







Author

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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. For ongoing updates, safety messages and news about NSW SES activities, like the NSW SES Facebook page at facebook.com/ NSW.SES.

Availability

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

This report is available at: www.ses.nsw.gov.au > About Us > Publications and Reports > Annual Reports

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00 Beginning



Acknowledgement of Country

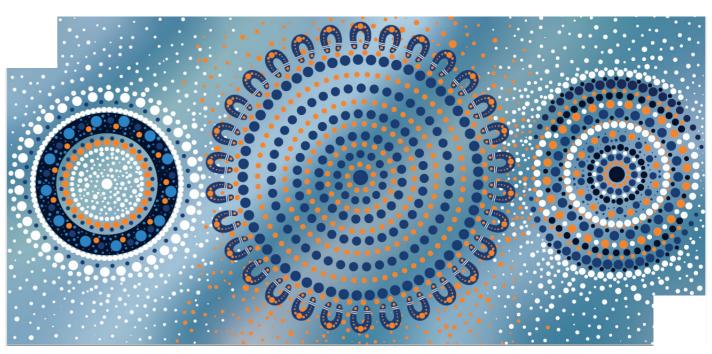
We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

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

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

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

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



Artwork: Journey After the Storm by Lani Balzan

Letter of Submission



1 July 2024

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

Dear Minister

I am pleased to present the Annual Report for the NSW State Emergency Service for the year ending 30 June 2024 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

D. Plack

Debbie Platz APM
Acting Commissioner



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Commissioner's Review



At the start of this financial year, we saw the development of an El Niño after three consecutive La Niña weather events. Although an El Niño weather pattern generally brings with it warmer and drier conditions with minimal rainfall, we still experienced intense thunderstorms and heightened operational activity throughout the year.

While the widespread flooding that we saw during the previous financial year subsided, our volunteers were kept busy responding to several major weather events and providing ongoing support to our partner agencies.

To sum up our year of operations, our dedicated volunteers responded to 29,814 incidents, including 434 flood rescues. While our focus was flood and storm damage response, our members also responded to 616 road crash rescues, 807 general land rescues, 35 vertical rescues and 541 community first responder activations.

Across the globe we continued to support our international partner agencies, with 11 members deploying to Canada between July and August to support the multi-agency response to wildfire in the Alberta and British Columbia provinces.

Interagency support from our members was not limited to overseas wildfires. With the Varroa Mite threatening the NSW honeybee industry, our members provided crucial support to the Department of Primary Industries, as well as deploying to Queensland in December to support with flooding and storm damage in southeastern parts of the state. We saw further deployments to Queensland in January to assist with widespread flooding and storm damage as a result of Tropical Cyclone Kirrily.

Closer to home, we saw intense rainfall throughout April that resulted in riverine and flash flooding across the Sydney Metropolitan area and major flooding in the Hawkesbury-Nepean River system. Media coverage of the NSW SES response to this event reached more than 83 million viewers.

As a Service, we continued to engage with communities and provide information about their localised risk and how they should prepare. The Future Flood public safety campaign was launched in the Hawkesbury-Nepean area, featuring real-life residents who chose not to evacuate in previous floods. These residents were shown simulations, using data from the NSW Reconstruction Authority, that show how their homes could be impacted by a future flood. To date the campaign videos have been viewed more than 1.5 million times. This campaign was supported by on-the-ground community activations and targeted out of home advertising.

We continued to address recommendations from previous public inquiries into flooding throughout NSW, with significant improvements made to community information, warnings and flood rescue capability and coordination. Improvements were made in the public information space, with the inclusion of storm and tsunami warnings on the Hazards Near Me app and better integration with social media.

Our operational fleet was bolstered with 233 new vehicles, vessels and trailers, and two brand new SES facilities were officially opened across the state.

A regional volunteer recruitment campaign was launched in early 2024, increasing our volunteer base in key locations to ensure we continue to provide communities with the resources and support they need in times of crises. We saw great success with the trial of a new Youth Internship Program, with 76 participants from 22 schools engaging with volunteers as part of a structured weekly program.

Wellbeing for all members continued to be a focus, with the Service transitioning from a staff only Employee Assistance Program to a new Member Assistance Program, providing ongoing support not only to staff but also to volunteers and their immediate family members.

While the operational tempo slowed down compared with previous years, there was a substantial increase in the number of referrals made to the NSW SES to provide insight on flood risk to inform planning decisions. The State Storm Plan, State Tsunami Plan and 118 Local Flood Plans were also endorsed during this financial year, further supporting flood planning and preparedness activities.

We continued to engage with communities through our social media, media and public information channels, and built on our major partnership with AAMI Insurance.

The Flood Rescue Enhancement Program resulted in a huge uplift in Flood Rescue Capability, with 4,446 individuals from the NSW SES and other agencies completing Flood Rescue Training. In November we hosted an international multi-agency flood rescue symposium, with participants from all NSW flood rescue and support agencies, as well as representatives from every Australian state and territory, New Zealand, England and the United States of America.

Our commitment to enhancing our incident management capabilities was demonstrated through the delivery of 156 incident management training courses. We also issued 817 incident management qualifications: a 53 per cent increase from the previous year.

In December the MyAvailability app was launched, providing a consistent, statewide approach for members to manage their availability and for leaders to place the right people, with the right skills, in the right location at the right time.

We had the privilege of formally recognising 1,355 members this year, including 351 Commissioner's Awards, 1,008 Long Service Awards, 216 National Medals and 696 National Emergency Medals.

At the end of this financial year, the NSW SES secured an additional \$94.7 million in funding to continue to address recommendations from recent flood inquiries, with a focus on training, flood rescue capability and public information. I look forward to seeing the Service continue to grow and support communities across NSW.

Finally, I would like to extend a heartfelt thank you to all members for their dedication, passion and commitment to making the NSW SES a leading volunteer-based emergency service.

Debbie Platz APM

NSW SES Acting Commissioner



Overview



NSW SES Overview and Charter

The NSW State Emergency Service (NSW SES) was established in 1955 in response to extensive flooding that occurred in the Hunter Valley and North-West 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.

The 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 the 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 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:













ACCOUNTABILITY

RESPECT

PROFESSIONALISM AND INTEGRITY

AND SERVICE

The Year at a Glance

29,814 TOTAL INCIDENTS



35VERTICAL
RESCUES



434 FLOOD RESCUES



541COMMUNITY
FIRST RESPONDER
ACTIVATIONS



ROAD CRASH RESCUES



807GENERAL LAND
RESCUES



69,262 CALLS RECEIVED

691 SALARIED STAFF652 PERMANENT



Management and Structure

Principal Officers

Carlene York APM

(on leave as of 30 June 2024 pending retirement)
Commissioner

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

Daniel Austin GAICD

Deputy Commissioner – Capability and Training

Bachelor of Emergency Management; Graduate Certificate in Applied Management

Damien Johnston ESSAF

Deputy Commissioner - Corporate Services

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

Deborah Platz APM

Deputy Commissioner - Operations

Master of Studies (Cantab), Master of Business Administration, Graduate Diploma in Education, Graduate Certificate Executive Leadership

Nicole Hogan ESM

Assistant Commissioner, Director Emergency Management

Graduate Diploma in Public Safety and Administration

Sean Kearns ESM

Assistant Commissioner, Director North and West Operations

Executive Master of Public Administration; Master of Health Management

Colin Malone

Assistant Commissioner, Director Metro and South Operations

Graduate Certificate in Applied Management (Police and Emergency Services), Advanced Diploma of Public Safety (Emergency Management)

Dean Storev ESM

Assistant Commissioner, 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)

Nicola Clark

Director Organisational Strategy, Planning and Performance

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

Sarah Crawford GAICD

Director People and Development

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

Daniel Crocco FCPA

Director Finance, Asset and Business Services/ Chief Financial Officer

Bachelor of Commerce

Stephen McRobert

Director Information and Communications Technology/ Chief Information Officer

Graduate Diploma Public Administration; Diploma Frontline Management





NSW SES | Annual Report 2023-24 NSW SES | Annual Report 2023-24

NSW SES Zones

NORTH WESTERN ZONE

Warialda Unit

Wee Waa Unit

COMMANDER

Tammy Shepley

Yetman Unit

ZONE

- Armidale-
- Dumaresa Unit Ashford Unit
- Barraba Unit
- Bingara Unit
- Boggabilla Unit
- Boggabri Unit
- Deepwater Unit
- Garah Unit
- Glen Innes Unit Gunnedah Unit
- Guyra Unit
- Inverell Unit Liverpool Plains
- Shire Unit Manilla Unit

 Mungindi Unit Narrabri Unit Namoi

Moree Unit

- Capability Unit Nundle Unit
- North West Capability Unit
- Pilliga Unit Tenterfield Unit
- Tingha Unit Tamworth Unit
- Tambar Springs
- Uralla Unit Walcha Unit

NORTH EASTERN ZONE

- Ballina Unit
- Bellingen Unit Brushgrove Unit
- Broadwater Unit
- Casino Unit Coutts Crossing
- Unit Coffs Harbour
- City Unit Coraki Unit
- Clarence Coffs Capability Unit Copmanhurst
- Corindi-

Unit

Woolgoolga Unit Dorrigo Unit

- Grafton City
- Unit
- Kyogle Unit Lawrence Unit Lismore City
- Unit Murwillumbah
 - Unit Maclean Unit
 - Mullumbimby Unit
 - NE Award & Ceremonial Capability Unit
 - Northern Rivers Capability Unit

- Tabulam Unit
- Tweed Coast Unit
- Tweed Heads Unit
- Ulmarra Unit Urbenville Unit
- Urunga Unit
- Woodburn Unit Yamba Unit
- Wooli-Yuraygir Unit
- ZONE
- **COMMANDER Gregory Swindells**

WESTERN ZONE

- **Baradine Unit**
- Burraga Unit Broken Hill Unit
- Bourke Unit
- Blayney Unit
- Bathurst Unit Brewarrina Unit
- Carinda Unit Canowindra Unit
- Collarenebri
- Unit Coonamble Unit
- Cobar Unit
- Western Zone
- Capability Unit Dubbo Unit
- Dunedoo Unit Eugowra Unit
- Far West

- Capability Unit Goodooga Unit
- Glengarry Unit
- Gilgandra Unit Ivanhoe Unit
- Lithgow Unit Lightning Ridge
- Unit
- Menindee Unit Mudgee Unit
- Molong Unit Macquarie
- Capability Unit
- Nyngan Unit
- Oberon Unit
- Packsaddle Unit

STATE CAPABILITY UNITS

Aviation Management

Alpine Search & Rescue

Peer Support Unit

- - Walgett Unit
- Warren Unit
- Narromine Unit
- Orange City Unit

- Portland Unit Rylstone Unit
- Sofala Unit
- Tibooburra Unit
- White Cliffs Unit
- Wilcannia Unit
- Wentworth Unit
- Wellington Unit
- ZONE **COMMANDER**

Brigid Rice

SOUTHERN ZONE

Albury Unit

- Barham Unit
- Balranald Unit
- Culcairn Unit Coleambally
- Unit Coolamon Unit
- Condobolin Unit Cootamundra
- Corowa Unit

Unit

- Cowra Unit Deniliquin-
- Conargo Unit Euabalong Unit
- Forbes Unit
- Grenfell Unit Gooloogong Unit
- Goolgowi Unit Gundagai Unit

- Griffith Unit
- Hay Unit Holbrook Unit
- Hillston Unit lerilderie Unit
- Junee Unit Khancoban Unit
- Lachlan Capability Unit Lake Cargelligo
- Unit Leeton Unit
- Murrumbidgee Capability Unit
- Moama Unit Mathoura Unit Murray
- Capability Unit Narrandera Unit Parkes Unit

- Peak Hill Unit Trundle Unit
- Temora Unit Tumut Unit
- Tocumwal Unit
- The Rock Unit Tumbarumba Shire
- Unit Urana Unit
- Wagga Wagga Unit West Wyalong Unit
- ZONE **COMMANDER** Benjamin Pickup

SOUTH EASTERN ZONE

Bega Unit

- Bermagui Unit
- Bigga Unit **Batemans Bay** Unit
- Bungendore Unit Bombala Unit
- **Braidwood Unit** Captains Flat
- Unit Collector Unit Crookwell Unit
- Coastal Support Capability Unit Dapto Unit
- Eden Unit Goulburn Unit

- Harden Unit
- Inland Support Capability Unit Kiama Unit
- Multicultural Liaison Unit Moruva Unit
- Moss Vale Unit Nowra Unit Cooma-Monaro Unit
- Operational Support Unit Queanbeyan Unit
- St Georges **Basin Unit**
- Shellharbour City Unit

- Snowy River Unit
- Sutton Unit Ulladulla Unit
- Wingecarribee Unit Windellama Unit
- Wollondilly Unit Wollongong Unit

Yass Unit

Young Unit

ZONE

COMMANDER

Thomas Jory

NORTHERN ZONE

- Aberdeen Unit
- Cessnock City Unit Camden Haven
- Unit Cooranbong Unit
- Denman Unit Dungog Unit
- Forster Pacific Palms Unit Gladstone Unit
- Gloucester Shire Unit **Gosford Unit**
- Harrington Unit

