



NSW STATE EMERGENCY SERVICE

ANNUAL REPORT 2014-15



Author

NSW State Emergency Service

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Contact

NSW State Emergency Service

PO Box 6126

Level 6, 6-8 Regent St

Wollongong NSW 2500

P (02) 4251 6111

F (02) 4251 6478

www.ses.nsw.gov.au



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

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

Availability

This annual report has been designed for accessible online use and distribution. A limited number of copies have been printed for statutory purposes. This report is available at: www.ses.nsw.gov.au/about/annual-reports.

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

Dear Minister

In accordance with the provisions of the *Annual Report (Departments) Act, 1985*, I submit the Annual Report of the New South Wales State Emergency Service for the year ended 30th June, 2015 for tabling before both Houses of Parliament.

Yours sincerely



Adam Dent
Commissioner

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01

The Commissioner's Review

It is with great pride that I look back on the achievements of NSW SES in 2014-15. The Service once again proved how valuable it is to the communities of NSW, and how we continue to be a leader in emergency management throughout Australia.

The April 2015 storms and flooding generated a historic amount of jobs with our tireless response winning the admiration of the community, our new Premier and new Minister for Emergency Services. As I spoke to members in the field and in operations centres, I repeatedly saw the essence of NSW SES – compassion and dedication, selflessness and professionalism.

In February 2015, NSW SES formalised for the first time the relationship between the NSW Government, NSW SES, the NSW SES Volunteer Association (SES VA) and our volunteers through the historic signing of our Volunteer Charter. This Charter demonstrates our shared commitment to genuine consultation, collaboration and respect. It is the foundation of a renewed relationship between NSW SES and the SES VA.

The year was also one of consolidation. Outcomes from several audits and inquiries focusing on NSW SES were finalised with a roadmap for the future strengthening of our governance well established. Our work in addressing these reviews has given us a solid foundation to ensure the longevity and adaptability of the Service into the future.

It was also an inaugural year for myself being appointed NSW SES Commissioner in January 2015. It is a privilege to have the opportunity to lead the Service with the journey so far being one of the best and most humbling experiences of my career. Acting Commissioner Jim Smith from Fire and Rescue NSW occupied the role prior to January and his dedicated leadership throughout his time with NSW SES was significant and appreciated.

In 2015 we celebrate 60 years of service to NSW, giving us the chance to reflect on our humble beginnings in May 1955 following the Maitland floods. The commitment of our members throughout the years has strengthened NSW communities and given them something to rely on in times of crisis. And this is by no means a small thing. As we remain vigilant in the present while planning strategically for the long-term, NSW SES continues to be a unique and dynamic emergency service. We are proud to build on our legacy for many years to come.

Adam Dent
NSW SES Commissioner

NSW SES Charter

Who we are

New South Wales State Emergency Service (NSW SES) was established in 1955 in response to extensive flooding that occurred in the Hunter Valley and North West New South Wales (NSW). The NSW government of the day identified the need to involve communities in strategic planning for and response to flood and storm emergencies. NSW SES was formed to meet this need. Since that time, the Service has expanded to include preparing for and responding to tsunami, with a wide variety of other emergency response roles becoming part of the services the volunteer-based organisation offers. In 2015, NSW SES celebrated its 60th year of service to NSW.

At the end of 2014-15, NSW SES was made up of over 9,500 volunteer members, including reserves, and over 300 staff members (ongoing and temporary). The Service has 245 volunteer Units covering almost every Local Government Area in the state, led by a Unit or Local Controller. NSW SES Units are varied and unique in their response capabilities, which are based on the specific risks of the communities they serve. Often these risks are related to geological features of the diverse landscapes in NSW. There are also some satellite Units across the Service, particularly in areas with road-crash rescue or community first responder needs.

NSW SES Units are grouped into 17 Regions, with Region boundaries coinciding closely to major river systems. Regions are managed by a Region Controller, responsible for development of emergency management plans and overall control of emergency responses. Region and Unit headquarters are equipped with operations centres and many have a volunteer Unit assigned to the Region to help with training, planning and emergency operations. The Region Controller is assisted by four to five staff members, and all coastal regions have an additional staff member for community engagement.

NSW SES manages its 17 Regions by dividing them into the Directorates of Regions East and Regions West. The Directorate of Regions East includes Clarence Nambucca, Hunter, Illawarra South Coast, Mid North Coast, Richmond Tweed, Sydney Northern, Sydney Southern and Sydney Western. The Directorate manages the more heavily populated areas of NSW including Sydney and the east coast. The Directorate of Regions West includes Central West, Far West, Lachlan, Macquarie, Murray, Murrumbidgee, Namoi, North West and

Southern Highlands. The Directorate covers the vast inland areas of NSW with such diverse landscapes as the remote un-incorporated northwest, the major inland cities such as Wagga Wagga, Dubbo and Tamworth, and the remote alpine areas of the Snowy Mountains. Together the 17 Regions deliver capability, training and administrative support to all the Units that make up the service delivery arm of NSW SES, providing the highly experienced and professional volunteer workforce the communities of NSW have relied on for 60 years.

NSW SES State Headquarters is located in Wollongong, on the south coast of NSW, and coordinates state-wide training, planning and emergency response activities. The State Headquarters also maintains the Service's corporate functions including people and culture, corporate communications and media, information and communications technology, finance and asset management, and strategic planning.

What we do

NSW SES exists to mitigate the risk and consequence of emergencies in communities. It is the lead agency for floods, storms and tsunami as specified by the *State Emergency and Rescue Management Act 1989*. The range of emergency situations which NSW SES deals with is very broad, however, core business is the management of the effects of floods, storms and tsunami. Between them, these hazards account for over two-thirds of the financial cost of natural disasters in NSW.

All NSW SES Units respond to damage caused by storms and most have an active role in flood management. NSW SES volunteers are highly-skilled, experienced and well-trained in the wide variety of roles they perform. Each Unit is unique in its pattern of work because of the vast mix of risks and roles required in the diverse locations and communities in which the Units are situated. In addition to responding to flood, storm and tsunami, NSW SES provides specialist capabilities including general land rescue, vertical rescue, road-crash rescue, driver reviver and alpine search and rescue. The Service also maintains an urban search and rescue canine team. NSW SES frequently assists other emergency services in a variety of roles, including searches for evidence and missing people with NSW Police Force and community first responder roles in rural locations with the Ambulance Service of NSW.



