(11)
	<b>1,856</b>

Carrying amount at 1 July 2021

Unwinding / change in the discount rate

Carrying amount at 30 June 2022

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

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

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

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

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

*Long service leave and superannuation*

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

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

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

*Consequential on-costs*

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

*Other provisions*

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

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

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

**17. Commitments****(a) Capital Commitments**

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

Within one year

**Total (including GST)**

2022 \$'000	2021 \$'000
4,251	3,398
<b>4,251</b>	<b>3,398</b>

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

386 309

**18. Contingent Liabilities and Contingent Assets**

The NSW SES had no contingent liabilities or contingent assets as at 30 June 2022. (2021: nil)

**19. Budget Review**

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

**Net Result**

The Net Result of \$41.2m surplus compared favourably with the budget of \$16.6m. As a result of NSW extensive flooding and the impacts of the COVID-19 Pandemic, on the supply chain, the NSW SES experienced delays in several programs of work, resulting in committed spend and some deliverables being delayed to the 2022-23 financial year. This increased Operational activity resulted in NDRRA Expenditure being \$12.4m over budget & Operating expenditure being \$12.7m less than budget. Total expenses were \$3.3m under budget as a result; the remaining difference is due to an increase of \$1.2m in Employee-related expenditure. Total revenue was \$16.8m over budget. This is mainly be attributed to the \$13.5m recoup of Disaster Relief expenditure as well as Other income (predominantly receipt of donations and bequests \$1.1m). Note, the expenditure for Grants and subsidies was \$53.6m in the Treasury Budget Papers, however, for the purposes of the financial statements the budget is separated into Grants and Subsidies (\$39.3m) and Disaster Relief (\$14.3m).

**Assets and Liabilities**

Actual net assets were \$37.1m higher than budget. Cash and cash equivalents were \$47.7m 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 & Equipment purchases being below budget by \$23.4m. The actual results for Property, Plant and Equipment were impacted by supply chain 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 \$13.9m as a result of lower than budgeted expenditure and higher than budgeted revenue as described above. Net cash flows from investing activities was \$23.0m under budget primarily due to in the Fleet Replacement Program and the Stay Safe and Keep Operational Program.

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Notes to the financial statements for the year ended 30 June 2022

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

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

	<b>2022</b> \$'000	<b>2021</b> \$'000
Net cash used on operating activities	47,040	34,658
Depreciation and amortisation expense	(17,445)	(16,812)
Gifted assets and insurance proceeds	54	-
Net gain/(loss) on disposal of non-current assets	4,290	2,380
Decrease/(increase) in provisions	(303)	(1,052)
Increase/(decrease) in receivables	7,650	(1,464)
Increase/(decrease) in inventories	682	681
Decrease/(increase) in payables	(806)	(5,418)
<b>Net result</b>	<b>41,162</b>	<b>12,973</b>

**21. Financial Instruments**

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

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

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

**a) Financial instrument categories**

Class	Notes	Category	<b>Carrying Amount</b>	
			2022 \$'000	2021 \$'000
<b>Financial Assets</b>				
Cash and cash equivalents	6	Amortised cost	88,650	67,915
Receivables <sup>1</sup>	7	Amortised cost	10,427	3,536
<b>Financial Liabilities</b>				
Payables <sup>2</sup>	12	Financial liabilities measured at amortised cost	16,824	15,338
Borrowings	13&15	Financial liabilities measured at amortised cost	2,892	35,119

*Notes*

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

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

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

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

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

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

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

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

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

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

**c) Offsetting financial instruments**

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

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

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

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

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

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

**Cash and cash equivalents**

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

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

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

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

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

**ii. Liquidity risk**

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

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

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

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**

Notes to the financial statements for the year ended 30 June 2022

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

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

<i>Maturity analysis and interest rate exposure of financial liabilities</i>								
	Weighted Average Effective Int. Rate	Nominal Amount <sup>1</sup>	Interest Rate Exposure		Maturity Dates			
			Fixed Interest Rate	Variable Interest Rate	Non - Interest Bearing	< 1 yr	1-5 yrs	
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>2022</b>								
<i>Payables<sup>2</sup></i>	N/A	16,824	-	-	16,824	16,824	-	-
<b>2021</b>								
<i>Payables<sup>2</sup></i>	N/A	15,338	-	-	15,338	15,338	-	-

Notes:

1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the Statement of Financial Position.
2. The amounts disclosed here exclude statutory payables and unearned revenue (not within scope of AASB7).