Unit

 Hunter Capability Unit Kempsey Shire

- Lord Howe Island Unit
- Lake Macquarie City Unit **Maitland City**
- Unit Muswellbrook
 - Unit Murrurundi Unit
 - Mid North Coast Capability Unit Merriwa Unit
 - Nabiac Unit Nambucca Unit

Unit

- City of Newcastle Unit
- Port Macquarie Hastings Unit Port Stephens

Unit

Hornsby Unit

Heathcote Unit

The Hills Unit

Hurstville Unit

Holrovd Unit

· Hunters Hill Unit

- Scone Unit Singleton Unit
- Stroud Unit South West Rocks
- Unit Swansea Unit
- Taree City Unit
- Tomaree Unit
- Wingham Unit
- Wauchope Unit Wyong Unit
- ZONE **COMMANDER**

Andrew Cribb

Metro West

Capability Unit North Sydney Unit

Parramatta Unit

Penrith Unit

Ryde Unit

Randwick Unit

METROPOLITAN ZONE

- Ashfield-Leichhardt Unit
- Auburn Unit
- Bayside Unit Bankstown Unit
- Blue Mountains East Unit
- Blue Mountains West Unit
- **Bush Search**
- and Rescue Unit Blacktown Unit
- Burwood Unit Camden Unit
- Canada Bay Unit Canterbury Unit

Fairfield Unit

Hawkesbury

- Cronulla Unit Campbelltowr
- Metro Award & Ceremonial
- Capability Unit Metro East Capability Unit

Mount Druitt

Menai Unit

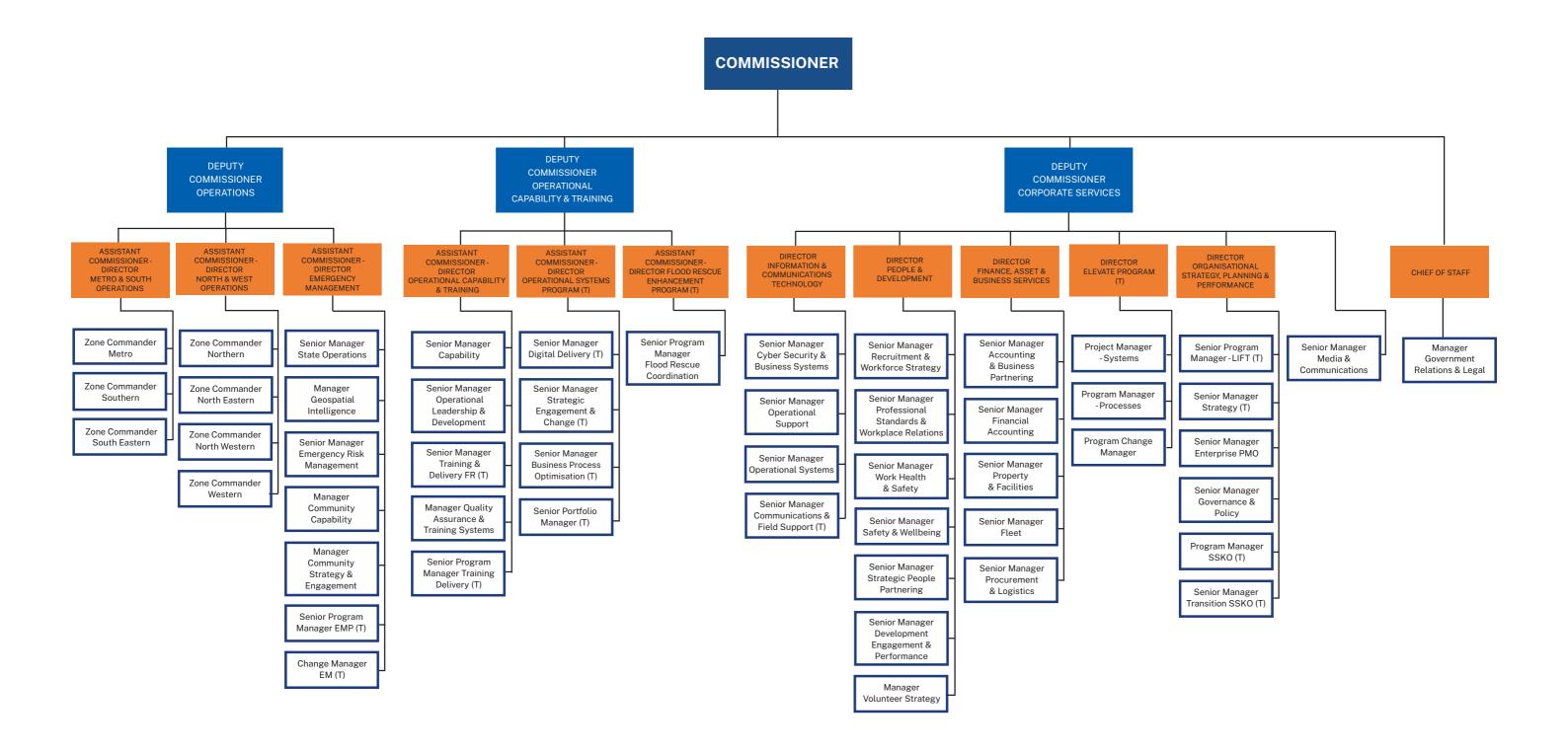
Mosman Unit

Manly Unit

Marrickville Unit

- Kogarah Unit Strathfield Unit Sutherland Unit Ku-ring-gai Unit City of Sydney Unit Liverpool Unit
 - Willoughby-Lane Cove Unit Warringah-Pittwater
 - Waverley-Woollahra Unit
 - ZONE **COMMANDER** Allison Flaxman

Organisational Chart



02 Strategy



Strategic objectives and outcomes



Strategic Priority 1 – Our People

Our Goals

1.1 Embed our safe, inclusive and ethical culture

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

1.2 Enhance our own capabilities and behaviours

- Deliver leadership, command and management programs to develop and support current and future leaders.
- Ensure talent and succession planning is developed and embedded.
- Provide opportunities for professional and personal skills development for our people.
- Demonstrate accountability and good governance across our service.

1.3 Promote our volunteering ethos

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

What success will look like in three years

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

Strategic Priority 2 – Our Community

Our Goals

2.1 Build on existing community resilience through targeted needs-based community engagement

- Update and implement our community engagement strategy.
- Further develop and implement a consistent approach to prioritising engagement activities.
- Measure and improve the effectiveness of the NSW SES community engagement programs.
- Work with government, non-government and community organisations to implement leading practice in community engagement.

2.2 Deliver a contemporary and collaborative approach to flood planning and preparedness

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

2.3 Raise the profile of NSW SES through effective public promotion and dissemination of information

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

2.4 Build effective partnerships and stakeholder engagement

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

What success will look like in three years

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

Strategic Priority 3 – Our Capability

Our Goals

3.1 Strengthen capability to remain ready and equipped to manage emergencies

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

3.2 Enhance systems and processes so they are responsive, integrated and efficient

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

3.3 Put data to work for an intelligence and knowledge led organisation

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

What success will look like in three years

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

Measuring Success

The success of our strategic plan will be demonstrated by:

Our People

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

Our Community

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

Our Capability

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

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

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

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

O3 Operations and Performance



Summary review of operations

The NSW SES continued to be involved in significant operational activity this year, responding to several major weather events. This resulted in more than 69,262 calls from the public and 29,814 responses to incidents, including 434 flood rescues.

While our focus was flood and storm damage response, our members also responded to 616 road crash rescues, 807 general land rescues, 35 vertical rescues and 541 community first responder activations.

NSW experienced three consecutive La Niña events in 2020, 2021 and 2022, resulting in compounding, concurrent and catastrophic flooding events. In July 2023, an El Niño developed and was at its strongest between November 2023 and January 2024. However, due to record warm sea temperatures, tropical cyclone activity was not suppressed as it usually is in El Niño. Overall, Australia had its third wettest summer during an El Niño phase, where flooding gave way to extreme heat, intense thunderstorms and oppressive humidity. Australia had at least five severe tropical cyclones, including Australia's wettest tropical cyclone on record (Tropical Cyclone Jasper). By early March 2024, signs showed that El Niño was in retreat.

During this period the NSW SES continued to actively monitor and respond to the impacts of heavy rainfall across the state and prepositioned flood rescue operators and assets in response to predicted severe weather. Our members continued to enhance capability and were prepared to respond to the NSW SES combat roles, whilst also providing support to other emergency services, states and internationally as required.

Between July and August 2023, the NSW SES deployed 11 members to Canada in response to a request for assistance from the Canadian Interagency Forest Fire Centre. Members formed part of multi-agency incident management teams from Australia and New Zealand, with the majority based in the provinces of Alberta and British Columbia.

In September, members provided support to the Department of Primary Industries as they worked to protect the NSW honeybee industry from Varroa Mite. NSW SES provided incident management team specialists and field support to various locations throughout NSW.

By November, after a period of drier weather, a broad low-pressure system over southern inland NSW moved slowly towards the southeast. A second low pressure system developed off the South Coast. Rich moisture drawn to the south of this low led to persistent rain in areas over southeastern NSW, with some embedded heavier showers and thunderstorms. This resulted in flooding and evacuations in the south of the state and storm damage to many properties.

During December, operational activity increased, following residual storm events in the aftermath of Tropical Cyclone Jasper. Over the Christmas and New Year period the NSW SES responded to over 1,200 incidents as the result of intense heavy rainfall which ravaged much of the state, particularly along the east coast. At the same time we also deployed three Strike Teams to Queensland to assist with flooding and storm damage in southeast Queensland.

In January 2024, the NSW SES deployed a jurisdictional task force of 46 personnel and equipment to Queensland to assist with widespread flooding and storm damage as a result of Tropical Cyclone Kirrily.

In April 2024, intense rainfall resulted in riverine and flash flooding across the Sydney Metropolitan area, with major flooding occurring in the Hawkesbury-Nepean River system. In early June a low-pressure system moved through the east of the state, bringing high rain falls on to already saturated catchments. This resulted in minor flooding in the Hunter area and moderate and major flooding in the Hawkesbury-Nepean River catchment.

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

Inquiries, research and development

The NSW SES has made substantial progress in response to the recommendations of the AFAC Independent Review into NSW flooding with 27 of 28 recommendations now closed. The final recommendation is due for completion later in 2024.

Following the unprecedented flooding of 2022, and the years preceding, two government inquiries were also commissioned; the 2022 NSW Floods Inquiry and the Select Committee on the Response to Major Flooding across New South Wales in 2022. The NSW SES made significant improvements in response to the recommendations of both flood inquiries, particularly in relation to community information, warnings and flood rescue capability and coordination. NSW SES will continue to work to embed improvements and finalise remaining actions in the 2024-25 financial year.

The NSW SES continued its involvement with Natural Hazards Research Australia (NHRA), focusing on the experiences of people affected by flooding in south-western NSW. Research outcomes from the NHRA have been utilised by the NSW SES to help inform community engagement, planning and public information activities. This includes the Community experiences of the 2022 Australian floods research report, which has been expanded to include communities in southern and western parts of NSW that were impacted by floods in late 2022 and 2023. The report from the extended research is due for release in late 2024.

The Community Risk Assessment Research Project also being undertaken through NHRA has been completed. The research report proposed a set of principles to guide the development of integrated community risk assessment models that combine both top-down and bottom-up approaches to risk assessment. The NSW SES has identified several opportunities to include community-based information and data into risk planning and assessment models. Further work is being conducted to inform the implementation of these approaches.

In 2023, the NSW SES also engaged with the NSW Bushfire and Natural Hazards Research Centre (BNHRC). This Centre was established in response to a key recommendation from the NSW Inquiry into the 2019-2020 Black Summer Bushfires. Following the independent 2022 NSW Floods Inquiry, the Centre also established a Climate and Weather Node, which includes a focus on floods and other hazards. The Service has worked with the Centre to identify a range of research proposals for this node.

Through contacts with the BNHRC, the NSW SES has also been approached to partner with the University of Sydney on further research projects focusing on damage from wind events and flash flooding. These projects are ongoing.

During 2023 and 2024, the NSW SES also engaged with the Natural Hazards Technology Program, sponsored by the Office of the NSW Chief Scientist and Engineer. This competitive grant program aims to accelerate technology innovation and adoption in NSW, allowing better preparation for, and response to, natural hazards by trialling field-ready technology with end-user NSW Government agencies. This program runs until June 2025, when the final products will be reviewed for use by the NSW SES.

Performance Information

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

Management and Activities

Strategic Priority: Our People

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

1.1 EMBED OUR SAFE, INCLUSIVE AND ETHICAL CULTURE

Being Well Program

The NSW SES is committed to enhancing the holistic wellbeing of our members at all stages of their member journey. The Being Well Strategy 2023-2024 builds on the previous NSW SES Wellbeing Strategy and the Service's long history of supporting the wellbeing of our members. It is delivered by and for all Members, Units and Zones across the NSW SES

The NSW SES Being Well Framework was launched to conceptualise and implement wellbeing across the Service, for all members. It adopts the Prevention, Preparation, Response and Recovery or 'PPRR' approach to emergency management planning, the integrated model of workplace mental health (La Montagne, 2014), and the World Health Organisation guidelines on mental health at work.