Legislation

The NSW SES operates under the *State Emergency Service Act 1989*. There have been no changes to this or any other relevant Acts and subordinate legislation during 2014-15. There have also been no significant judicial decisions which have affected NSW SES and users of its services during this time.

The introduction of the *Government Sector Employment Act 2013 (GSE Act 2013)* in the last financial year has meant that there is continued focus on ensuring compliance with the Act. Currently, 60% of all role descriptions have been translated into the NSW government capability framework template and recruitment processes and documentation are being redeveloped in accordance with GSE requirements.

Under the *State Emergency Service Act 1989*:

(1) The NSW SES has the following functions:

(aa) to protect persons from dangers to their safety and health, and to protect property from destruction or damage, arising from floods, storms and tsunamis;

(a) 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;

(b) to act as the combat agency for damage control for storms and to co-ordinate the evacuation and welfare of affected communities;

(c) to act as the combat agency for dealing with tsunamis and to co-ordinate the evacuation and welfare of affected communities;

(d) 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;

(e) to carry out, by accredited SES units, rescue operations allocated by the State Rescue Board;

(f) 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*;

(g) 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;

(h) to maintain effective liaison with all emergency services organisations; and

(i) 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.

(2) These functions are exercised in accordance with the *State Emergency and Rescue Management Act 1989* and, in particular, with the requirements under the State Emergency Management Plan or any state of emergency under that Act.

NSW SES Strategic Plan

In 2014-15, the One SES 2011-2015 Plan was brought into completion stages and strategic planning for the future began. The One SES 2011-15 Plan defined the Service's focus as improvement, accountability, transparency, evaluation and understanding of impact on volunteers and priority-based allocation of resources. The plan was built on three components – People, Governance and Service Delivery. The outcomes of the plan are detailed in the Performance section of this annual report.

Our Focus

NSW SES developed *Our Focus* at the end of 2014-15 to inform strategic planning into 2015-16. Our Focus aims to provide quality service and support to NSW communities, as well as ensuring legislative requirements are paramount. The strategic direction is aligned with the following goals in the NSW 2021

State Plan:

- Goal 23 – Increase opportunities for people to look after their own neighbourhoods and environments
- Goal 24 – Make it easier for people to be involved in their communities
- Goal 28 – Ensure NSW is ready to deal with major emergencies and natural disasters

Our Focus is based on the following principles:

- Our Purpose – deliver innovative emergency services to an engaged community
- Our Values – Trust, Accountability, Respect, Professionalism & integrity, Safety & service
- Our Aim – Safer and resilient communities through collaboration, risk reduction and response

These principles then align to the following themes and strategies:

Members and Resources

Members are supported, developed and valued

- Create a workplace of choice where people can achieve their potential working collaboratively across the state
- Provide an environment that maximises the contribution of all members and responds to their evolving needs
- Create an environment that is safe, inclusive, supportive, and provides opportunities, training and development
- Create a workforce with the capacity and capability to

deliver operational, project and business as usual services efficiently

- Progress cultural change through programs that support the value of the organisation

Emergency Management

A responsive, innovative, resilience building and dynamic organisation connected to the community

- Build strategic partnerships and pursue opportunities to collaborate both internally and externally
- Increase the community's knowledge and understanding of weather hazards and harm minimisation
- Build effective mechanisms for community and business engagement
- Continue to be the leading agency in planning, preparing and responding to floods, storms and tsunamis
- Improve all emergency management planning processes across the organisation, integrated with emergency management and the community

Governance

An organisation that is consistent, accountable and transparent

- Strengthen enterprise performance through sound governance, policies, processes and planning
- Implement systems that support an organisation that is compliant, accountable, transparent, consistent and equitable
- Continue to strengthen project management, risk management and audit processes

Planning

An organisation that is effective and well planned

- Identify, promote and advocate for evidence-based solutions to address key strategic and business improvement initiatives
- Enhance emergency service delivery through well-defined strategic and business processes and good planning
- Continue to build a culture of integrated strategic and business planning

A new corporate plan for 2016-2021 is currently in development and will be aligned with the revised state plan for NSW as well as the Premier's priorities.





NSW SES Organisational Structure

NSW SES Executive

Strategic Leadership Team as at 30 June 2015

Adam Dent Commissioner

Adam joined NSW SES in January 2015. Before joining NSW SES, Adam held positions as the Director, Relief and Recovery at Emergency Management in Victoria, State Manager Emergency Services with Australian Red Cross and IT & Business (Corporate) Services Manager with Monash University. Adam has a Master of Business Administration, Graduate Diploma of Management and Diploma of Finance. He is a fellow of the Australian Institute of Management and Member of the Australian Institute of Company Directors.

Greg Newton Deputy Commissioner

Greg joined the staff of NSW SES as an Assistant Commissioner in 2010 and was appointed Deputy Commissioner in May 2015. Prior to this he had served 23 years as a NSW SES volunteer with the Queanbeyan Unit, the last five years of which he was Local Controller. Before 2010, Greg was employed at a senior level in the ACT Department of Justice and Community Safety, worked for the Commonwealth Attorney General's Department and was an Executive Teacher in ACT Schools. Greg has a Bachelor of Arts from the Australian National University, a Graduate Diploma in Education from Latrobe University and a Graduate Certificate in Applied Management from the Australian Institute of Police Management. Greg is currently working toward a Master of Public Administration at Sydney University.

Mark Morrow Assistant Commissioner, Director Emergency Management

Mark joined NSW SES in 2006 and was appointed to the role of Assistant Commissioner, Director Emergency Management in August 2010. Mark acted as Deputy Commissioner for 14 months during 2013-14 and as Commissioner over a two month period in the latter part of 2014. Prior to his service with NSW SES, Mark was a serving NSW police officer with 17 years of policing experience. Mark holds a Graduate Diploma in Police Management, an Advanced Diploma in Project Management

and is currently studying towards the ANZSOG Executive Masters of Public Administration. Mark is also a serving Justice of the Peace.

Kathleen Iacurto Assistant Commissioner, Director People and Culture

Kathleen joined NSW SES in December 2014 as Director People and Culture. Kathleen has over 20 years' experience as a senior manager in the NSW public sector. She holds a Master of Business Administration, Master of Management, Bachelor of Mathematics (Mathematics and ICT) and Certificate IV in Training and Assessment. She is currently completing qualifications in Work Health and Safety.