**iii. Market risk**

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

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the entity operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the Statement of Financial Position reporting date. The analysis is performed on the same basis as for 2021. 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:

	2022		2021	
	\$'000	1%	\$'000	1%
<b>Net Result</b>	(1%)	(1%)	(1%)	(1%)
<b>Equity</b>	(412)	412	(130)	130
	(1,880)	1,880	(1,469)	1,469

**OFFICE OF THE NSW STATE EMERGENCY SERVICE**  
Notes to the financial statements for the year ended 30 June 2022**22. Related Party Disclosures**

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

Short-term employee benefits:	2022 \$'000	2021 \$'000
Salaries	2,709	2,496
Other long-term employee benefits	170	151
Termination benefits	-	230
Total remuneration	<b>2,879</b>	<b>2,877</b>

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 controlled entities thereof.

The entity entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. The aggregate value of the material transactions and related outstanding balances as at and for the period ending 30 June 2022 are as follows:

Government Entity	Nature of transaction	2022		2021	
		Net Transaction value	receivable/ (payable)	Net Transaction value	receivable/ (payable)
NSW Telco Authority	Government Radio Network	36,560	(19)	17,209	(5,219)
Fire & Rescue New South Wales	SAP Services	1,592	(320)	904	(20)
Department of Communities and Justice	Grants and Contributions	(209,241)	-	(144,394)	(13)
NSW Rural Fire Service	Hire of helicopters	1,435	(200)	291	(891)
Government Property NSW	Rent on leases	4,856	-	4,594	-
		<b>(164,798)</b>	<b>(539)</b>	<b>(121,396)</b>	<b>(6,143)</b>

**23. Volunteer Services**

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

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

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

In addition, the contribution and cost of Defence support through Defence Assistance to the Civil Community (DACC) in event 261/2022 has not been recognised in the financial statements as the services donated would not be purchased and cannot be reliably measured.

**24. Events after the Reporting Period**

There are no events after the reporting period.

END OF AUDITED FINANCIAL STATEMENTS

# 06 APPENDICES



## APPENDICES

### CONTENTS

#### SIGNIFICANT JUDICIAL DECISIONS

There were no significant judicial decisions during the 2021-22.

#### 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

Altis Consulting  
Registered Training Organisation Project  
\$549,725.00

The Services Company  
Registered Training Organisation Project  
\$503,157.50

Ernst and Young  
Registered Training Organisation Project  
\$387,112.00

Bureau of Meteorology  
Meteorology Services  
\$255,843.00

Queensland University of Technology  
Australian Warning Systems Project  
\$179,408.04

Grosvenor Performance Group  
Operations Strategic Planning  
\$158,135.25

Verner Mackay Group Consulting  
Registered Training Organisation Project  
\$89,092.96

Solista PTY LTD  
Cyber Security Uplift  
\$87,000.00

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

Nature of Consultancy – Information Technology  
Total number of engagements 9  
Total Cost \$262,441.70

Nature of Consultancy – Audit and Risk Total  
number of engagements 7  
Total Cost \$130,050.60

Nature of Consultancy – Internal Audit Total  
number of engagements 8  
Total Cost \$116,320.66

Nature of Consultancy – Human Resources Total  
number of engagements 5  
Total Cost \$103,999.61

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 2021-22.

## TIME FOR PAYMENT OF ACCOUNTS

AGED ANALYSIS AT THE END OF EACH QUARTER				
Payment Performance Indicator	Sept 2021	Dec 2021	Mar 2022	June 2022
Accounts payable (All Suppliers)				
Current (within due date)	3,064	21,231	77,840	-51
Less than 30 days overdue	-2,345	1,420	4,686	-878
Between 30 & 60 days overdue	-106	526	-34	-3,361
More than 60 days overdue	-3,606	-5,113	-4,321	-982
Accounts paid (All Suppliers)				
Number of accounts due for payment	4,721	3,851	5,381	7,056
Number of accounts paid on time	4,703	3,839	5,172	6,551
Actual percentage of accounts paid on time (based on number of accounts)	100%	100%	96%	93%
Dollar amount of accounts due for payment	\$29,954,720	\$26,244,913	\$58,292,472	\$34,645,077
Dollar amounts of accounts paid on time	\$29,941,000	\$26,238,204	\$57,662,156	\$33,232,053
Actual percentage of accounts paid on time (based on \$)	100%	100%	99%	96%

## 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

In line with NSW Treasury Policy Paper Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08) NSW SES has an Audit and Risk Committee (the Committee) which 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 71 – 72 for details of ARC membership.