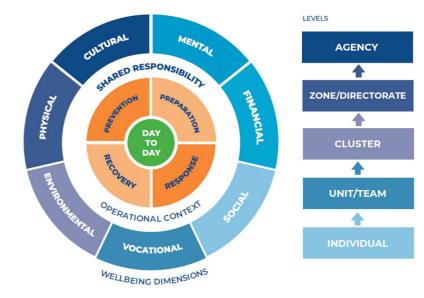
Over the past two years, wellbeing sessions and seminars have been hosted and are available to all members to learn about aspects of wellbeing, addressing areas of the holistic wellbeing wheel.

During this financial year, 14 seminars were conducted covering a range of topics including financial, environmental and social wellbeing, working through loneliness, and addressing men's and women's general health issues.

The Fitness Passport was also introduced this financial year to all staff and an Anytime Fitness discounted membership was made available for volunteer members.

Additionally, the Service transitioned from a staff only Employee Assistance Program to a new Member Assistance Program, providing ongoing support not only to staff but also to volunteers and their immediate family members.

An increased awareness of safety and wellbeing issues was also measured by Volunteer Voice and People Matters Employment Survey results. Currently more than 84 per cent of members know how to report an incident or injury. With the launch of the new beSAFE reporting system, early in the next financial year, the NSW SES aims to further improve this result.



High Adversity Resilience Training (HART) Program

The High Adversity Resilience Training (HART) program, which aims to build resilience skills for Incident Management Team members and their families, was piloted to members in Southern Zone. Following the success of the program, it has since been rolled out to the NSW SES South Eastern Zone and is expected to be rolled out to a further three zones in the next financial year. The program aims to help members build skills in managing and responding to events, by developing resilience to aid in mitigation of the impacts of trauma.



Diversity and inclusion

This year work commenced on improving governance and structure of the Diversity and Inclusion Committees (DISC) and Reference Groups. These changes aim to ensure enhanced effectiveness of the DISC and the newly named Diversity & Inclusion Reference Groups (previously Networks), with more interaction and collaboration between the groups and greater representation across the Service, through the appointment of Executive Sponsors and DISC Champions. All committees include a mix of staff and volunteers. Six reference groups were established with executive sponsorship, which align with our Diversity and Inclusion Strategic Framework and include members with lived experience in key areas of diversity -Gender Equity, Aboriginal and Torres Strait Islander, Disability and Carers, Pride, Multicultural/Cultural Diversity and Life Cycle.

Work commenced on the development of a Servicewide Reconciliation Action Plan (RAP). The NSW SES is following guidance from Reconciliation Australia and has engaged an Indigenous consultancy firm, specialising in Indigenous engagement, to undertake this vital work. The development of a RAP is spread across four phases. The first phase, 'Reflect', involves developing relationships with Aboriginal and Torres Strait Islander stakeholders to identify areas of greatest impact in our sphere of influence. Once endorsed by Reconciliation Australia, a Reflect RAP will be implemented over the next 12–18 months.

The online Aboriginal cultural awareness training package 'Everyone's Business' was introduced to help support and build a culturally safe workspace for all staff and volunteers. Everyone's Business is a cultural capability training package for the NSW public sector workforce, designed to enhance understanding of Aboriginal and Torres Strait Islander culture and how past policies and practices continue to affect Aboriginal and Torres Strait Islander people and communities today.

The NSW SES has developed a Multicultural Strategy which outlines targets for service delivery, planning, leadership and engagement, as well as inward and outward facing activities and reporting guidelines.

Professional standards

This year there was a comprehensive review and implementation of two key human resource policies, including the Sexual Harassment Prevention Policy and Procedure and Code of Conduct and Ethics.

The introduction or enhancements to our policies are driven by several key factors:

- Regulatory Compliance: Ensuring adherence to the latest legal standards and regulatory requirements concerning workplace harassment.
- Workplace Safety: Establishing robust measures to protect all members from harassment and to promptly address any incidents that arise.
- Cultural Commitment: Promoting a workplace culture that values respect, dignity, and inclusivity.
- Member Wellbeing: Addressing member concerns and ensuring that everyone feels safe and supported at work.

Introduction of Sexual Harassment Prevention Policy and Procedure

The comprehensive Sexual Harassment Prevention Policy and Sexual Harassment Prevention and Response Procedure reinforces our commitment to providing a safe, respectful and inclusive work environment for all members. The introduction of a new policy and procedure is a crucial step towards safeguarding our workplace against harassment and ensuring the wellbeing of our team members.

The new policy includes a clear definition of sexual harassment, detailed reporting procedures, training programs, support systems for victims and a robust trauma informed framework for the investigation and accountability of incidents.

To ensure the effective implementation of the new policy, a series of workshops were conducted, along with training sessions and an awareness campaign. These initiatives were aimed at educating members about the policy, its importance, and how to access support and report incidents.

A continuous monitoring and review process was established to assess the effectiveness of the policy and make necessary adjustments. This includes regular feedback from members, periodic audits and reviews of reported cases to identify areas for improvement. By taking these proactive steps, we aim to eliminate harassment, support affected individuals and foster a culture of respect and dignity for all members.

Review and update of Code of Conduct and Ethics

As part of the ongoing review of our policies and procedures, an administrative review was undertaken on the NSW SES Code of Conduct and Ethics (the Code).

Variations to the Code include ensuring alignment to current legislation where appropriate, along with editorial changes. In addition, the Conflict of Interest content has been simplified within the document, with a separate Conflict of Interest Procedure developed for ease of reference, which includes a revised Conflict of Interest Declaration Form.

The enhanced Code was rolled out with mandatory training sessions, accessible resources and awareness campaigns. This initiative was aimed at educating all members about the updated policy, its importance and how to access support and report breaches.

The enhanced Code reinforces the Service's values and provides clear guidelines and support to ensure our workplace remains ethical, inclusive and respectful for members.

Capability Development Groups (CDGs)

The review and update of the CDG Terms of Reference saw the reestablishment of these key volunteer-based subject matter expert advisory groups. A core focus is on ensuring greater diversity of representation from members across all seven NSW SES Zones including metro, regional and remote units, as well as members with varying levels of experience, age and gender. Covering the foundational operational capability areas of Storm Operations, Flood Operations, Tsunami, Land Search and Rescue, Vertical Rescue, Aviation and General Land Rescue, the CDGs will ensure effective engagement and support decision making in support of all member's needs.





1.3 PROMOTE OUR VOLUNTEERING ETHOS

The annual NSW SES Volunteer Voice Survey has had the best level of engagement since its inception, with a response rate of 28 percent; an eight percent increase compared with 2022. Following this survey, each NSW SES Zone developed an action plan in consultation with volunteer members to address the survey results.

The NSW SES Youth Internship Program Trial launched with 76 participants across 22 schools. Six new youth members have so far been onboarded through this process.

A revised volunteer recruitment strategy was released and an action plan for volunteer recruitment and retention was also released this financial year. A statewide volunteer recruitment campaign ran between March and June, focusing heavily on regional NSW. The paid component of this campaign garnered 6.2 million impressions across meta and 1.5 million impressions on YouTube. During the campaign period, through to 1 July 2024, more than 600 new regional volunteer applications were received.

1.2 ENHANCE OUR OWN CAPABILITIES AND BEHAVIOURS

The Service refreshed the Commander Onboarding program this year. In addition, we have clearly defined leadership development pathways (via succession planning and talent development) to provide consistent and transparent opportunities for all members. The Leadership Capability Framework was also developed, outlining leadership capabilities in a defined framework.

A Unit Commander Toolkit was created and provided to support NSW SES Unit Commanders in the recruitment and onboarding of new members. These resources were delivered at various NSW SES Zone Leadership Conferences and workshops across the state, with continued access to training available through the Volunteer Strategy team.

Values-related performance objectives have now been introduced into the myPerformance process. This is to align with the organisational vision of embedding values that are inclusive and mutually understood by all members, to inspire a sense of understanding and ownership, and to ensure all new members are made aware of our organisational values as they are being onboarded to the Service.

This year, the Service also launched a Youth Leadership network and held a Young Leader's Summit in the NSW SES Western Zone, to facilitate a leadership community of practice through mentorship and networking.



Strategic Priority: Our Community

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

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

Community engagement with Culturally and Linguistically Diverse (CALD) communities

The NSW SES CALD Communities Project delivered bespoke in-language communication materials in fifteen different languages and established a CALD stakeholder network. Funded under the joint Australian and NSW Government National Partnership Agreement on Disaster Risk Reduction, the CALD Communities Project was initiated in recognition of the need to create more inclusive, innovative and meaningful risk awareness and preparedness communications so that all communities are equally aware and informed of the natural hazards of flood, storm and tsunami. In partnership with the University of Wollongong and Ethnolink and collaborating with multicultural communities across the state, the project established a targeted approach that addresses risk awareness. ownership and preparedness across flood, storm, and tsunami. The communications material will be used by our Service and key CALD leaders and disseminated to community groups and partner agencies to support effective engagement with at-risk communities and contribute to improved community safety.

Additionally, NSW SES engaged CALD communities in the Hawkesbury Nepean Valley (HNV). For example, NSW SES has maintained contact with the CALD Reference Group, formerly known as the HNV CALD Working Group, and increased its geographic scope to make it multi-hazard.

Through the CALD Reference Group, a relationship was forged with Campbelltown City Council who are running workshops funded by a NSW Reconstruction Authority grant, with six workshops for each of the following CALD communities and Indigenous groups:

- Pacific Islander community
- Aboriginal and Torres Strait Islander / First Nations community
- Indian Subcontinent community

All CALD-related material relevant to the HNV is scheduled to be transferred to the new NSW SES

website, including campaign material for Floods: Know Your Risk and Floods: What's Your Plan, fact sheets, motion graphics, videos, and social media resources. Additionally, storm preparedness videos were created in 18 languages, which will better assist communities preparing for natural hazards.

This initiative will focus on continued engagement into the future by the adoption of a collaborative approach and shared responsibility, to establish a sustainable disaster resilience model of communications within CALD communities across NSW.

Community engagement in high-risk flood zones

Our Service developed an engagement framework and community engagement delivery guideline, providing principles and outcomes for future engagement with communities. The first three phases of development were achieved this year and included a desktop review and the establishment of a steering committee and cross working groups. There was also a series of facilitated focus groups with community representatives, external stakeholders, volunteers, government partners and Aboriginal stakeholders. This community engagement is crucial in undertaking the work we do when preparing, planning, and responding to the impact of floods, storms and tsunamis. The framework supports this intent by outlining the value engagement brings to communities and our volunteers. It outlines at a high level who we engage with and why, and how we engage in all facets of our work. Above all, the framework points to the relevancy of engagement throughout the prevent, prepare, respond, and recover spectrum and why it should be a shared responsibility across the Service.

The Service also developed a Monitoring, Evaluation and Learning Report for community engagement in PowerBI. This new report is an interactive tool to help members better understand our communities' demographics, risks and resilience. It shows how the NSW SES is supporting them and the impact of our work with communities. The report captures evidence of the impact our community engagement activities have on participant's lives. Its design is based on visually representing what we do with the results we wish to achieve. This allows members to easily access, track and communicate the effectiveness of community engagement activities in building community readiness for flood, storm and tsunami.

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The Service also developed and piloted new course modules and assessment activities aimed at building skills and increasing the number of community engagement team members and community engagement planners.

The Future Flood campaign, a joint venture between the NSW SES and the NSW Reconstruction Authority, encouraged communities throughout the HNV to better prepare for future floods. The campaign showed residents simulations of how homes might be impacted using data from historic floods to encourage people to follow evacuation orders, understand their flood risk and prepare for future floods. Since May 2024, the campaign has generated 1.3 million completed video views and engaged communities through events such as the Londonderry Recovery Day and the Hawkesbury Preparedness Event at Windsor.

A flood awareness campaign also ran in the Northern Rivers areas of NSW this year. The campaign reached 45,000 people through videos and featured workshops supporting rural women to prepare for floods.

Spontaneous Volunteers

The Spontaneous Volunteering project is a future-focused initiative to strengthen the Service's ability to coordinate members of the community who immediately want to assist following a disaster. The project is designed to enhance, clarify, and operationally embed our coordination capabilities, ensuring our members are supported and confident to engage with spontaneous volunteers in future disasters.

The Service recognised the need to future-proof and further clarify our capability to coordinate spontaneous volunteers through the findings of the NSW Floods Inquiry and recent engagement with our members.

This year we developed:

- Seven all-hazards tactical videos to improve awareness of what the community can do to assist in a disaster. These videos are now available via the NSW SES website and the NSW SES YouTube.
- A new training package for the Spontaneous Volunteer Field Coordinator. This package is made up of an e-Learning component and one day of face-to-face training. The training will enable members to increase their capabilities to coordinate spontaneous volunteers and practice scenarios using spontaneous volunteers in response to an event. A Policy and Operational Document Suite has been developed to provide members with clear direction and operational expectations for how and when to engage with spontaneous volunteers.