Jodie Camden, LL.B Assistant Commissioner, Director Governance and Business Improvement

Jodie joined NSW SES in December 2013 and was appointed to the role of Assistant Commissioner, Director Governance and Strategy in November 2014 delivering several key initiatives. She is a solicitor of the Supreme Court of NSW admitted to practice in February 2002. Jodie also holds a Post Graduate Certificate in Management (Human Resource Management, Strategic Management and Strategic Behaviour) and is a trained NSW SES volunteer with Sutherland Shire Unit.

Julie Hately Assistant Commissioner, Director Finance and Asset Management

Julie joined NSW SES in December 2014 as the Acting Director Finance and Asset Management and was appointed to the role in May 2015. She has over 21 years' experience in the local government sector, including in excess of 10 years operational management experience complemented by 4 years at a senior executive level as Director Corporate Services and more recently Executive Director of one of the largest, fastest growing councils in NSW. Julie has a Bachelor of Commerce majoring in Accounting, a Graduate Certificate in Management—Professional Practice, has completed the CPA Program and is currently undertaking a Graduate Certificate in Organisational Change.



Natalie McLean

Acting Assistant Commissioner, Director Information and Communications Technology

Natalie joined NSW SES in 2008 and has worked in a variety of roles in the corporate and operational side of the Service. She was appointed as acting Director Information and Communications Technology in February 2015. Natalie has over 20 years' experience in state government across a number of departments including NSW Police Force and NSW Crime Commission. She holds a Bachelor of Science majoring in Geography and a Graduate Diploma Natural Resource Law and Policy as well as recently completing a Diploma in Procurement.

Kaylene Jones

Acting Assistant Commissioner, Director Regions East

Kaylene joined NSW SES in 2006 as the Business Manager, Macquarie Region. Subsequently she performed various relief roles including Deputy and Region Controller, before securing the ongoing role of Richmond Tweed Region Controller. Kaylene commenced as the Acting Director Regions East in May 2015. Kaylene has spent 29 years' working in the public sector and has extensive experience and knowledge of financial, business and operational management practices. She holds a

Diploma in Management and has a passion for the emergency management sector. Kaylene's primary focus is continuous improvement with particular emphasis on enhanced community resilience and effective emergency response during times of disaster.

Stephen Hart

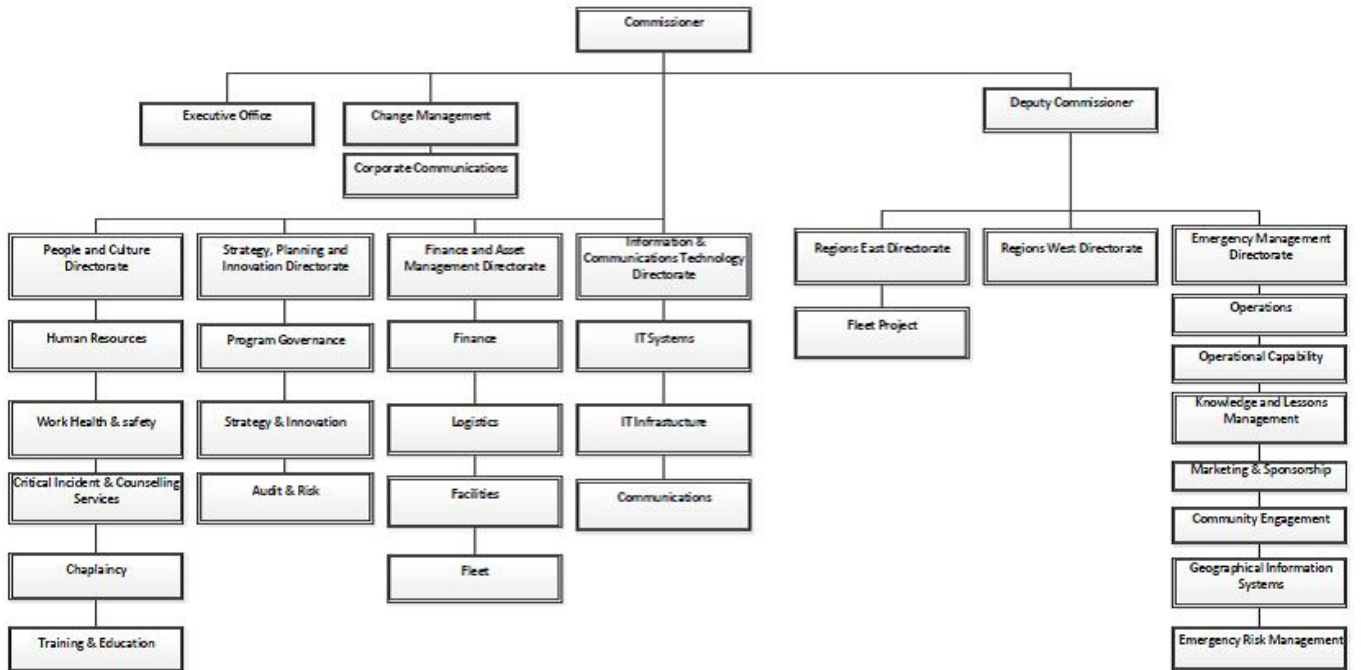
Acting Assistant Commissioner, Director Regions West

Stephen joined NSW SES as a staff member in 2006 and was appointed in 2012 as the Region Controller on the Mid North Coast. In 2014-15, Stephen was undertaking the role of the Acting Director Regions West. Before joining NSW SES, Stephen was employed by Ambulance Service of NSW and served both in Sydney and rural NSW. Stephen has also served 19 years as a NSW SES volunteer. Stephen has a Diploma of Health Science from Charles Sturt University, a Diploma in Paramedical Science and a Diploma in Business Management.