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

The Committee monitors the implementation of audit recommendations and 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 TPP20-08.

## INTERNAL AUDIT AND RISK MANAGEMENT POLICY ATTESTATION



9 September 2022

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

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

Dear Director

Internal Audit and Risk Management Attestation Statement for the 2021-2022 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.



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

## DIGITAL INFORMATION SECURITY POLICY ATTESTATION



### 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

### Cyber Security Annual Attestation Statement for the 2021-2022 Financial Year for NSW State Emergency Service

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

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

- A. Risks to the information and systems of NSW State Emergency Service have been assessed and are managed.
- B. Governance forums are in place to manage the cyber-security maturity and initiatives of NSW State Emergency Service.
- C. There is a current Information Security Management System.
- D. There exists a current cyber incident response plan for NSW State Emergency Service which has been tested during 2021-22 financial year.

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

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

*Carlene York*  
Carlene York  
Commissioner  
5/9/22

## GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

In 2021-22, the NSW State Emergency Service (NSW SES) dealt with 30 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. NSW SES also released information on its Publication and Reports section of its website.

### 2. Number of access applications received – Clause 8B

During the reporting period, the NSW SES received 30 formal access applications. This includes withdrawn but not invalid applications.

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

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

### 4. Statistical information about access applications for period 1 July 2021 to 30 June 2022 (Schedule 2)

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

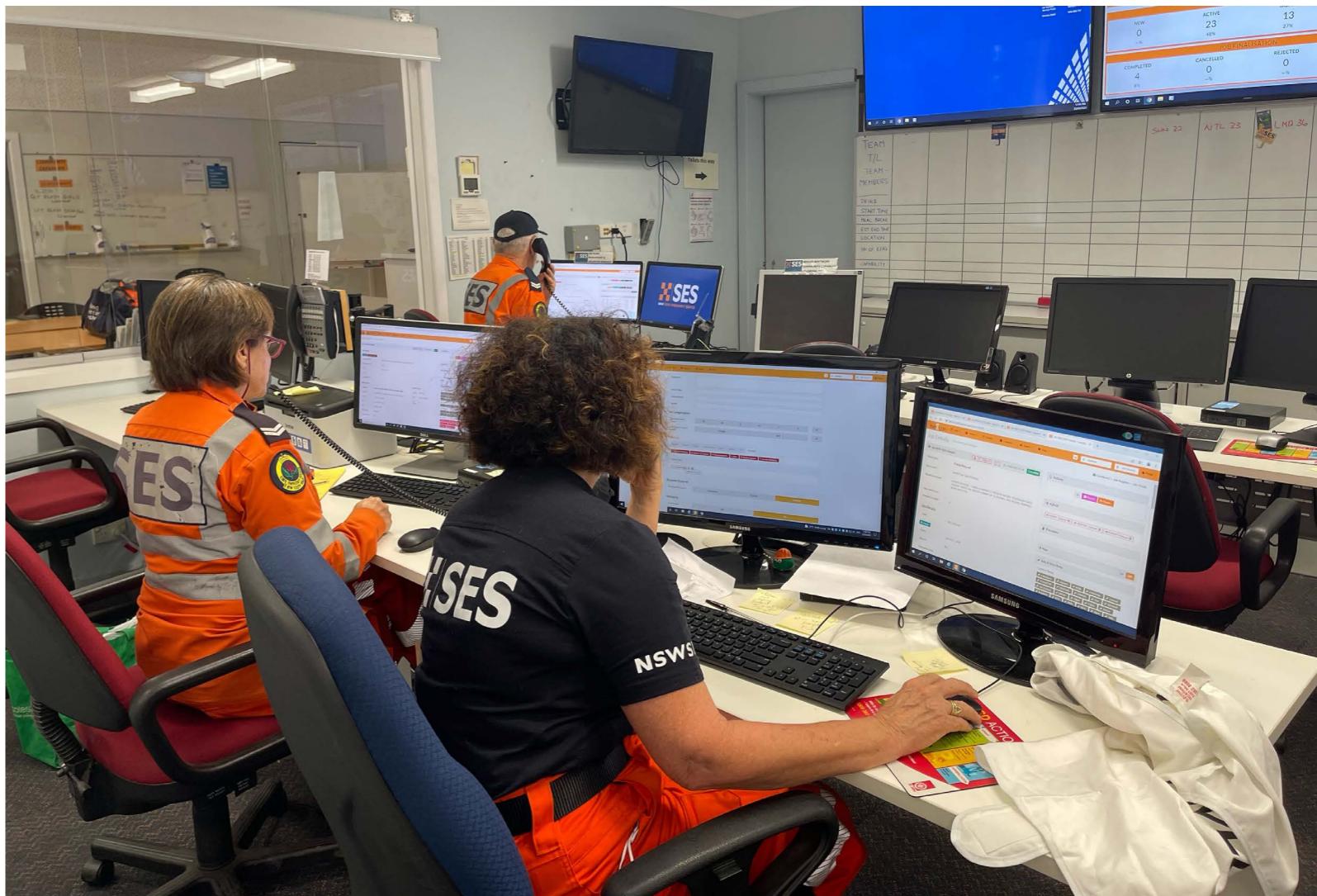
	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	2	1	0	0	0	1	0	0	4	13%
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1	3%
Members of the public (by legal representative)	3	1	0	1	0	0	0	1	4	13%
Members of the public (other)	9	5	1	2	0	3	0	1	21	70%
<b>Total</b>	<b>15</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>30</b>	
<b>% of Total</b>	<b>50%</b>	<b>20%</b>	<b>3%</b>	<b>7%</b>	<b>0%</b>	<b>13%</b>	<b>0%</b>	<b>7%</b>		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	1	0	0	0	0	0	0	0	1	3%
Access applications (other than personal information applications)	4	4	0	2	0	1	0	1	12	40%
Access applications that are partly personal information applications and partly other	10	2	1	0	0	3	0	1	17	57%
<b>Total</b>	<b>15</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>30</b>	
<b>% of Total</b>	<b>50%</b>	<b>20%</b>	<b>3%</b>	<b>7%</b>	<b>0%</b>	<b>13%</b>	<b>0%</b>	<b>7%</b>		