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

Flood planning, preparedness reviews and improvements

There was a substantial increase in the number of referrals made to the NSW SES to provide insight on flood risk to inform planning decisions, with 490 land use planning referrals this year. The majority of these related to the State Environmental Planning Policy (Transport and Infrastructure), Planning Proposals and Major Projects.

There were 118 Local Flood Plans endorsed this year and the State Storm Plan and State Tsunami Plan were also endorsed at the State Emergency Management Committee. This will assist all NSW agencies to have an awareness and understanding of their local risk, preparedness and response arrangements in the event of severe storms or tsunami, and how those arrangements apply to them.

A new resource called 'Local Flood Insights' was developed that enhances local flood planning and community awareness. Local Flood Insights is based on story map functionality and is an online platform that combines geographic data, interactive maps, images, and multimedia to present information in an engaging and accessible way. As part of the NSW SES' Flood Planning initiative, Local Flood Insights is designed to visually communicate information about flood-prone areas, historical flooding and local community stories. Representing local stories aims to empower local communities to be actively involved in flood planning and risk mitigation. Through interactive maps, people can explore their local areas, identify flood-prone areas and access information specific to their location.

The Flood Analyst training course was further enhanced and piloted, resulting in a continual increase in skill set across the Service.

The Dam Emergency Plan lodgement into the NSW SES Flood Portal process was implemented, with more than 340 Dam Emergency Plans now available for emergency response.

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

Media and publicity

This year the NSW SES received 1264 calls to the media hotline and issued 140 media releases to media outlets across the state and country.

During severe weather operations, the NSW SES media team completed more than 350 interviews, and numerous press conferences were held at a local and state level.

There were significant operational events, including severe weather across the Christmas and New Year period, which saw storms across NSW, flooding in both the North East Zone and Northern Zone, and an interstate deployment to Queensland. Additionally, through March and April 2024 we experienced storms in Eastern NSW, as well as flooding in the Illawarra and Metropolitan areas.

Notably the significant weather in April 2024 received substantial media coverage over six days, with 2,678 media articles reaching 83.76 million people.

HazardWatch Statistics

This year additional funding was utilised for further HazardWatch developments, with enhancements and additional features, such as the inclusion of storm warnings and integration with social media. Since the launch of these additional features, a total of 281 warnings for severe weather were issued during the period between 15 February – 30 June 2024 and 1174 warnings were issued for flooding between the period of 1 July 2023 – 30 June 2024.

Website and social media statistics

This year, the NSW SES Media and Communications Team has significantly enhanced its online presence through a strategic approach. Instagram followers increased by 14.9 percent to 21,310, and LinkedIn followers grew by 18.9 percent to 13,870, reflecting our success in growing and engaging our audiences. Facebook followers steadily increased by one percent to 266,112, and X (formerly Twitter) followers increased by half a percent to 92,132.

The NSW SES saw a substantial improvement in social media performance with the overall average engagement rate increasing from 4.83 percent last year to 9.22 percent this year. This combined result highlights the growing interaction and effectiveness of our digital communication efforts.

With less operational activity, a decrease in website views was recorded, however the Service still ensured consistent traffic and continuous access to vital information.

The NSW SES website upgrade project continued, aiming to greatly improve the user experience by providing high-quality, relevant content that is easily accessible. This upgrade project prioritises stability, accessibility, and user-friendliness to better meet the needs of our audience and improve how we share public information and educational resources. It also aims to present the NSW SES brand more effectively. The new website is scheduled to launch in October 2024.



2.4 BUILD EFFECTIVE PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

The NSW SES has continued to embed and deliver its goal of improving partnerships and stakeholder engagement. This has been achieved through the development of a partnerships model, which ensures our partnerships are centred around the NSW SES values and our partnership principles.

Our major partnership with AAMI Insurance has continued to strengthen, with a successful first year of partnership delivering new community engagement collateral to units across NSW and supporting the development of social impact reporting to measure the benefits of joint engagement efforts. Work commenced on an improved Home Emergency Plan tool to be included on the new website. Additionally, AAMI supported community events across the seven NSW SES Zones, which not only boosted engagement and community education efforts, but also allowed them to meet our members and learn about the great ways they support their communities.

We have seen significant activity and interest from organisations such as Blue Light Card, Wests Tigers, GWS Giants, Giants Netball, Kathmandu and the Sydney Roosters, who are all keen to recognise our members and their continued efforts. Work continued on the NSW SES Partnerships Framework, which will provide a direction for approaching and managing external partnerships as opportunities arise. The Partnerships Framework is expected to be rolled out in the next financial year.





Strategic Priority: Our Capability

3.1 STRENGTHEN CAPABILITY TO REMAIN READY AND EQUIPPED TO MANAGE EMERGENCIES

Training Improvement Program

The introduction of the Training Improvement Program has led to substantial progress by thoroughly reviewing and updating our training materials, processes, procedures, systems and reporting mechanisms. This initiative has significantly enhanced the quality of the training experience for trainers, assessors, and learners.

Key achievements for this year include:

- Enhancing the mySES Training Portal: Centralised the tools and resources for learners, trainers and
 assessors. This included a new Online Course Catalogue, featuring centralised training courses, a state-wide
 training calendar, the ability to enrol online and faster processing of course nominations.
- Introducing New Training Pathways: Across field operations and incident management, the enhanced training pathways have provided a flexible and streamlined training journey for members.
- Launching aXcelerate: An integrated Training Management System to effectively manage learning, training and assessment aimed at providing a greater and less onerous learning experience for members.
- Trainer and Assessor Development Program: An enhanced ongoing program focused on supporting our volunteer Trainers and Assessors commenced. This provides a clear professional development pathway and defined endorsement process for Trainers and Assessors.
- Updating the Assessment-Only Pathway: Supported efficient recognition of relevant experience our members bring to the NSW SES.
- Re-registration as an Enterprise Registered Training Organisation (RTO): The Service achieved RTO
 re-registration for seven years, ensuring our training and assessment are responsive to industry and learner
 needs, quality assured, and governed effectively.
- New Field Core Skills Course: Enabled streamlined progression into various training pathways for operational field roles, allowing members to be trained more rapidly in relevant capabilities.
- Updating and Releasing Field Training Resource Kits: Multiple nationally accredited Training Resource Kits
 for Flood Rescue, Boat Operations, Storm Damage, Chainsaw, Road Crash Rescue, First Aid, Operate
 Communications Equipment, Map Reading and Navigation and Leadership Fundamentals.
- Interactive Business Intelligence Reporting Tools: Utilised training data to improve operational decision-making, providing leaders with comprehensive views of members' competencies (Member Capability Report) for efficient training, professional development, and operational deployment strategies.
- New Feedback Register: Enable members to contribute to continuous improvement in training courses, systems, and their training experience.



Exercise Capability

In November 2023, the NSW SES hosted an international multi-agency flood rescue symposium. The event was attended by all NSW flood rescue and support agencies, as well as representatives from every Australian state and territory, New Zealand, England and the United States of America. The symposium was held over three days and included workshop sessions and practical streams covering flood rescue and flood rescue coordination activities.

In February 2024, the NSW SES hosted a statewide multi-agency flood rescue readiness exercise dubbed "Who Let the Boats Out". This was a decentralised exercise and was attended by almost 800 members from a range of different agencies involved in flood rescue across NSW. The exercise utilised approximately 200 vessels coordinated by exercise control teams established in the NSW SES Metro, South Eastern and North Eastern Zone Incident Control Centres.



Flood Rescue Enhancement Program

The Flood Rescue Enhancement Program (FREP) resulted in a huge uplift in Flood Rescue Capability, with 4,446 individuals from the NSW SES and other agencies completing Flood Rescue Training. To meet State Rescue Board recommendations stemming from the flood inquiries, enhancements to the Flood Rescue Area of Operations (FRAO) process were made. These enhancements include development of a FRAO assessment tool, which provides Incident Controllers with an evidence-based framework for decisions relating to the FRAO, automated workflows as part of the FRAO processes and specific flood rescue enhancements to the NSW SES BEACON system for events where a FRAO is declared.

Under the NSW SES Local Investment in Facilities and Teams (LIFT) and informed by FREP and the NSW SES Information Communication Technology, a design and technical specification for Flood Rescue Coordination Cells (FRCC) at Zone Headquarters has been developed. This will enhance capability of FRCCs across the seven NSW SES Zones. The program has produced consistent policy, procedures, protocols, communication and defined flood rescue doctrine across all Zones to enable cross zone collaboration and support as needed. Clear roles and responsibilities have been set out for our staff to understand role expectations and required capability with respect to flood rescues. The FREP has also delivered consistency, integration and common understanding of flood rescue across our Service as well as with our multi-agency partners. sion-making, providing leaders with comprehensive views of members' competencies (Member Capability Report) for efficient training, professional development, and operational deployment strategies. New Feedback Register: Enable members to contribute to continuous improvement in training courses, systems, and their training experience.

Flood Rescue Operator Training

This year, 227 flood rescue training courses were delivered, resulting in 852 Flood Rescue Operators trained (comprising 571 SES operators and 281 partner agency operators) and 2175 members completing Flood Rescue Awareness online training.

Intelligence-driven capability structures and analytics

This year, our Service implemented new data-driven, localised capability structures and processes. These new processes enable effective and consistent prioritisation and planning of member recruitment, training, and resourcing as part of phase two of the Capability Framework program. This work has created a common understanding of our capabilities and challenges and improved the Service's ability to understand and quantify response demand and resourcing needs, undertake localised gap analysis, and effectively plan for future development and enhancements.

This was done through:

- Creation of holistic, capability-specific unit classifications, implementation of targets for core field response operator roles, definition of minimum response resourcing requirements and delivery of a user-driven reporting tool for current skills and gap reporting.
- Enhancement of our capacity to use and implement risk and impact data through:
 - Development of a Community Risk Data reporting tool with broad access and visibility of consistent data on hazards, predicted impacts and historical response loads through complex data source and mapping integration.
 - Delivery and distribution of research outcomes on Community Risk Assessment and guidance on practical implementation.
 - Progress on an upgraded tsunami inundation predictive data model to inform the development of more accurate and detailed evacuation areas and plans.
- Implementation of new collaborative capability planning processes with an increased focus on cross-Service connection, future change and measurable outcomes, utilising data alongside local plans and experience.

Training Delivery

This year the Zone Training Delivery structure was enhanced to better support high quality training delivery and needs-based collaboration with Zones and Units. The new team structure is now governed by three training command areas – Northern, Central and Southern.

Enhancements to Training Delivery include:

- Upskilled more than 250 members in Medium Rigid Licence requirements.
- Supported the delivery of targeted training needs to maintain accredited NSW SES rescue units.
- Unit / Cluster Training Coordinator workshops delivered across NSW SES Zones to plan and prepare training needs for members, based on identified capability requirements. There were five workshops held across the state, which resulted in 152 new Training Coordinators.
- Face to Face Trainer and Assessor professional development conferences were held across five Zones, resulting in 201 members completing the training.
- Worked closely with NSW SES Operations Teams to ensure units are meeting State Rescue Board capability requirements and brought 'offline' units back to being operational.

Trainer and Assessor Development

The Trainer and Assessor Development Team further embedded the Trainer and Assessor Development Framework to ensure a consistent approach to recruiting, inducting, endorsing and developing instructors, trainers and assessors for the NSW SES.

The following was achieved this year:

- The coordination of Training and Assessment Education courses resulting in 207 Enterprise Trainer Skillset and 50 Assessor Skillset qualified members.
- The implementation of initial endorsement workshops targeting newly qualified Trainer and Assessors to more efficiently induct new trainers and assessors into the registered training organisation.
- Developing a reporting tool to allow training delivery staff, as well as individual trainers and assessors, to monitor the location of and currency requirements of trainers and assessors.
- Implementation of standardised annual Zone Trainer and Assessor conferences to provide professional development opportunities to trainers and assessors and ensure consistent quality training delivery.



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Incident Management Training

Our Service achieved notable milestones throughout the year, demonstrating our commitment to enhancing our Incident Management capabilities and readiness including:

- Qualifications Issued: The agency issued 817 incident management qualifications during the year, marking a significant 53 percent increase from the previous year. This surge reflects our ongoing efforts to upskill and prepare our personnel for diverse emergency scenarios.
- Training Courses Delivered: The NSW SES conducted 156 incident management training courses. These courses are essential in equipping our teams with the latest knowledge and techniques, ensuring they are prepared to handle a wide range of incidents efficiently.
- Aviation Capability Training: Responding to recent lessons identified, we initiated a substantial enhancement in our aviation training. This initiative is crucial in expanding our response capabilities, particularly in challenging and high-risk environments.
- Course Development: In our commitment to maintaining cutting-edge incident management practices, we developed course resources to ensure that our training programs remain relevant and effective in addressing contemporary incident management needs and industry best practices.

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

In December 2023, the NSW SES launched the MyAvailability app, a platform that provides a consistent, statewide approach for members to manage their availability and for leaders to place the right people, with the right skills, in the right location at the right time. It features Reoccurring Activities, In-App Reporting and Out of Area Assistance (OOAA), among an enhanced suite of accessibility, user interface and experience improvements.