Region Controllers as at 30 June 2015

Region	Name	Location
Central West	Craig Ronan	Bathurst
Clarence Nambucca	Caroline Ortel	South Grafton
Far West	Graeme Craig	Cobar
Hunter	Amanda Williamson	Metford
Illawarra South Coast	Ashley Sullivan	Coniston
Lachlan	Robert Evans	Parkes
Macquarie	David Monk	Dubbo
Mid North Coast	Anthony Day	Taree
Murray	Bernard Kates	Albury
Murrumbidgee	David Buchtman	Wagga Wagga
Namoi	Andrew Galvin	Gunnedah
North West	Andrew Galvin	Moree
Richmond Tweed	Wayne Pettit	Goonellabah
Southern Highlands	Colin Malone	Goulburn
Sydney Northern	Allison Flaxman	Hornsby
Sydney Southern	Greg Cormack	Bankstown
Sydney Western	Peter Cinque	Seven Hills

Organisational Chart



NSW SES Region Headquarters

Central West

79 Corporation Avenue, Bathurst 2795
Phone 02 6334 8555
Fax 02 6334 8501

Clarence Nambucca

26 Induna Street, South Grafton 2460
Phone 02 6641 6900
Fax 02 6641 6910

Far West

PO Box 244, Cobar 2835
5 Bradley Street, Cobar 2835
Phone 02 6879 7100
Fax 02 6879 7110

Hunter

72 Turton Street, Metford 2323
Phone 02 4931 3222
Fax 02 4931 3200

Illawarra-South Coast

PO Box 1460, Wollongong 2500
22–32 Masters Road, Coniston 2500
Phone 02 4251 1200
Fax 02 4251 1202

Lachlan

55 Matthews Street, Parkes 2870
Phone 02 6863 8100
Fax 02 6863 8139

Macquarie

160 Bultje Street, Dubbo 2830
Phone 02 6882 2222
Fax 02 6884 2858

Mid North Coast

14 Arkwright Crescent, Taree 2430
Phone 02 6592 5800
Fax 02 6592 5808

Murray

PO Box 523, Lavington 2641
25 Catherine Crescent, Lavington 2641
Phone 02 6058 5300
Fax 02 6058 5320

Murrumbidgee

206 Fernleigh Road, Wagga Wagga 2650
Phone 02 6932 9199
Fax 02 6932 9190

Namoi

PO Box 465, Gunnedah 2380
28 Borthistle Road, Gunnedah 2380
Phone 02 6740 2300
Fax 02 6740 2333

North West

418 Frome Street, Moree 2400
Phone 02 6757 2950
Fax 02 6757 2970

Richmond Tweed

PO Box 4044, Goonellabah 2480
7 Lancaster Drive, Goonellabah 2480
Phone 02 6625 7700
Fax 02 6625 7711

Southern Highlands

56–58 Knox Street, Goulburn 2580
Phone 02 4828 5555
Fax 02 4828 5550

Sydney Northern

PO Box 91, Hornsby 1630
Cnr Leonard and Hornsby Streets, Hornsby 2077
Phone 02 9987 3000
Fax 02 9987 3030

Sydney Southern

PO Box M54, Manahan 2200
Unit 4, 150 Canterbury Road, Bankstown 2200
Phone 02 9766 9000
Fax 02 9766 9060

Sydney Western

Unit 3, 7 St James Place, Seven Hills 2147
Phone 02 8811 7700
Fax 02 9674 7131

Office Hours

8:30am - 4:30pm
Monday – Friday

NSW SES State Headquarters

PO Box 6126

Level 6, 6-8 Regent Street

Wollongong NSW 2500

Phone 02 4251 6111

Fax 02 4251 6500

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Office hours: 8:30am - 4:30pm Monday - Friday

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For general information about NSW SES, storm, flood and tsunami safety or how to volunteer ring 1800 201 000. For ongoing updates, safety messages and news about NSW SES activities, like the NSW SES Facebook page (www.facebook.com/NSW.SES).



Registered NSW SES Units

Central West

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

Clarence-Nambucca

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

Far West

Bourke
Brewarrina
Broken Hill
Cobar
Euabalong
Goodooga
Ivanhoe
Menindee
Packsaddle
Tibooburra
White Cliffs
Wilcannia

Hunter

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

Illawarra-South Coast

Illawarra South Coast Region Headquarters
Batemans Bay
Bega
Bermagui

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

Lachlan

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

Macquarie

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

Mid North Coast

Camden Haven
Forster-Pacific Palms
Gladstone
Gloucester Shire
Harrington
Karuah Valley
Kempsey Shire
Lord Howe Island
Nabiac
Port Macquarie Hastings
South West Rocks
Taree City
Wauchope
Wingham

Murray

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

Moama
Tumbarumba Shire
Urana
Wentworth

Murrumbidgee

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

Namoi

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

North West

Ashford
Bingara
Boggabilla
Deepwater
Garah
Glen Innes
Inverell
Moree
Mungindi
Tenterfield
Warialda
Yetman

Richmond Tweed

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

Southern Highlands

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

Sydney Northern

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

Sydney Southern

Bankstown
Camden
Campbelltown
Canterbury
City of Sydney
Fairfield
Hurstville
Kogarah
Liverpool
Marrickville
Randwick
Rockdale
Sutherland
Waverley-Woollahra
Wollondilly

Sydney Western

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



Performance

5.1 Emergency Management

In 2014-15, NSW SES continued to be a leader in emergency management and response with extreme weather conditions demonstrating the capacity and capabilities of the Service in meeting the needs of Australian communities.

In April 2015, significant storms and flooding impacted the Hunter Valley, Sydney Metropolitan areas and along the Central Coast. The severity of this weather tragically resulted in the loss of life, as well as extensive damage to properties and major infrastructure across the state. NSW SES received 21,506 requests for assistance over a two week period, one of the largest number of requests ever received in such a short space of time. It took approximately 120,000 hours of volunteer time to complete all tasks. There were 171 flood rescues conducted during the event, serving as a reminder for NSW SES to continue its strategic campaigns to increase public awareness and understanding of the dangers of floods and storms.

The response to the April 2015 weather event represented a true multi-agency approach, with personnel assisting from NSW Rural Fire Service, Fire & Rescue NSW, Volunteer Rescue Association, Ambulance Service of NSW, and SES' from Victoria, South Australia, ACT, Queensland and Tasmania. There was also the first ever integration of interstate personnel into NSW SES Incident Management Teams in several locations. Significant telecommunication and power failures across the impacted areas contributed to the complexity of the response and provided the opportunity for reflection on how to manage these types of issues in future. Records were broken in the number of calls received to 132 500, the NSW SES emergency phone number, and this also tested the Service's agility in developing ways to increase call volume capacity with limited time.