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



**Table C:** Invalid Applications

Reason for invalidity	No of applications	% 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	0	0

**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	1	100
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
<b>Total</b>	<b>1</b>	

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

	Number of applications*	% of Total
Responsible and effective government	2	25
Law enforcement and security	0	0
Individual rights, judicial processes and natural justice	6	75
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
<b>Total</b>	<b>8</b>	

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

**Table F:** Timeliness

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	26	93
Decided after 35 days (by agreement with applicant)	0	0
Not decided within time (deemed refusal)	2	7
<b>Total</b>	<b>28</b>	

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

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

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

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

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

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

**PRIVACY MANAGEMENT PLAN**

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

The plan is available on the NSW SES website. Questions, comments or complaints about the management of personal and health information should be directed to the NSW SES Privacy Officer, by:

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

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

**PRIVACY REVIEWS**

The NSW SES conducted 1 internal review under Part 5 of the PPIP Act during 2021-22.

## PROMOTION: OVERSEAS VISITS BY EMPLOYEES

Name	Date	Country	Purpose
Daniel Austin, Deputy Commissioner Operations	20 June to 5 July 2022	Germany, Netherlands UK	Attend the Intershutz 2022 Exhibition and meet with meteorology and other emergency services

## 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: 0
- (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: 0
- (e) The number of public interest disclosures received by the public authority in total: 0
- (f) The number of public interest disclosures received by the public authority relating to each of the following:
  - i) Corrupt conduct: 0
  - ii) Maladministration: 0
  - iii) Serious and substantial waste of public or local government money: 0
  - iv) Government information contraventions: 0
  - v) Local government pecuniary interest contraventions: 0
- (g) The number of public interest disclosures finalised by the public authority: 0
- (h) Whether the public authority has a public interest disclosure policy in place: The NSW SES has a Public Interest Disclosure Policy in place.
- (i) What actions have been taken to ensure awareness of responsibilities under the Act: The Public Interest Disclosures Policy is available

on the NSW SES intranet for all volunteers and staff to access. It is also referred to in the NSW SES Code of Conduct and Ethics training, which is mandatory training for all members. Members of the NSW SES have also undertaken refresher training courses offered through the NSW Ombudsman and knowledge is shared amongst peers.

## RESEARCH AND DEVELOPMENT

With the cessation of the Bushfire & Natural Hazards Cooperative Research Centre at the end of June 2020, NSW SES continued to utilise many of the research outcomes from recent years, particularly in the area of public information and warnings. The research has been reviewed and utilised in the development of the warning messages NSW SES will utilise as part of the Australian Warnings Framework.