A Computer Aided Dispatch (CAD) system project is currently in the design phase. The project team has ongoing technical engagement with Fire and Rescue NSW, the NSW Rural Fire Service and NSW Police to ensure that any new CAD product is compatible with other agencies systems and supports interoperability.

Power Automate has also been utilised to streamline and automate time consuming and administrative heavy processes, allowing staff to focus on value-add work. This has included automation of key processes such as the update and reporting of procurement contract records.

Enhanced security and better protection against cyber security threats has been provided through upgrading to a third-party identity management system with advanced encryption, improved efficiency through streamlined administrative

processes, cloud-based solution for flexibility and scalability and a unified platform for a seamless user experience. The upgraded identity management system improves interoperability through easier integration with other systems and services, facilitating better collaboration and service delivery. It also ensures that we meet current regulatory standards and simplifies audit processes.

Work continued on a new Governance, Risk and Compliance platform to streamline the processes for the management of strategic and operational risks, actions arising from internal audits and compliance with the Service's legislative obligations.

The new system, to be launched in the next financial year, will support enhanced decision making in a risk-aware environment, provides automated notifications, higher quality information and enhanced reporting capabilities to allow improved analysis across our governance responsibilities.

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

Information Management and Cyber Security
The Cyber Security Uplift Program concluded on 30
June 2024, following three years of implementing
initiatives to dramatically uplift and improve cyber
security maturity and reduce cyber risks. Several
Cyber Security policies and standards were also
reviewed and updated in line with the evolving nature
of cyber security.

The Service continued working through Essential Eight mitigation strategies, in line with best practice advice from the Australian Signals Directorate. This included restricting administrative privileges, user application hardening, application control (feasibility study completed) and improved mobile device security. Vulnerabilities identified from the tenable platform assist with ongoing patching of operating systems and applications.

The Service's incident response capability has been bolstered with supplementary expertise through external resources and tools, both in preparation for and in the event of a cyber security incident. This flexible service ensures we have round-the-clock support to highly skilled security professionals who can investigate breaches and conduct forensic analysis of attacks when necessary.

A new Cyber Security Strategy was also developed outlining the key risks, drivers and investment rationale for implementing cyber security enhancements. This strategy considers the evolving cyber threat landscape, including its implications at both the national and state levels.

Smart Flood and Storm Intelligence Sensing (Digital Restart Fund)

In partnership with University of Technology Sydney (UTS), the Smart Flood and Storm Intelligence Sensing (Digital Restart Fund) pilot project aims to address challenges in weather prediction and improve the response capabilities of the NSW SES and other Emergency Service Organisations. This pilot aims to construct a high-resolution Flood Prediction Model using an Artificial Intelligence (AI)-empowered Digital Twin Platform for the integration of real-time, multi-source observational flood and storm intelligence data. A pilot 2D high-resolution Flood Prediction Model is currently being trialled on the Murrumbidgee River in Wagga Wagga.

In March 2024, the SES-UTS Smart Flood and Storm Intelligence Project was launched along with the official opening of the TPG-UTS Network Sensing Lab. The project represents the first of its kind, developing 5G mobile network technologies to provide real-time flood and storm intelligence. This innovative research has the potential to significantly increase the quality and reliability of flood and storm intelligence data, enhancing situational awareness, operational decision-making and improving public information and advice during severe weather events and natural disasters.

The success of this pilot, together with lessons learned, will determine the medium-to-long-term viability and scope of work required in deploying a centralised flood and storm intelligence system and sensor network across the State.

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

Fleet Replacement/Enhancement Program

The Fleet Replacement/Enhancement Program (FRP), which is now in its seventh year, has successfully delivered 233 new vehicles, vessels, and trailers to NSW SES Units.

These new-generation fleet assets are designed and built based on end-user requirements, ensuring they are highly capable, safe, and fit-for-purpose to meet the needs of communities across NSW.

The NSW Government Flood Inquiry funding boost has delivered an increase to the fleet baseline and overall uplift to the NSW SES response capacity and capability. Fleet deliveries to units in high-risk areas include:

- 45 Command Vehicles
- 75 Ark Angel Rafts
- 40 Class 1 IRB Vessels
- Two Heavy Rescue Vehicles
- Two Car Trailers

Notably, the program has delivered nine High Clearance Vehicles, including three refurbished Gen 1 (ex-Defence Force) and six Gen 2 (interim) vehicles fast-tracked into service to support the ongoing flood response in 2022/23. The NSW SES High Clearance Vehicle capability has proven to be highly effective and lifesaving, earning a Special Commendation from the Higgins Langley Board of Directors for its contribution to swiftwater and flood rescue capabilities.

Since the commencement of the funding in FY2018/19, a total of 679 new-generation and 78 repurposed midlife upgrade fleet assets have been delivered, averaging approximately one new asset every three business days.

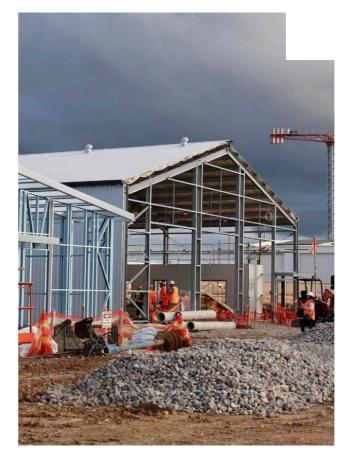
The FRP has exceeded the expectations for the replacement of vehicles, vessels, and trailers. Some of the benefits realised are:

- Introduction of standardised fleet that are designed based on end user requirements and specific method of operation, promoting streamlined training and interoperability across the state.
- All new generation and refurbished fleet assets are delivered equipped with the latest equipment, partially funded through the sale of proceeds (OPEX) returned from assets retired from service.
- Implemented an effective and responsible allocation and reallocation for the management of fleet assets; ensuring the right capability is in the right location and achieved through the appropriate use of government funds.

Investment in Facilities

As part of the NSW SES Local Investment in Facilities and Team (LIFT) program, the following was achieved this year:

- Completed the construction of the NSW SES Coonamble and Packsaddle Unit builds; and a new large vehicle and office facility for the NSW SES Auburn Unit.
- Commenced construction of new NSW SES Units at Batemans Bay, Goulburn and Moss Vale.
- Completed the construction and fit out of the new NSW SES North Western Zone Headquarters at Tamworth.
- Completed an upgrade to the NSW SES Southern Zone Headquarters at Wagga Wagga and the NSW SES North Eastern Zone Headquarters Flood Rescue Coordination Cell.
- Completed an upgrade of the NSW SES Northern Zone Headquarters at Metford.
- Installed Uninterrupted Power Supply Units (UPS) to NSW SES Goonellabah, Dubbo, Goulburn and Wagga Wagga Zone Headquarters, to provide greater electrical service protection during operational activity.
- Finalised the fit out and occupancy of an offsite office at Dubbo to accommodate NSW SES Western Zone business as usual activities.
- Developed a new NSW SES Strategic Infrastructure Plan.





Stay Safe, Keep Operational (SSKO)

The SSKO program continued its focus on improving frontline operational incident communications whilst the Public Safety Network (PSN) is being delivered.

Vehicle as a Node (VaaN) technology has now been rolled out in all NSW SES Zones. VaaN uses Motorola's SmartConnect technology to provide seamless connectivity for operational communications, even where there is no PSN coverage. Using least cost routing, the in-vehicle technology prioritises the PSN for voice, but switches to mobile broadband (if available) or satellite where no other network is available. This has enabled improved safety, continuous location tracking and radio communications regardless of location for volunteers across the state at 844 vehicles and 251 NSW SES units.

A radio fleet upgrade is also nearing completion to permit portable radios to connect to the PSN via Wi-Fi provided by NSW SES vehicles and NSW SES networks.

Awards

NSW SES had the privilege of awarding 1,355 awards to NSW SES members this year.

Awards presented included:

- Commissioner's Awards: 351
- Long Service Awards: 1,008
- National Medals: 216
- National Emergency Medals (2019/20 Bushfires):
 696

Emergency Service Medals

- John Gonzalez ESM Australia Day
- Geoffrey Hanson ESM Australia Day
- Terrie-Ann Hurt ESM Kings Birthday

Life Membership

- Kevin Barlett
- David Bere
- Peter Cinque
- Geoffrey 'Keith' Haycraft
- Ian Shepherd
- Gregory Steele

55 YEARS OF SERVICE

- Pamella Richardson
- Graham Tomkinson

50 YEARS OF SERVICE

- Trevor Bennett
- Cecil Bond
- Jeffrey Ganderton
- Kevin Jones
- Tracy Provest
- Bernard Smith
- Allan Watson

45 YEARS OF SERVICE

- Craig Elliot
- Anthony Lumley
- Wayne Lyne
- Ian MacAlpine
- Neal O'Reilly
- Stephen PorterWendy Ruff
- Richard Shoemark
- Graeme Silver
- James Stewart

40 YEARS OF SERVICE

- Anthony Battam
- Lloyd Beaty
- Elizabeth Gardiner
- Gary Greene
- Richard Hart
- Peter Tarran
- Glen Thomspon
- Costa Zakis

35 YEARS OF SERVICE

- Terry Barnes
- Robert Bernard
- Karen Carran
- Allan Davidson
- Danielle Devine
- Ronald Ensbey
- Richard Fellowes
- Trevor Fellowes
- Russell Field
- Peter Forbes
- Kylie Gibson
- Murray Lennon
- Robert McFarland
- Lynda Philpot
- David Smith
- Francis Thompson
- Mark Tiernan
- Connor Tumulty
- Kamala Wheeler

30 YEARS OF SERVICE

- David Bere
- Colin Brown
- John Ceissman
- Arthur Coff
- Leonie Cox
- Graeme Craig
- Harm Drenth
- Alfred Dukes
- Kayleen Franke
- Craig Gibbons
- Kathryn Gibbons
- David Gray
- Jean Hammond
- Geoffrey Hooke
- Andrew Hutton
- Tanya Jones
- Karen Keuning
- Belinda Latham
- David Leigh
- Mark Leov
- Daniel McGovern
- William McInnes
- Paul McQueen

- Glenn Mills
- Jane Molloy
- Robert Morse
- Walter Mulholland
- Peter Nash
- Anthony Northbrook-Hine
- Elizabeth O'Donovan
- Elizabeth Margaret Olsson
- Phillip Palangas
- Nevenka Payne
- Anthony Pellicci
- Jennifer Pillidge
- Timonthy Seary
- Tony Sheather
- Howard Shultz
- David Stuart-Smith
- Robert WalshawWayne Ward
- Rodney Whittle
- Steven Wiggins
- Alan Wing
- Timothy Youman
- John Young



04Management and Accountability



Numbers and remuneration of senior executives

Numbers of senior executive roles

	2023/2024 Response			
Band	Male	Female	TOTAL	
Band 4 (Secretary)	0	0	0	
Band 3 (Deputy Secretary)	0	1	1	
Band 3 (Executive Director)	2	1	3	
Band 1 (Director)	6	3	9	
Totals	8	5	13	

2022/2023 Data					
Male	Female				
-	-				
0	1				
2	1				
5	3				
	12				

Remuneration of senior exexcutive roles

Band	Range 2024	Average Remuneration 2023/24	Range 2023	Average Remuneration 2022/23	Range 2022	Average Remuneration 2021/22
Band 4 (Secretary)	N/A	N/A	N/A	N/A	N/A	N/A
Band 3 (Deputy Secretary)	\$361,300- \$509,249	\$447,024	\$361,301- \$509,250	\$447,024	\$361,301- \$509,250	\$398,417
Band 3 (Executive Director)	\$287,201- \$361,300	\$341,485	\$287,201- \$361,300	\$341,485	\$287,201- \$361,300	\$316,381
Band 1 (Director)	\$201,350- \$287,200	\$260,002	\$201,350- \$287,200	\$260,002	\$201,350- \$287,200	\$229,416

Senior executive total employee - Related expenditure

	2023-24	2022-23
Total Employee Related Expenses (ERE) (\$)	\$96,370,00	\$59,948,00
Senior Executive ERE (\$)	\$4,447,538	\$3,199,000
Senior Executive ERE (%)	4.62%	5.34%

Human Resources

Salary Bands as of 30 June 2024

	2023/2024			1	2022/202	23	2021/2022		
	Total Staff	Women	Racial Ethnic Ethno Religious Minority	Total Staff	Women	Racial Ethnic Ethno Religious Minority	Total Staff	Women	Racial Ethnic Ethno Religious Minority
\$67,975 - \$73,902 Grade 1/2	49	31	2	44	27	2	49	36	4
\$75,992 - \$83,211 Grade 3/4	124	100	11	95	73	5	78	62	3
\$89,707 - \$98,982 Grade 5/6	213	99	15	133	67	9	117	63	5
\$101,947 - \$112,849 Grade 7/8	150	82	6	115	66	5	92	50	4
\$116,211-\$128,061 Grade 9/10	105	48	4	69	29	3	49	21	2
\$134,411 - \$155,445 Grade 11/12	37	17	2	30	14	4	23	12	0
Above A & C Grade 12	13	5	1	12	5	0	9	3	0
Totals	691	382	41	498	382	28	417	247	18

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

Note: Total staff for 2023-24 is inclusive of a Full Time Employees of 652. This is inclusive of ongoing, temporary and casual staff.