In October 2014, severe thunderstorms across Sydney resulted in NSW SES conducting 94 flood rescues primarily in south eastern Sydney, including 50 passengers being rescued from a train at North Bexley Station. The weather system also caused out-of-season snowfall in Lithgow and the Blue Mountains, with NSW SES providing support to stranded motorists and train passengers, working alongside NSW Police Force and NSW Rural Fire Service.

While there were significant changes in the Emergency Management directorate during 2014-15, NSW SES continued to focus on developing community resilience, improving mitigation infrastructure, collaborating widely in flood planning and aiming to strategically influence land-use planning to ensure the safety of NSW communities.

Operational Capability

Throughout the year, NSW SES undertook 50,736 activities equating to over 274,149 member hours in support of NSW communities. Storm requests for assistance were the most significant operational response category with 45,490 activations amounting to over 217,447 member hours. More than half of all the storm activations involved damage or potential damage from trees and branches coming down. Critical infrastructure was also impacted with 220 incidents involving schools, 162 involving aged-care facilities and 22 involving hospitals. Of all storm related activations, 3,525 involved providing support and assistance to aged members of NSW communities.

Flood and storm response combined was the largest area of operational support provided by NSW SES with 48,079 requests for assistance received. There were also 2,657 rescue/support activations, made up of 575 for road crash rescue, 299 for general rescue, 468 for community first responder, 363 for flood rescue, 44 for vertical rescue and 908 for support activations.

As the combat agency for flooding across the state, NSW SES maintained its strong flood rescue capability in 2014-15 with 80 Units accredited for level three flood rescue by the State Rescue Board. The Service increased its pool of trained flood rescue operators from 3,238 in 2013-14 to 4,146 in 2014-15. This is made up of 2,409 level one, 1,317 level two and 420 level three operators. The Service maintains the largest national fleet of flood rescue boats increasing from 376 in 2013-14 to 392 in 2014-15.

Other key emergency response capabilities were also maintained including 76 general land rescue accredited Units (68 primary and 8 secondary) and 30 vertical rescue Units. A leading practice alpine search and rescue program continued developing throughout the year. The Rozelle building explosion



in September 2014 saw the NSW SES Canine Unit deployed to assist Fire and Rescue NSW with the search for casualties. This was the first deployment of the team of specialists, with the increased capability adding value to the emergency services sector as a whole.

In March 2015 NSW SES strategically incorporated the branches of Special Operations and Public Safety & Emergency Management to form the Operational Capability branch. The branch aligns critical processes, resources and technologies to ensure the Service is able to meet the needs of NSW communities and maintain legislative compliance.

In 2014-15 the introduction of capability elements provided a platform to sustain and increase the number of capabilities across the Service. These elements include: people, management, leadership and command; facilities, equipment and organisations; training and exercising; and doctrine and systems.

Capability development groups were maintained throughout the year with Operational Capability providing oversight of and administration for these teams. As well as providing high level strategic thinkers and specialists in many technical areas, the groups are also a foundation for collaboration and communication across NSW SES. These teams continue to refine and enhance the Service into 2015-16 and beyond.

In October 2014, NSW SES implemented *beacon*, an operational management system that meets the unique needs of the Service. In conjunction with the development and implementation of an *Incident Management Toolbox* to ensure standardised and consistent information, these systems improved the accuracy, transparency and management of information across the Service. Both systems were thoroughly tested during the response to the April 2015 weather event and were widely acknowledged as a step forward for NSW SES.

Operational policy was developed including Incident Management guidelines and accreditation processes. These policies provide a robust framework to support incident response and align to an 'All Hazard, All Agency' approach to emergency management. 2014-15 also saw the development of critical training programs including Industrial & Domestic Rescue, Incident Controller 1 and Urban Search and Rescue Category 1, with packages scheduled for delivery in 2015-16.

Operations Centre

NSW SES Operations Centre maintains a centralised emergency response call taking capacity in the State Headquarters, coordinating all priority lines as well as the Service's switchboard. During the April 2015 weather event, the centre received the highest reportable volume of calls in NSW SES

history, demonstrating the remarkable capabilities of the team. The centre undertook several new initiatives during 2014-15 including the expansion of centralised radio communications, development and testing of the InterCad Electronic Messaging System (ICEMS) and continued improvement to the beacon system.

NSW SES Operations Centre received 164,158 incoming calls with an average speed of answer of 122 seconds and overall/average grade of service of 70%, meaning 70% of calls were answered within 20 seconds with an average talk time of 149 seconds. Of these, 74,459 calls were for flood/storm assistance, which is 45% of the total call volume received. These calls converted into the 48,079 flood/storm requests for assistance, representing a conversion rate of calls to 132 500 into requests for assistance of 64.35%.

The next highest call volume was for the NSW SES State Headquarters switchboard with a total of 50,742 (31%). The grade of service for all priority lines including general land rescue, community first responder and flood rescue was 98% or higher.

The Operations Centre spent 743 hours and 26 minutes monitoring radio communications with NSW SES Units and there were a total of 12,477 radio transmissions on the SES-S/OPS 1 channel. The centre also received a total of 703 calls for the work health and safety reporting line, *SafeHold*.

Knowledge and Lessons Management

NSW SES Lessons Learned branch was renamed the Knowledge and Lessons Management branch at the beginning of 2014-15 to better reflect its function in assisting the Service to become a learning organisation and continually improve its activities across all parts of the organisation.

Following the release of the NSW SES Volunteer Association "Roadshow Report" in June 2014 the Knowledge and Lessons Management branch began coordinating the Service's response to the report. The response format was designed to not only provide answers to the questions posed in the Roadshow Report, but to also provide an ongoing tool to assist members to find additional information and be a reference source for future queries. The branch worked with staff and managers across NSW SES for three months to produce a high quality document, the "Roadshow Response Report", which received positive feedback from members.

There were 17 After Action Reviews in 2014-15, including a series for the severe weather in April 2015. Other reviews were conducted for a number of corporate activities, projects and exercises including a major interagency exercise of the Hawkesbury Nepean flood plan. Following reviews the

branch worked with relevant key stakeholders to identify the underlying cause of the observations gathered and actions to address gaps in performance or sustain positive performance. The implementation of the recommended actions to ensure that changes occur and lessons are learned was then the responsibility of the relevant business unit.