To continue its research commitment NSW SES became a member of Natural Hazards Research Australia (NHRA) which commenced operations on 1 July 2021. NHRA is a collaborative research organisation that seeks to address the major challenges arising from natural hazards, including floods, cyclones, heatwaves, storms, bushfires, and other hazards. The NSW SES has participated in scoping several research projects that will be relevant to flood, storm and tsunami. These projects will commence in late 2022.

Following the catastrophic flooding in the Northern Rivers area in early 2022 NSW SES engaged NHRA to investigate post flood research options. NSW SES has partnered with Queensland Fire and Emergency Services and NHRA to undertake a community-based research project that aims to provide an

in-depth understanding of the lived experiences of people impacted by the floods. The aim is to identify insights into preparedness and response during the floods, as well as information about initial recovery and adaptation to future floods. The findings will provide valuable insights into the effectiveness of emergency responses, the diverse needs of people in flood situations, the challenges flood affected people and emergency services personnel encountered, and communities' expectations of the emergency services. It is envisaged that the findings will be used to evaluate approaches to community engagement and preparedness, communication and warning strategies.



## HUMAN RESOURCES

NSW SES staff profiles as of June 2022

Salary Bands as of 30 June 2022	2021/2022			2020/2021			2019/2020		
	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	49	36	4	37	27	2	37	26	2
\$72,635 - \$79,535 Grade 3/4	78	62	3	79	60	2	72	58	0
\$85,744 - \$94,610 Grade 5/6	117	63	5	101	57	3	85	48	3
\$97,443 - \$107,864 Grade 7/8	92	50	4	77	37	4	74	35	4
\$111,077 - \$122,404 Grade 9/10	49	21	2	42	13	1	33	9	1
\$128,473 - \$148,578 Grade 11/12	23	12	0	22	10	0	18	9	0
Above A & C Grade 12	9	3	0	7	2	0	9	3	1
<b>Totals</b>	<b>417</b>	<b>247</b>	<b>18</b>	<b>365</b>	<b>206</b>	<b>12</b>	<b>328</b>	<b>188</b>	<b>11</b>

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

**Note:** Total staff for 2021-22 is inclusive of an FTE of 376. 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 2022
<b>TOTAL</b>		<b>553</b>
Yes (An employee of the agency at census)		407
No (Not an employee at census)		62
Casual employee not working on census		84
Diversity Survey Response Rate		
Diversity Survey Response Rate		87.60%
Non- casual employees		387
Respondents to Diversity Survey		339
Gender		
All genders		417
Male		169
Female		247
Indeterminate/intersex		1
Aboriginal and Torres Strait Islander (ATSI)		
Aboriginal		7
Torres Strait Islander		2
Non-Aboriginal and Torres Strait islander		329
Withdrawn		34
Missing		46
ATSI		0
Total respondents to ATSI		372
Disability		
Total respondents to Disability		380
Total disabilities		14
Disability requiring adjustment at work		3
Disability requiring no adjustment at work		11
Disability where adjustment is not recorded		0
No disability		346
Withdrawn		20
Missing		38
Ethnicity		
Total respondents to Ethnicity		305
Person from a Racial, Ethnic/Ethno-religious minority		18
Person not from a Racial, Ethnic/Ethno-religious minority group		260
Withdrawn		27
Missing		113
Language		
Total respondents to language		379
Other language		29
English		308
Withdrawn		42
Missing		39

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

Key achievements for this year include:

- The establishment of the Diversity and Inclusion Steering Committee - an executive led Committee responsible for overseeing programs and initiatives, and embedding activities that promote diversity and inclusion visibility, capability and accountability across the Agency;
- Ongoing active participation and contribution in AFAC Champions of Change including topics such as gender equality and workplace support for people experiencing family and domestic violence;
- Ongoing promotion and facilitation of flexible work arrangements as an enabler of inclusion;
- Renewal of key DI memberships including with Diversity Council of Australia, Pride in Diversity and Australian Network on Disability;
- Diversity and Inclusion Networks established with responsibility to action plan and implement actions in key diversity areas;
- Roll out of the SBS Online Inclusion Module training for all members
- Inclusion and Diversity Employee Experience PMES scores at 73% (an increase of 2% from 2020).

## MULTICULTURAL POLICIES AND SERVICES PROGRAM

As a NSW government agency, NSW SES serves all people of NSW including people of culturally and linguistically diverse backgrounds. NSW SES continues to develop policies and practices to increase multicultural representation within the Service and for outreach to multicultural organisations and communities. community resilience and social cohesion before, during and after emergency events.