Consultants

Engagements greater than \$50,000:

ACCENTURE AUSTRALIA PTY LTD Engagement for Enterprise Architecture \$ 292,800

AEGIS CONSULTING GROUP PTY LTD Evaluation - CALD Communities Project \$ 199,200

ALTIS CONSULTING Business Intelligence Analysis and PowerBI report development \$467,877

BLUEEGG PTY LTD
Defining CAD Journey Maps & Blueprint
\$220,100

Deloitte Consulting Pty Ltd Artificial Intelligence Disaster Impact Project - Extract Flood Extent Imagery using AI \$330,000

ERNST & YOUNG Future Learning Needs of NSW SES \$740,992

Strategic Infrastructure Planning and Asset Management planning support \$129,609

KPMG State operations centre and Probity and Standards reviews \$87,074

O'CONNOR MARSDEN & ASSOCIATES Provision of Internal Audit Services \$135,713

PROMINENCE PTY LTD NSW Flood Rescue Strategy \$85,498

R/GA MEDIA GROUP PTY LTD Website Upgrade - Pre-Discovery & Discovery \$997,338

STRATEGIC PROJECT PARTNERS CYBER SECURITY CONSULTANCY Business Case Design for Operational Systems Program (CAD) \$211,075 THE SERVICES COMPANY

Training Improvement Business Analytics & ICT Project \$122,450

THE VERNER-MACKAY GROUP
Training Improvement Customisations, Development & Enhancements
\$157,229

Engagements less than \$50,000:

Nature of Consultancy – Information Technology Total number of engagements 6 Total Cost \$88,661

Nature of Consultancy – Human Resources Total number of engagements 2 Total Cost \$24,600

Nature of Consultancy – Community Engagement Total number of engagements 5 Total Cost \$90,043

Nature of Consultancy – Operational Capability & Training
Total number of engagements 1
Total Cost \$45,000



Promotion: Overseas visit by employees

Minister approved overseas travel from 1 July 2023 to 30 June 2024.

Name	Date of Travel	Country	Purpose
Deputy Commissioner Operations and one volunteer	17-21 September 2023	New Zealand	Combined Inernational Women in Law Enforcement Conference 2023
Commissioner	11-14 March 2024	United States of America	United Nations Commission on the Status of Women
Two volunteers	30 May - 2 June 2024	United States of America	New York State Technical Rescue Conference 2024
One volunteer	12-14 June 2024	United Kingdom	British Animal Rescue and Trauma Association (BARTA) Conference
Director Flood Rescue Enhancement Program	14021 June 2024	United States of America	2024 North American Water Rescue Conference and to accept International Higgins and Langley Memorial Award on behalf of the Service



Legal Change

Acts and subordinate legislation affecting NSW SES

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 2023-24.

Economic and other factors

No significant factors impacted achievement of operational objectives.



Events arising after the end of the annual reporting period

This item is covered by note 23 in the Financial Statements 'Events after the Reporting Period'.

Risk management and insurance activities

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

The Contract of Coverage encompasses:

- Public liability insurance
- Motor vehicle comprehensive insurance
- Property insurance
- Personal Property insurance
- Miscellaneous insurance

Worker's compensation insurance

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

Availability

Other Information

This report is available at: www.ses.nsw.gov.au > About Us > Publications and Reports > Annual Reports

Annual Report Costs

No external costs were incurred in the preparation and production of the NSW SES Annual Report 2023-24

Compliance with the Privacy and Personal Information Protection Act 1998 (PPIP Act)

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, the procedures the NSW SES adopts in relation to any internal review under Part 5 of the PPIP Act and the procedures the NSW SES uses to comply with the obligations and responsibilities set out in part 6A for the mandatory notification of data breach scheme.

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 0 internal privacy review under Part 5 of the PPIP Act during 2023-24.



Cyber Security Policy Attestation



Cyber Security Annual Attestation Statement for the 2023-2024 Financial Year for NSW State Emergency Service

I, Debbie Platz, 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 2023-24 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.

D. Plack

Debbie Platz APM
Acting Commissioner
NSW State Emergency Service



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

Government Information (Public Access) Act 2009

In 2023-24 the NSW SES dealt with 28 formal applications for information under the Government Information (Public Access) Act 2009 (GIPA Act).

REVIEW OF PROACTIVE RELEASE PROGRAM – CLAUSE 8A

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

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

2. NUMBER OF ACCESS APPLICATIONS RECEIVED – CLAUSE 8B

During the reporting period, the NSW SES received 28 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 2023 TO 30 JUNE 2024 (SCHEDULE 2)

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

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)			0		0	2	0	0	
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0
Total	7	4	0	2	0	2	0	0	15

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

Table C: Invalid Applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	3
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	1

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

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

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

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

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

Table F: Timeliness

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

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

	Decision Varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	1	0	1
Internal review following r ecommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	1	0	

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

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

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

Table I: Applications transferred to other agencies.

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



Public Interest Disclosures (PID)

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

- (a) The number of public officials who have made a public interest disclosure: 1
- (b) The number of public interest disclosures not covered above that are made under a statutory or other legal obligation: 0
- (c) The number of all other public interest disclosures: 0
- (d) The number of public officials who have made a public interest disclosure to the public authority: 0
- (e) The number of public interest disclosures received by the public authority in total: 3
- (f) The number of public interest disclosures received by the public authority relating to each of the following:
 - i) Corrupt conduct: 1
 - ii) Maladministration: 0
 - iii) Serious and substantial waste of public or local government money: 0
 - iv) Government information contraventions: 0
 - v) Local government pecuniary interest contraventions: 0
- (g) The number of public interest disclosures finalised by the public authority: 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.
- 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 training courses offered through the NSW Ombudsman and knowledge is shared amongst peers.

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

Internal Audit and Risk Attestation



18 September 2024

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

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

Dear Director

Internal Audit and Risk Management Attestation Statement for the 2023-2024 Financial Year for the NSW State Emergency Service.

I, Deborah Platz, am of the opinion that the NSW SES has internal audit and risk management processes in operation that are 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	Compliant
accountability for risk management in the agency.	
1.2 The Accountable Authority shall establish and maintain a risk	Compliant
management framework that is appropriate for the agency. The	
Accountable Authority shall ensure the framework is consistent with	
AS ISO 31000:2018.	
Internal Audit Function	
2.1 The Accountable Authority shall establish and maintain an internal	Compliant
audit function that is appropriate for the agency and fit for purpose.	
2.2 The Accountable Authority shall ensure the internal audit function	Compliant
operates consistent with the International Standards for Professional	
Practice for Internal Auditing.	
2.3 The Accountable Authority shall ensure the agency has an Internal	Compliant
Audit Charter that is consistent with the content of the 'model charter'.	



STATE HEADQUARTERS
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93-99 Burelli Street, Wollongong NSW 2500
PO Box 6126, Wollongong DC NSW 2500
P (02) 4251 6503
F (02) 4251 6500
www.ses.nsw.gov.au

ABN: 88 712 649 015



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

The NSW SES does not have any controlled entities.

Membership

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

Role	Name	Start Term Date	Finish Term Date
Independent Member	Elizabeth Crouch	July 2022	May 2023
Independent Chair	Elizabeth Crouch	May 2023	May 2026
Independent Member	Kenneth Barker	January 2020	January 2026
Independent Member	Allan Cook	May 2023	May 2026

Yours sincerely

Deborah Platz APM

NSW SES Acting Commissioner

www.ses.nsw.gov.au

05 Sustainability



No.

23

25

9

10

11

4

7

3

0

8

TOTAL: 100



Disability Inclusion Action Plans

As part of the strategic plan to build on our culture of inclusivity and equity, NSW SES commenced work on the development of a Reconciliation Action Plan (RAP).

Further key activities this year also included:

- Marking International Day of People with Disability 2023, the NSW SES Disability and Carers Network hosted a panel discussion to promote community awareness, understanding and acceptance of people with disability.
- Continued membership with the Australia Network on Disability, enabling staff and volunteers to access knowledge, resources and guidance on disability inclusion in the workplace.
- Recognition of significant dates, including International Day of People with Disability, International Day of Sign Languages and National Week of Deaf People to increase awareness and to get members involved.
- The Diversity and Inclusion Coordinator providing assistance, guidance and subject matter expertise to Directorates, Units, Zones and Leadership as requested.

A provider was engaged to train all people leaders in Leading Well Being Well, a program designed to provide skills in addressing their members wellbeing needs, support and identification of potential wellbeing matters that may need support. Monthly wellbeing sessions were held for members covering social, financial and self-wellbeing.

The Safety and Wellbeing Team continues to support our members through their Health and Safety Representatives as well as forums and individual unit visits to ensure safety and wellbeing requirements are

WHS Incidents:

	July 2023 to June 2024
No. of Incidents	986
No. of Hazards	123
No. Near Misses	58

Injury Management Data:

Staff and Volunteer Injuries/Illness	Total No.
Injuries that required no treatment	56
First Aid injuries	348
Medical Treated Injuries	97
Lost Time Injuries	20
Restricted work	7
	TOTAL: 12

Staff - Mechanism of Injury for Claimed Injuries/Illnesses	No.
Biological factors	6
Mental Stress	3
Body Stressing	2
Falls, Trips & Slips	2
Being hit by moving objects	1
Sound & Pressure	1
	TOTAL: 15

Claimed refers to circumstances where compensable claim has been lodged.

July 2023 to June 2024
986
123
58

Staff and Volunteer Injuries/Illness	Total No.
Injuries that required no treatment	56
First Aid injuries	348
Medical Treated Injuries	97
Lost Time Injuries	20
Restricted work	7
	TOTAL: 12

Staff - Mechanism of Injury for Claimed Injuries/Illnesses	No.
Biological factors	6
Mental Stress	3
Body Stressing	2
Falls, Trips & Slips	2
Being hit by moving objects	1
Sound & Pressure	1
	TOTAL: 15

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

Volunteers - Mechanism of Injury

for Claimed[2] Injuries/Illnesses

Hitting objects with a part of the

Being hit by moving objects

Heat, electricity & other environmental factors

Sound & pressure

Chemicals & other substances

Vehicle Incidents and others

Falls, Trips & Slips

Body Stressing

Biological factors

Mental stress

Modern Slavery Act 2018 Reporting The NSW SES continued to ensure all Modern Slavery The NSW SES has and continues to take all reasonable

requirements were abided by. Procurement and Logistics employees are required to complete the NSW Procurement training modules on Modern Slavery in Comperio - the NSW Government's procurement training platform. This training occurred this year and continues to be an ongoing requirement for existing and new employees. NSW SES has stringent procurement policies and procedures in place that are compliant with relevant legislation, including the Modern Slavery Act 2018 (NSW) and the Public Works and Procurement Act 1912 (NSW).

steps, and implement effective risk management strategies, to ensure that goods and services procured by, and on behalf of, the Agency are not the products of Modern Slavery. This includes adhering to the five elements of the Shared Implementation Framework, developed by the NSW Anti-Slavery Commission, through undertaking appropriate due diligence and reporting obligations relating to modern slavery.

Work Health and Safety (WHS)

The Work Health and Safety Team and the Wellbeing Services Support Team amalgamated in October 2023 to form the new Safety and Wellbeing Team. This Team leads the agency with safety encompassing, work health and safety, injury management and the immunisation program for members. Wellbeing support is provided to members through the Peer and Chaplaincy unit overseen by Senior Psychologists. The Wellbeing team is also supported by Occupational Psychologists who look after training of our leaders and members regarding mental health and psychosocial hazards.

The team works closely with all areas of the Service, offering safety advice, support and training regarding their ongoing wellbeing in responding to operational events.

This financial year, NSW SES engaged an Occupational Hygienist to undertake a review of noise levels that our volunteer and staff members are exposed to. This is a project which will see affected members commence a two-year cycle of hearing tests to ensure we are protecting their hearing while performing duties.

Workforce Diversity

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

WORKFORCE DIVERSITY STATISTICS	FY 2024
TOTAL	
Yes (An employee of the agency at census)	689
No (Not an employee at census)	95
Casual employee not working on census	34
Diversity Survey Response Rate	
Diversity Survey Response Rate	92.7
Non-casual employees	685
Respondents to Diversity Survey	635
Gender	
Male	308
Female	379
Not stated	2
Aboriginal and Torres Strait Islander (ATSI)	
Aboriginal	7
Torres Strait Islander	1
Non-Aboriginal and Torres Strait islander	582
Withdrawn	0
Disability	
Disability requiring adjustment at work	4
Disability requiring no adjustment at work	28
No disability	594
Withdrawn	0
Missing	59
Ethnicity	
Person from a Racial, Ethnic/Ethno-religious minority	42
Person not from a Racial, Ethnic/Ethno-religious minority group	516
Withdrawn	0
Missing	127
Language	
Other language	62
English	549
Withdrawn	0
Missing	74

The NSW SES continues to work through the strategic objectives outlined in the Diversity and Inclusion Strategic Framework 2020-2025, including governance, awareness-raising, capacity-building, and culture change. In 2024, further work was undertaken to embed the 6 DISC Sub-Committees-Aboriginal and Torres Strait Islander, Disability & Carers, Life Cycle, Gender Equality within the Agency and saw the continuation of the NSW SES Pride reference group. Improvements to the governance of these committees have been put in place to enhance the effectiveness and the appointment of Sponsors and DISC Champions to lead the membership.