In a first for the After Action Review process, the branch worked with the Emergency Risk Management and Community Engagement branches to conduct a review of a community-led planning exercise. This involved members of the Uranquinty community who had worked to develop their own flood plan with the support of NSW SES. The process was received well by the community.

In January 2015, the branch conducted a review of the operation of the Australian Council of State and Territory Emergency Services (ACSES) and its role in representing SES' nationally. The report from this review is being utilised to shape the future of ACSES.

Throughout the year, the branch continued to coordinate NSW SES involvement in the Bushfire and Natural Hazards Cooperative Research Centre, ensuring that knowledge gained from the 13 research projects that the Service contributes towards will be shared and utilised across the organisation.

Emergency Risk Management

In March 2015 the NSW State Flood and Tsunami Emergency Sub Plans were reviewed and endorsed at the State Emergency Management Committee. Significant enhancements in the planning process were adopted during the review of these plans including:

- Inclusion of community role - The role of the community before and during floods was defined in the plans to encourage partnering with emergency services and to promote resilient behaviours supporting the goals of the National Disaster Resilience Strategy and recommendations from the Queensland Floods Commission of Inquiry
- Enhanced consultation - For the first time public consultation was undertaken on the state level plans through the NSW Government 'Have Your Say' website – www.haveyoursay.nsw.gov.au. Public consultation was directed at the newly included community role and was promoted through a media campaign
- Communicating risk - Interactive maps were developed and published online to assist communication of hazard risk in conjunction with the state plan reviews

The Emergency Risk Management branch continued strategic coordination of the review schedule for 132 local flood plans

across the state. Technical support and input was also provided for the update of flood intelligence records and the production of community *FloodSafe Guides* during the year.

With the Hawkesbury Nepean Valley representing one of the most serious flood risks in NSW, the Service continued its work as a key participant in the Hawkesbury Nepean Valley Flood Management Review and working with the Task Force providing resources to the various working groups. Review work on the Hawkesbury Nepean Emergency Flood Sub Plan also continued with State Emergency Management Committee endorsement scheduled for next financial year.

Specialist hazard advice was provided to NSW SES State and Region Incident Management Teams during the April 2015 storm and flood event. For the first time, interstate support for the flood intelligence function was engaged from Victoria State Emergency Service, enhancing the capacity for multi-agency operational response in future.

NSW SES continued to produce strategic level submissions for land-use planning and floodplain risk management that highlight the importance of emergency management and community safety as well as commencing policy development about evacuation in flash flood environments. This important policy work will provide decision support for NSW SES emergency planners when considering evacuation or shelter in place strategies.

Technical site visits were undertaken in January 2015 to understand requirements of key emergency planning stakeholders and gain input into the state plan reviews. Planning officers visited the Joint Australian Tsunami Warning Centre, the Australian Government Crisis Coordination Centre and the NSW State Emergency Operations Centre. Active participation in a range of sector fora continued to promote emergency management best practice including the National Flood Risk Advisory Group, NSW Mitigation Standing Committee and the NSW Flood Warning Consultative Committee chaired by the Bureau of Meteorology.

The Emergency Risk Management Branch continued to provide end-user input on two projects through the national Bushfire and Natural Hazards Cooperative Research Centre. These collaborative opportunities continue into 2015-16.

NRMA Insurance supported NSW SES as the bronze sponsor at the *2015 Floodplain Management Association National Conference* to positively influence public safety outcomes within the industry. NSW SES members presented a number of conference papers and hosted an exhibition booth to showcase community engagement platforms with two staff members winning the Harold Sternbeck Medal for the most outstanding presentation.



Community Engagement

NSW SES Community Engagement branch works with diverse communities across NSW to proactively manage the key risks of flood, storm and tsunami. Community engagement programs aim to motivate NSW SES members to work together with people at risk to build resilience to natural disasters. Youth engagement programs aim to attract, engage, encourage, develop, support and retain young members (aged 14-25) via the NSW SES Secondary Schools Cadet Program and other initiatives. Origin Energy became a Community Partner of Youth Engagement and Cadets in 2014-15.

The year saw consolidation of community engagement strategies that met the goals in the One SES Plan 2011-15, with significant achievements made in all areas. Along with this, the Community Engagement team received National and State awards including the NSW Resilient Australia Award for its community training for Aboriginal and Torres Strait Islander communities, with the program also receiving Highly Commended at the National Resilient Australia Awards.

People

The Community Engagement Branch helped attract, train, support and retain members to the Service by undertaking the following initiatives:

- rewarded and recognised best practice in community engagement in NSW SES via the *Community Connect Grants and Awards* program in partnership with NRMA Insurance
- delivered 10 non-competency modules of a Community Engagement training program, training 93 members across the state, enhancing skills in planning and implementing community engagement activities, all of which represented a 200% increase in course participants since 2013-14
- delivered five cadet training endorsement workshops and two effective facilitation skills workshops, increasing the number of endorsed cadet trainers to 159 and cadet program assistants to 277
- introduced an *Ambassadors Program* in Moree and Wee Waa to increase emergency preparedness skills in Aboriginal and Torres Strait Islander communities
- provided nine young award nominees with the opportunity to observe the 2015 NSW SES State Disaster Rescue Competition, in partnership with Origin Energy
- promoted the contributions of young members through the presentation of several awards including
 - o NSW SES Young Volunteer of the Year Award – Shaun Farmer from Newcastle Unit

- o Cadet of the Year Award – Kodie Hardy from Warialda High School

- o Andy Roberts Memorial Award – Abbey Harvey from Richmond River High School, Lismore

- provided two young members with the opportunity as part of the Young Endeavour Leadership Scheme to participate in the 60th Anniversary celebrations, through sponsorship from the NSW SES Volunteer Association and Origin Energy
- provided three young members with the opportunity to attend the 3rd UN World Conference on Disaster Risk Reduction in Sendai, Japan, through sponsorship from the NSW SES Volunteer Association

Governance

The Community Engagement Branch helped support NSW SES to be high performing and prominent to the NSW government, key stakeholders and the community by undertaking the following initiatives:

- delivered the Community Engagement Strategic Plan 2014-17 including the hosting of planning workshops and delivery of individual Workplan Achievement and Capability Reviews to drive Community Engagement branch priorities
- delivered planning meetings using templates to assist decentralised teams target key interventions based on hazard risk, population risk and community connectedness
- enhanced and integrated tools for capture, analysis and reporting of data to drive organisational performance, as well as provide a solid evidence base to prove the effectiveness of community engagement programs and improve community engagement outcomes
- successfully managed Community Resilience Innovation Program (CRIP) and State Emergency Management Project (SEMP) grants including:
 - o Measure and Evaluate Community Engagement Project (SEMP)
 - o Community Involvement in Planning project (SEMP)
 - o Emergency Management Training for diverse communities project (CRIP)

Service Delivery

The Community Engagement Branch aimed to change the way people and their belongings are kept safe by increasing their access to prevention and preparedness services through the following initiatives:

- delivered over 700 community engagement program activities, distributed over 46,000 FloodSafe Guides and 32,000 StormSafe guides, and facilitated over 463,000 interactions with the public to increase a shared understanding and responsibility for natural disasters
- delivered the NSW SES Secondary Schools Cadet Program to 22 schools, training 420 cadets (51% female, 49% male) across NSW
- worked with key community partners to deliver information in accessible ways including digital and hard copy, community languages, AUSLAN, Braille and pictorial formats to meet communication needs of diverse communities
- developed targeted tools to support engagement in different emergency management contexts and at-risk groups including local FloodSafe guides and a business continuity plan
- implemented tools to support engagement throughout different emergency management phases including the Recovery Guide
- developed new risk communication tools to support the annual campaigns of StormSafe, TsunamiSafe and FloodSafe
- deployed public information resources in several significant weather events
- maintained a strategic online presence with the NSW SES Home Emergency Plan website receiving over 10,000 unique web hits and 1,223 online Home Emergency Plans being completed
- delivered over 11,885 Home FloodSafe Toolkits and 2,717 Business FloodSafe Toolkits to assist households and businesses plan for severe weather events
- the Community Engagement branch were leaders in maintaining and enhancing industry best practice through regular contributions to:
 - the Bushfire and Natural Hazards Cooperative Research Centre including involvement in six community resilience projects as Cluster Lead End User and End User
 - the Australasian Fire and Emergency Service Authorities Council Community Engagement Technical Group and National Review of Warnings Group
 - the Ministry for Police and Emergency Services Community Engagement Stakeholder Group
 - the Hawkesbury Nepean Review Community Engagement Sub-Committee
- showcasing key projects to the emergency management and community engagement industry at forums such

as the *International Association for Public Participation Australasia*, *Ark*, *Floodplain Management Association* and the *Australasian Fire and Emergency Service Authorities Council conferences*.

The branch also engaged with communities to understand needs and tailor services to best effect. To enhance this effort, a role for community was included in the State Flood Sub Plan, Hawkesbury Nepean Sub-plan and State Tsunami Sub-Plan. This ensured that planning across the NSW SES was designed to co-create strategically beneficial outcomes. As part of this, a pilot was conducted using an online engagement tool that exhibits State Sub-plans publicly through ‘Have Your Say’ and provides opportunity for community feedback on the plans. Over 29 workshops were hosted including focus groups, pilots, and forums to better align community engagement programs with community and NSW SES member needs. The development of the Community Engagement Business Continuity Plan and other preparedness programs also supported this along with piloting of community-led planning and disaster simulation initiatives in several at-risk locations.

Marketing and Sponsorship

The Marketing and Sponsorship branch continues to celebrate the support provided by NSW SES principal partner, NRMA Insurance. The partnership is in its fifth year and continues to grow in value. It encompasses the common goal of both organisations to build stronger communities across NSW and educate people on the importance of being prepared for floods, storms, and tsunami. This strategic relationship helps deliver additional resources, education and training for NSW SES members and supports a number of business areas across the Service through grants, workshops and events. Local relationships continue to be developed between NRMA Insurance branch offices and NSW SES Units across the state. This important collaboration also continues to bring increased awareness to NSW SES public safety messaging.

The 2014 *StormSafe Campaign* encompassed a theme of “doing a little could save the lot”, live weather crosses on major television networks, outdoor advertising in selected metro and rural areas, radio, press, web, social media, digital and the use of prominent events like Better Homes and Gardens Expo. It was combined with media initiatives and press releases. NSW SES launched the campaign with key stakeholders at the NRMA Insurance Research Centre in Sydney, where a large tree was dropped on a car to demonstrate the damage and consequences of not being alert and taking responsibility for property when there are storms with high winds. The NSW SES partnership with NRMA Insurance made these activities and promotional opportunities a reality, resulting in NSW SES public safety messages reaching a larger audience.



The 2014 *Wear Orange to Work (WOW)* Day celebration held on the 12th November and was a great success. There were plenty of people wearing orange including TV star Effie (Mary Coustas) and AFL sports star Chad Cornes. These well-known personalities assisted digital promotion of *WOW Day*, recording messages which aired on YouTube as well as promotion via Facebook advertising. The campaign continued to allow people, business and communities to show their thanks and appreciation to NSW SES members for the tireless work they contribute in supporting NSW communities. Famous landmarks were turned orange including Ploddy from the Australia Reptile Park, many lighthouses up and down the coast and buses wrapped with orange signage. Other support was shown with councils allowing their staff to wear orange, schools turned orange, businesses transformed into orange and many certificates of thanks presented. NSW SES mascot, Paddy Platypus made a record amount of appearances! *WOW Day* continues to grow and is well supported by NRMA Insurance and their branch network. Many local NRMA Insurance branches turned orange or hosted local community BBQ events to show their appreciation of NSW SES volunteers and the work they do.

In 2014-15 the NRMA Insurance Community Connect Program saw a total of \$45,050 in funding awarded to NSW SES Units across the state. The initiative is designed to help local Units educate their communities about how to prepare for and limit the preventable damage from floods, storms, and tsunamis. Since the program's inception four years ago more than \$153,000 in grant funding has been given to local Units state-wide. This year saw the selection of another 18 outstanding community engagement initiatives.

The year saw the launch of a brand new Community Partnership with Origin Energy. Origin has partnered with NSW SES to promote volunteering and highlighting the fantastic leadership and skills that volunteers obtain within the Service. Origin Energy are Program Partners with the NSW SES Cadet Program and the internal *Leading Self: Leading Others Program*. These programs are designed to invest quality training and skills into people, helping them realise their potential as individuals and to strive for excellence in everything they do. The partnership with Origin is looking forward to attracting new people to NSW SES via a 'See Yourself in Orange' campaign along with a continued effort to reward and show thanks to those that volunteer when their communities need them the most.