The D&I Strategic Framework 2020-2025 provides for a detailed D&I Roadmap to be developed covering Multicultural as one of six key diversity dimensions for targeted action planning and inclusion attention.

Key activities for the year were:

- Establishment of the Diversity and Inclusion Steering Committee, Chaired by Deputy Commissioner Corporate Services and made up of members representing all key diversity dimensions (including culture);
- Representation of Indigenous Artwork on a variety of NSW SES Vehicles;
- Project funding received for the creation of bespoke communication materials for flood, storm and tsunami awareness and preparedness campaigns, tailored to individual CALD groups.

## 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 in workplace culture, operational readiness and community resilience-building.

Key activities this year included:

- Ongoing membership with Australia 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;
- Assistance with individual members regarding workplace adjustments to facilitate and maximise their ability to participate and contribute to the service;
- Special Guest Speaker on the topic for our Senior Management Team to provide some observations and advice on things that leaders can do better in this space - and how;
- Creation of a Disability and Carers Network to develop and implement action plans in this space;
- Revision of our member application form to make it easier for applicants with a disability to identify and discuss their application, including possible reasonable adjustments, upon recruitment.

## INDUSTRIAL RELATIONS POLICIES AND PRACTICES

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

## CONSUMER RESPONSE

The NSW SES Probity and Standards Branch is currently responsible for the management, assessment and investigation of complaints. Probity and Standards received 88 complaints that specifically related to allegations of misconduct involving employees and volunteers. Of these matters, seven complaints required investigation. The remaining matters were addressed by a range of intervention processes including, preliminary enquiries, local management action or assessed as not requiring further action.

Of the seven complaints that were investigated, two complaints were sustained and the remaining five are currently in the process of being finalised.

In addition to the above, below were other key objectives for this year that are expected to continue as a framework for continuous improvement:

- Training and education initiatives (online and



informal) to reinforce standards of performance and professional conduct as per the NSW SES Code of Conduct and Ethics.

- Review of current policies, processes and service delivery model.
- Review of the effectiveness of current protocols and procedures that are in place to manage complaints.
- Review of Probity and Standards team capacity and capability and, current governance arrangements for overseeing complaint matters.
- Data management and reporting capability.

This table summaries complaints received:

	<b>Total</b>
Bullying and Harassment (including sexual harassment matters)	<b>13</b>
Criminal Convictions; includes reported charges	<b>14</b>
Misconduct, including Code of Conduct breach, Social Media Policy breach and Conflicts of Interest	<b>88</b>
Discrimination	<b>5</b>
Safety Breaches	<b>4</b>
<b>Complaints in Totals</b>	<b>124</b>



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

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

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

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

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

2021-22 Claim numbers reported (Volunteers & Staff) by injury classification		
<b>Injury Classification</b>	<b>Volunteers</b>	<b>Staff</b>
Circulatory systems	1	0
Fractures	3	2
Digestive System Diseases	0	0
Musculoskeletal and connective tissue diseases	0	2
Other injuries & diseases	12	3
Psychological	3	7
Burn	0	0
Traumatic joint/ligament and muscle/tendon injury	26	0
Wounds, lacerations, amputations and internal organ damage	7	0
<b>Total</b>	<b>65</b>	<b>26</b>
<b>Grand Total</b>	<b>91</b>	

## SENIOR EXECUTIVES

Numbers of Senior Executive roles at 30 June 2022

Band	2021-2022 Gender Break		2021-2022 Total	2020-2021 Gender Break		2020-2021 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	2	0	2
Band 1 (Director)	4	2	6	4	2	6
<b>Totals</b>	<b>9</b>		<b>9</b>	<b>9</b>		<b>9</b>

Remuneration of Senior Executive roles at 30 June 2022

Band	Range 2022	Average Remuneration 2021-22	Range 2021	Average Remuneration 2020-21
Band 4 (Secretary)	-	-	-	-
Band 3 (Deputy Secretary)	\$361,301 - \$509,250	\$398,417	\$345,551 - \$487,050	\$388,700
Band 2 (Executive Director)	\$287,201 - \$361,300	\$316,381	\$274,701 - \$345,550	\$308,664
Band 1 (Director)	\$201,350 - \$287,200	\$229,416	\$192,600 - \$274,700	\$218,903

Senior Executive total employee - related expenditure

	2021-22	2020-21
Total Employee Related Expenses (ERE) (\$)	\$46.56m	\$43.12m
Senior Executive ERE (\$)	\$2.58m	\$2.57m
Senior Executive ERE (%)	5.54%	5.96%

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