Notable achievements this year include:

- The introduction of the NSW SES's Inaugural NAIDOC Awards as part of NAIDOC week celebrations
- Understanding of the ally in LGBTQI+ inclusion
- Attendance at the CEO and Young Professionals Breakfast
- Increased Youth Week activities
- Involvement with the Women in Rescue Network
- Youth Intern Program
- Participation in the Sydney Gay and Lesbian Mardi Gras World Pride



OFFICIAL



OFFICE OF THE NSW STATE EMERGENCY SERVICE FINANCIAL STATEMENTS For the Year Ended 30 June 2024

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 the Office of the NSW State Emergency Service's financial position, financial performance and cash flows.

D. Plack

Debbie Platz, APM
Acting Commissioner NSW SES

24 September 2024



06

Financial

Performance



FICIAL

STATE HEADQUARTERS
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INDEPENDENT AUDITOR'S REPORT

Office of the NSW State Emergency Service

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Office of the NSW State Emergency Service (the Service), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, and notes to the financial statements, including a Statement of Material Accounting Policy Information, 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 2024 (GSF Regulation) and the Treasurer's Directions
- presents fairly the Service's financial position, financial performance and cash flows.

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

Basis for Opinion

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

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

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

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

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

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

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

Acting Commissioner's Responsibilities for the Financial Statements

The Acting 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 Acting Commissioner's responsibility also includes such internal control as

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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

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

Susan Prichard Director, Financial Audit

Delegate of the Auditor-General for New South Wales

24 September 2024 SYDNEY

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of Comprehensive Income for the year ended 30 June 2024

		Budget	Actual	Actual
		2024	2024	2023
	Notes	\$'000	\$'000	\$'000
Continuing operations				
Expenses excluding losses				
Employee-related expenses	2(a)	107,269	96,370	59,948
Operating expenses	2(b)	128,388	112,214	91,951
Depreciation and amortisation	2(c)	27,050	20,691	16,593
Grants and subsidies	2(d)	26,631	11,042	9,465
Finance costs	2(e)	9	255	124
Other expenses (Disaster Relief)	2(f)	15,000	7,863	46,439
Total expenses excluding losses	•	304,347	248,435	224,520
	•			
Revenue				
Services from contracts with customers	3(b)	46	89	28
Investment revenue	3(c)	508	5,274	2,325
Grants and other contributions	3(d)	280,616	289,961	230,794
Acceptance by the Crown				
of employee benefits and other liabilities	3(e)	173	307	268
Other income	3(f)	382	3,134	1,554
Total Revenue	-	281,725	298,765	234,969
Operating result				
Gains / (losses) on disposal	4	(149)	1,607	(147)
Net result from continuing operations		(22,771)	51,937	10,302
Net result	-	(22,771)	51,937	10,302
	·			
Other comprehensive income				
Total other comprehensive income	-	-	-	-
TOTAL COMPREHENSIVE INCOME	-	(22,771)	51,937	10,302
	=			

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of Financial Position as at 30 June 2024

		Budget	Actual	Actual
	Notes	2024 \$'000	2024 \$'000	2023 \$'000
ASSETS	Notes	\$ 000	\$ 000	\$ 000
Current Assets				
Cash and cash equivalents	5 & 10	26,609	117,670	75,075
Receivables	6	30,778	20,998	30,777
Inventories	7	4,746	4,196	4,746
Total Current Assets	- -	62,133	142,864	110,598
Non-Current Assets				
Property, plant and equipment				
- Leasehold improvements	8	13,467	8,672	6,183
- Plant and equipment	8	133,029	129,592	114,616
Total property, plant and equipment		146,496	138,264	120,799
Right-of-use assets	9	3,003	2,923	3,039
Total Non-Current Assets	-	149,499	141,187	123,838
Total Assets	- -	211,632	284,051	234,436
LIABILITIES				
Current Liabilities				
Payables	11	23,769	18,226	23,768
Borrowings	12	226	1,221	1,145
Provisions	13	6,160	9,190	6,160
Total Current Liabilities	-	30,155	28,637	31,073
Non-Current Liabilities				
Borrowings	14	3,935	2,701	3,050
Provisions	15	1,970	2,433	1,970
Total Non-Current Liabilities	-	5,905	5,134	5,020
Total Liabilities	-	36,060	33,771	36,093
Net Assets	=	175,572	250,280	198,343
EQUITY				
Accumulated funds	-	175,572	250,280	198,343
Total Equity	=	175,572	250,280	198,343

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of Changes in Equity for year ended 30 June 2024

	Accumulated	
	Funds	Total
	\$'000	\$'000
Balance at 1 July 2023	198,343	198,343
Net result for the year	51,937	51,937
Total comprehensive income for the year	51,937	51,937
Balance at 30 June 2024	250,280	250,280
Balance at 1 July 2022	188,041	188,041
Net result for the year	10,302	10,302
Total comprehensive income for the year	10,302	10,302
Balance at 30 June 2023	198,343	198,343

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 2024

		Budget	Actual	Actual
	Notes	2024 \$'000	2024 \$'000	2023 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(107,096)	(92,118)	(58,554)
Grants and subsidies		(41,631)	(18,906)	(55,904)
Finance costs		(9)	(255)	(124)
Suppliers of goods and services		(128,388)	(136,811)	(104,768)
Total Payments		(277,124)	(248,090)	(219,350)
Receipts				
Sale of goods and services		46	89	28
Interest received		508	5,274	2,325
Grants and other contributions*		280,616	301,444	215,544
Other*		382	18,863	16,610
Total Receipts		281,552	325,670	234,507
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	4,428	77,580	15,157
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment		71	1,929	546
Purchases of property, plant and equipment		(52,931)	(35,823)	(28,443)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(52,860)	(33,894)	(27,897)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings and advances		(34)	(1,091)	(835)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(34)	(1,091)	(835)
NET INCREASE/(DECREASE) IN CASH AND CASH				
EQUIVALENTS		(48,466)	42,595	(13,575)
Opening cash and cash equivalents		75,075	75,075	88,650
CLOSING CASH AND CASH EQUIVALENTS	5	26,609	117,670	75,075

^{*} Comparative figures (2023) have been reclassified for consistency.

As at 30 June 2023, the \$14.7M decrease in amounts receivable from the Reconstruction Authority was classified as Other Receipts in the Statement of Cash Flows. This year the comparative figures have been adjusted to reclassify this amount as Grants and other contributions in line with its treatment in the Statement of Comprehensive Income.

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 2024

Contents

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OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

Statement of Material Accounting Policy Information

(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 2024 have been authorised for issue by the Acting Commissioner on 24th September 2024.

(b) Basis of preparation

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

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

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

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

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

(c) Statement of compliance

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

(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.

2024

\$'000

6,168

6,168

6,168

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

- Statement of Material Accounting Policy Information (continued)
- Changes in accounting policies, including new or revised AAS
 - Effective for the first time in 2023-24

The accounting policies applied in 2023-24 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 2023-24:

- 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 Assets and Liabilities arising from a Single Transaction
- AASB 2021-6 Amendments to Australian Accounting Standards Disclosure of Accounting Policies: Tier 2 and Other Accounting Standards
- AASB 2021-7b Amendments to Australian Accounting Standards Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [AASB 17 editorials]
- AASB 2022-1 Amendments to Australian Accounting Standards Initial Application of AASB 17 and AASB 9 Comparative Information
- AASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards
- AASB 2022-8 Amendments to Australian Accounting Standards Insurance Contracts: Consequential Amendments
- AASB 2023-2 Amendments to Australian Accounting Standards International Tax Reform Pillar Two Model Rules
- AASB 2023-4 Amendments to Australian Accounting Standards International Tax Reform Pillar Two Model Rules: Tier 2 Disclosures

With the exception of AASB 2021-2 there were no impact of these Standards in the period of initial application.

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 2014-10 Amendments to Australian Accounting Standards Sale or Contribution of Assets between Investor and its Associate or Joint Venture
- AASB 2020-1 Amendments to Australian Accounting Standards Classification of Liabilities as Current or Noncurrent
- AASB 2021-7c Amendments to Australian Accounting Standards Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections
- AASB 2022-5 Amendments to Australian Accounting Standards Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards Non-current Liabilities with Covenants
- AASB 2022-9 Amendments to Australian Accounting Standards Insurance Contracts in the Public Sector
- AASB 2022-10 Amendments to Australian Accounting Standards Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities
- AASB 2023-1 Amendments to Australian Accounting Standards Supplier Finance Arrangements

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

- Statement of Material Accounting Policy Information (continued)
- Changes in accounting policies, including new or revised AAS (continued)
 - (ii) Issued but not yet effective (continued)
 - AASB 2023-3 Amendments to Australian Accounting Standards Disclosure of Non-current Liabilities with
 - AASB 2023-5 Amendments to Australian Accounting Standards Lack of Exchangeability

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

*Reconciliation - Total maintenance expense Maintenance expense - contracted labour

and other (non-employee related), as above

*Reconciliation - Total maintenance expense

Total maintenance expenses included in Note 2(a) + 2(b)

Expenses Excluding Losses

(a) Employee related expenses

	2024	2023
	\$'000	\$'000
Salaries and wages (including annual leave)	81,617	50,411
Superannuation - defined benefit plans	122	134
Superannuation - defined contribution plans	6,976	4,220
Long service leave	2,066	1,270
Workers' compensation insurance	1,298	1,203
Payroll tax and fringe benefit tax	4,291	2,710
	96,370	59,948

Employee related costs that have been capitalised in fixed asset accounts, and therefore excluded from Note 2(a) are \$2.26m (2023: \$2.78m)

Other operating expenses include the following:	2024	2023
	\$'000	\$'000
Auditor's remuneration - audit of financial statements	199	174
Insurance	2,022	1,644
Cleaning	1,065	881
Fleet expenditure	2,108	3,102
Travel	5,537	2,573
Telecommunication	6,298	4,504
Government Radio Network	37,443	34,843
Printing and Stationery	1,447	1,022
Fees for services rendered	8,433	7,141
Contractors	7,569	4,119
Consultants	4,399	3,917
Training	3,912	2,228
Maintenance*	6,168	5,058
Computer Services	4,214	3,861
Minor Equipment	9,553	9,187
Cost of inventories held for distribution	5,445	3,789
General Expenses	6,402	3,908
	112,214	91,951

2023

\$'000

5,058

5,058

5,058

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

2. Expenses Excluding Losses (continued)

(c) Depreciation and amortisation expense

	2024	2023
Depreciation	\$'000	\$'000
Right of Use Assets	1,161	887
Plant and equipment	18,062	14,408
Leasehold improvements	1,216	1,069
Amortisation		
Intangibles	252	229
	20,691	16,593

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

(d) Grants and subsidies

(d) Grants and subsidies		
	2024	2023
	\$'000	\$'000
Grants - Emergency workers compensation insurance contribution	5,908	6,212
Grants - Unit accommodation	5,134	3,253
	11,042	9,465
(e) Finance costs		
	2024	2023
	\$'000	\$'000
Interest expense from lease liabilities	150	94
Total interest expense	150	94
Unwinding of discount on restoration provision	105	30
	255	124
(f) Other expenses		
	2024	2023
	\$'000	\$'000
Disaster Relief - Goods and services	6,093	35,281
Disaster Relief - Staff	1,770	11,158
	7,863	46,439

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

3. Revenue

(a) Special Deposit Account Revenue

Funds received by the Service form part of the New South Wales State Emergency Service Fund which is a Special Deposit Account (SDA) pursuant to the State Emergency Service Act 1989. In accordance with the GSF Act, SDAs do not form part of the Consolidated Fund. Hence the Service does not receive revenue which is in the nature of deemed appropriations.

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

(b) Sale of services from contracts with customers

o, cate or sorvices from contracts with castomers		
	2024	2023
	\$'000	\$'000
Rendering of services	89	28
	89	28
c) Investment revenue		
	2024	2023
	\$'000	\$'000
Interest income from financial assets at amortised cost	5,274	2,325
	5,274	2,325
d) Grants and other contributions		
	2024	2023
	\$'000	\$'000
Disaster relief	541	35,959
Donations and fundraising *	704	877
Gifted assets and insurance proceeds	1,494	520
Digital restart funding	12,872	-
Recurrent grant from Government agency	1,815	1,268
Capital grant from Government agency	998	-
Stronger Communities Grants:		
Recurrent appropriation grant	233,604	170,426
Capital appropriation grant	37,933	21,744
	289,961	230,794

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

The following expenses have been assumed by the Crown:	2024	2023
	\$'000	\$'000
Superannuation - defined benefit	122	134
Payroll tax	6	6
Long service leave provision	179	128
	307	268

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

3. Revenue (continued)

(f) Other income

		2024	2023
		\$'000	\$'000
Miscellaneous/Insuran	ce recoveries	2,674	1,458
AAMI Sponsorship		460	-
NRMA Sponsorship		-	96
		3,134	1,554
4. Gains / (Losses) on Di	sposal		
		2024	2023
		\$'000	\$'000
Proceeds from sale		1,929	546
Less: written down valu	ie of assets disposed	(322)	(693)
		1,607	(147)
5. Current Assets - Cash	and Cash Equivalents		
		2024	2023
		\$'000	\$'000
Cash at bank and on ha	and	117,670	75,075
		117,670	75,075

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

	2024	2023
Cash and cash equivalents (per Statement of Financial Position)	\$'000	\$'000
	117,670	75,075
	117,670	75,075

Refer Note 20 for details regarding credit risk, liquidity risk and market risk arising from financial instruments. Refer Note 10 for details regarding restricted assets.

6. Current Assets - Receivables

	2024	2023
	\$'000	\$'000
Trade receivables from contracts with customers	1,386	528
Disaster Recovery Funding Arrangements receivable	11,380	24,346
GST receivable	4,056	3,546
Prepayments	3,228	2,297
Other	948	60
	20,998	30,777

Details regarding credit risk of trade debtors that are neither past due or impaired, are disclosed in Note 20.

Recognition and Measurement

Disaster Recovery Funding Arrangements receivable relates to declared events in the claimable period of which NSW SES has submitted a claim to NSW Reconstruction Authority (NSW RA). The receivable will stay until the time comes that NSW RA pays those funds.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

7. Current Assets - Inventories

	2024	2023
Held for distribution	\$'000	\$'000
Clothing, equipment and other items	4,196	4,746
	4,196	4,746

3. Property, Plant and Equipment

	Leasehold Improvements		Total
	\$'000	\$'000	\$'000
At 1 July 2022 - fair value			
Gross carrying amount	13,934	179,264	193,198
Accumulated depreciation	(6,674)	(78,290)	(84,964)
Net carrying amount	7,260	100,974	108,234
Year Ended 30 June 2023			
Net carrying amount at beginning of year	7,260	100,974	108,234
Purchases of assets	220	28,222	28,442
Gifted assets	-	520	520
Disposals	-	(692)	(692)
Depreciation expense	(1,297)	(14,408)	(15,705)
Net carrying amount at end of year	6,183	114,616	120,799
At 1 July 2023 - fair value			
Gross carrying amount	14,119	202,441	216,560
Accumulated depreciation	(7,936)	(87,825)	(95,761)
Net carrying amount	6,183	114,616	120,799
Year Ended 30 June 2024			
Net carrying amount at beginning of year	6,183	114,616	120,799
Purchases of assets	3,963	31,861	35,824
Gifted assets and insurance proceeds	-	1,494	1,494
Disposals	(6)	(317)	(323)
Depreciation expense	(1,468)	(18,062)	(19,530)
Net carrying amount at end of period	8,672	129,592	138,264
At 30 June 2024 - fair value			
Gross carrying amount	18,074	229,632	247,706
Accumulated depreciation	(9,402)	(100,040)	(109,442)
Net carrying amount	8,672	129,592	138,264

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

Property, Plant and Equipment (continued)

Recognition and Measurement

Acquisition of property, plant and equipment

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

Capitalisation thresholds

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

Restoration costs

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

Depreciation of property, plant and equipment

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

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

The useful lives of major categories of assets are:

Leasehold improvements shorter of useful life or lease term

Plant and Equipment 3 to 25 years
Computers 3 to 15 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 9.

Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (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 and AASB 116.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. 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.

Revaluations are 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. The entity conducts a comprehensive revaluation at least every three years for its leasehold improvements where the market or income approach is the most appropriate valuation technique and at least every five years for plant and equipment. A comprehensive revaluation will be conducted during the year ending 30 June 2025 for leasehold improvements and during the year ending 30 June 2026 for plant and equipment.

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.

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

8. Property, Plant and Equipment (continued)

Impairment of property, plant and equipment

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.

9. Leases

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

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

Right-of-use assets under leases

The following table presents right-of-use assets.

	Plant and	
	Equipment	Total
	\$'000	\$'000
Balance at 1 July 2023	3,039	3,039
Additions	1,080	1,080
Depreciation expense	(1,161)	(1,161)
Asset remeasurement	(35)	(35)
Balance at 30 June 2024	2,923	2,923
Balance at 1 July 2022	1,563	1,563
Additions	2,379	2,379
Depreciation expense	(887)	(887)
Asset remeasurement	(16)	(16)
Balance at 30 June 2023	3,039	3,039
Lease liabilities		
The following table presents liabilities under leases.	2024	2023
	\$'000	\$'000
Balance at 1 July	3,121	1,593
Additions	1,080	2,379
Interest expense	150	94
Payments	(1,241)	(929)
Remeasurement of leases	(35)	(16)
Balance at 30 June	3,075	3,121

2024

\$'000

621

2,080

2,701

\$'000

2,202

3,050

848

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

9. Leases (continued)

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

	2024	2023
	\$'000	\$'000
Depreciation expense of right-of-use assets	1,161	887
Interest expense on lease liabilities	150	94
Total amount recognised in the statement of comprehensive income	1,311	981

The entity had total cash outflows for leases of \$1.24m in FY2024 (2023: \$0.93m).

Recognition and measurement

i. Right-of-use assets

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

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

• Plant and equipment 1 to 20 years

ii. Lease liabilities

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

- fixed payments (including in substance fixed payments) less any lease incentives receivable; and
- variable lease payments that depend on an index or a rate.

The entity's lease liabilities are included in borrowings.

10. Restricted Assets

	2024	2023
	\$'000	\$'000
Cash and Cash Equivalents	7,980	7,489
	7,980	7,489

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

11. Current Liabilities - Payables

	2024	2023
	\$'000	\$'000
Accrued salaries, wages and on-costs	2,124	1,499
Creditors	14,900	20,208
Contract liabilities	1,202	2,061
	18,226	23,768

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

12. Current Liabilities - Borrowings

	2024	2023
	\$'000	\$'000
Lease incentive	226	226
Lease liabilities*	995	919
	1,221	1,145

* Prior year number has been re-stated and with current amount split from Note 14.

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

See Note 9 for a detailed reconciliation of lease liability.

13. Current Liabilities - Provisions

14.

	2024	2023
	\$'000	\$'000
Employee benefits and related on-costs		
Annual leave	7,196	4,906
Long service leave	1,780	1,254
Other employee provisions	214	-
_	9,190	6,160
Current annual leave obligations expected to be settled after 12 months	2,108	1,461
Current long service leave obligations expected to be settled after 12 months	1,573	1,104
	3,681	2,565
Non-Current Liabilities - Borrowings		
	2024	2023

* Prior year number has been re-stated with current amount moved to Note 12. See Note 9 for a detailed reconciliation of lease liability.

5. Non-Current Liabilities - Provisions

Lease incentive

Lease liabilities*

Non-Current Liabilities - Provisions		
	2024	2023
	\$'000	\$'000
Employee benefits and related on-costs		
Long service leave	198	124
	198	124
Other provisions		
Restoration costs	2,235	1,846
	2,235	1,846
	2,433	1,970
Aggregate employee benefits and related on-costs		
Provisions	9,388	6,284
Accrued salaries, wages and on-costs (Note 11)	2,124	1,499
	11,512	7,783

Carrying Amount

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

15. Non-Current Liabilities - Provisions (continued)

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
	\$'000
Carrying amount at 1 July 2023	1,846
Additional restoration provision	389
Carrying amount at 30 June 2024	2,235

Recognition and Measurement

Other provisions

Other provisions relate to the Restoration provision recognised for the Burelli Street premises.

16. Commitments

	2024	2023
	\$'000	\$'000
Capital Commitments		
Aggregate capital expenditure for the acquisition of non-current assets		
contracted for at balance date and not provided for:		
Within one year	5,247	10,130
Total (including GST)	5,247	10,130
GST included above which is expected to be paid to the Australian Taxation Office	477	921

17. Contingent Liabilities and Contingent Assets

The NSW SES had no contingent liabilities or contingent assets as at 30 June 2024 (2023: nil).

18. Budget Review

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

Net Result

The Net Result of \$51.9m surplus compared favourably with a budgeted loss of \$22.8m. Total expenses were \$55.9m under budget. NSW SES experienced delays in several programs of work primarily associated with funding out of the 2022 NSW Flood Inquiry. As a result, NSW SES had \$42.8m in expenditure approved to be carried forward in to the 2024-25 financial year. Reduced operational activity in 2023-24 resulted in a \$7.1m favourable result against budget. Total revenue was \$17.0m over budget mainly attributed to the receipt of DRF funding (\$6.0m) and self-generated revenue (\$7.5m). Note, the expenditure for Grants and subsidies was \$41.6m in the Treasury Budget Papers, however, for the purposes of the financial statements the budget is separated into Grants and subsidies (\$26.6m) and Disaster Relief (\$15.0m).

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

18. Budget Review (continued)

Assets and Liabilities

Actual net assets were \$74.7m higher than budget. Cash and cash equivalents were \$91.1m higher than budget primarily due to lower expenditure and higher revenue as described above. Receivables were \$9.6m lower than budget and this is mainly attributed to the receipt of the reimbursement of operational activity expenditure from NSW Reconstruction Authority.

Cash Flows

Net cash flows from operating activities were higher than budget by \$73.2m as a result of lower expenditure and higher than budgeted revenue as described above. Net cash flows from investing activities was \$19.0m under budget primarily due to an underspend of capital expenditure for which NSW SES has approval to carry forward \$13.0m in to the 2024-25 financial year.

19. Reconciliation of Cash Flows from Operating Activities to Net Result

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

	2024	2023
	\$'000	\$'000
Net cash used on operating activities	77,580	15,157
Depreciation and amortisation expense	(20,691)	(16,593)
Gifted assets and insurance proceeds	1,494	520
Net gain/(loss) on disposal of non-current assets	1,607	(147)
Decrease/(increase) in provisions	(3,493)	(671)
Decrease/(increase) in lease incentive	227	226
Increase/(decrease) in receivables	(9,779)	17,433
Increase/(decrease) in inventories	(550)	776
Decrease/(increase) in payables	5,542	(6,399)
Net result	51,937	10,302

20. Financial Instruments

a) Financial instrument categories

-,				
Class	Notes	Category	2024 \$'000	2023 \$'000
Financial Assets				
Cash and cash equivalents	5	Amortised cost	117,670	75,075
Receivables ¹	6	Amortised cost	13,714	24,934
Financial Liabilities				
Payables ²	11	Financial liabilities measured at amortised cost	17,018	21,700
Borrowings	12 & 14	Financial liabilities measured at amortised cost	3,922	4,195
			·-	

Notes

- 1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
- $2. \quad \text{Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7). Includes lease liabilities.}$

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

20. Financial Instruments (continued)

b) Financial risks

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

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.

Liquidity risk

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

Maturity analysis and interest rate exposure of financial liabilities

			Inter	est Rate Exp	osure	M	aturity Date	s
	Weighted					< 1 yr	1-5 yrs	> 5 yrs
	Average		Fixed	Variable	Non -			
	Effective	Nominal	Interest	Interest	Interest			
	Int. Rate	Amount ¹	Rate	Rate	Bearing			
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2024								
Lease Liabilities	N/A	3,075	-	-	3,075	-	3,075	-
Payables ²	N/A	17,018	-	-	17,018	17,018	-	-
2023								
Lease Liabilities	N/A	3,121	-	-	3,121	-	3,121	-
Payables ²	N/A	21,700	-	-	21,700	21,700	-	-

Notes:

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

20. Financial Instruments (continued)

b) Financial risks (continued)

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

	20	24	20	23
	\$'0	\$'000		00
	-1%	+1%	-1%	+1%
Net Result	(519)	519	(103)	103
Equity	(2,503)	2,503	(1,983)	1,983

21. Related Party Disclosures

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

	2024	2023
	\$'000	\$'000
Salaries	4,451	3,399
Other long-term employee benefits	345	223
Total remuneration	4,796	3,622

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

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

The entity entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. The aggregate value of the material transactions and related outstanding balances as at and for the year ending 30 June 2024 are as follows:

		20	24	2023 \$'000	
		\$'(000		
			Net		Net
		(Revenue)/	receivable/	(Revenue)/	receivable/
Government Entity	Nature of transaction	Expenses	(payable)	Expenses	(payable)
Department of Communities and Justice	Grants and Contributions	(271,537)	-	(192,170)	-
NSW Reconstruction Authority	DRFA reimbursements	(556)	11,380	(35,959)	24,346
NSW Telco Authority	Government Radio Network	37,472	(19)	34,843	(6)
NSW Self Insurance Corporation	Insurance	8,933	-	10,133	-
Government Property NSW	Rent on leases	6,632	(44)	4,240	-
Agencies within the cluster	Provision of services	1,759	(97)	1,713	(153)

^{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).

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2024

22. Volunteer Services

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

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

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

23. Events after the Reporting Period

There are no events after the reporting period.

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