PRIME7 continued to be fantastic media partners with NSW SES promoting community safety messages and *WOW Day* to television audiences across regional NSW. NSW SES and PRIME7 are looking forward to more exciting community

activities and promotions in 2015-16 in order to highlight the importance of preparedness and to thank volunteers.

In 2014-15 NSW SES was successful in gaining over \$450,000 in grants from the Emergency Volunteer Support Scheme. This funding scheme is run by the Ministry of Police and Emergency Services and allows volunteers' Units to submit requests for funding for initiatives that support volunteers. The theme for 2014-15 was "recruiting and retaining volunteers" and NSW SES had 32 successful applications. These projects will take place over the coming 12 months.

NSW SES Brand On-Line continues to add promotional material, Unit signage, certificates and radio ads to assist in marketing and advertising of the Service and its messages. It is a one-stop shop that houses all branding information, allowing visibility, consistency, cost savings, efficiencies and fast updates, introductions and amendments. This results in less duplicated designs and wastage of collateral, better sharing of successful initiatives, increased consistency and common language for public safety messaging. The Service has a powerful community brand, created from local volunteers going above and beyond in response to natural disasters and assisting their communities in times of need. NSW SES maintains a professional approach to managing this respected brand and understands the value of protecting it.

Geospatial Intelligence

NSW SES ensures decision-making is supported by high quality geospatial intelligence. In 2014-15, the Geographic Information Systems branch was renamed Geospatial Intelligence to reflect this strategic focus.

One of the key projects in 2014-15 aimed at enhancing geospatial intelligence capacity was the NSW flood database project. The project built on the completion of stage 3 and moved into the administration of stage 4, working in partnership with NSW Office of Environment and Heritage. This work links to Goal 28 of the NSW Government 2021 Plan and aggregates flood risk information from local flood studies for strategic decision making at both local and state government levels.

Throughout the year, the branch provided priority geospatial analysis and mapping visualisation support to the Hawkesbury-Nepean Valley Flood Review, as well as working with whole of government to create procedures for the release of NSW SES information mapping products to the public, consistent with the NSW Government's Open Data Policy Framework. There was the refinement of NSW SES use of the Emergency Map Centre, the key online mapping collaboration platform, and planning for its potential integration with the Service's

operational management system, *beacon*.

NSW SES provides training and education to volunteer members in geospatial intelligence. This work continued in 2014-15 with the Mapping Support Team as well as the Geographical Intelligence Systems Working Group participating in exercises using the Emergency Map Centre platform integrated with NSW SES' intelligence system and impact assessment mapping tools. Members also reviewed, tested and reported on new mapping and geospatial technologies relevant to the Service.

In support of emergency responses, operational mapping support in flood and storm events was provided as part of the Mapping Officer function of Incident Management Teams, with members totalling over 300 hours contributed to operations. This entailed approximately 200 administrative mapping tasks for volunteer and staff members averaging approximately four per week and saw the deployment of members of the Mapping Support Team to provide services and support across the state.

5.2 Regions East and West

The combined Directorates of Regions East and West provide services to the communities of NSW to assist with preparing for and responding to flood, storm and tsunami events. Regions also perform a wide range of other emergency response and support roles to meet the diverse needs of the communities they serve.

Together the 17 Regions deliver capability, training and administrative support to the 245 Units that make up the service delivery arm of NSW SES, providing the highly experienced and professional volunteer workforce the communities of NSW have relied on for 60 years.

In keeping with the focus of engaging and creating resilient communities particularly in vulnerable populations, both Regions East and West developed and implemented numerous initiatives that resulted in increased community interactions and involvement in flood planning. Community flood reference groups were established and these provided a strategically engaged and trained information network, valuable to the Service in responding to flooding, and also to communities in managing its impacts now and into the future.

The Service shared innovation through presenting posters and programs to various multi-agency forums throughout the year, including the *Australasian Fire and Emergency Service Authorities Council Bushfire and Natural Hazards Cooperative Research Committee* in Wellington New Zealand and the *Floodplain Management Association National Conference* in Brisbane.

NSW SES bolstered its presence and capacity in remote NSW. Far West Region established a Unit headquarters in Goodooga, a predominantly indigenous community that has a significant flood risk. The Region also opened an office in Broken Hill further enhancing the Service's capacity for effective response in remote and vulnerable communities. Work continues to be

undertaken, in consultation with communities, to identify and enhance capability requirements across NSW with more points of presence to be established in future.

Training and exercises continued to be critical feature of maintaining and improving NSW SES capacity with a number of major exercises conducted including Region and State Disaster Rescue Challenges. Kiama Unit was successful in winning both of these renowned training events. Flood rescue training also continued to be a focus of growth with a significant boost in accredited members during the year, and continued planning to ensure all Regions are able to meet and increase capacity in this area into the future.

5.3 People and Culture

NSW SES People and Culture Directorate (formerly Human Services) comprises Human Resources, Work Health and Safety, Training and Education, Critical Incident and Counselling Services, and Chaplaincy Services. Over the last 12 months, all branches have undergone significant change, recognising the need for more streamlined systems, procedures and processes. The last six months has particularly seen a deliberate strategic change and cultural shift, including a directorate name change to reflect reform intent.

Human Resources

In 2014-15, NSW SES Human Resources branch provided high level strategic support to ensure the Service remained both a seat of excellence for volunteering in emergency services, as well as an employer of choice throughout the sector.

The branch saw the continued enhancement of processes to ensure compliance with the *Government Sector Employment Act 2013* (GSE Act 2013) in key areas of recruitment and selection, role development, performance and misconduct management utilising the NSW Government Capability Framework. Development and evaluation of role descriptions as part of this process continued to meet changing service and compliance needs.

The team also supported the establishment and recruitment of the senior executive (or Strategic Leadership Team) for NSW SES as well as continuing member recognition with the awarding of long service certificates and national medals.

Over the reporting year, 80 recruitment actions involving 1,194 applicants were completed. There were also 252 temporary assignments and 193 extensions to temporary assignments processed as well as 27 new role creations and 45 modifications to existing roles.

Enhancements were implemented in the Human Resources reporting system, *SAP HR*, creating significant improvements in the Service's capacity for reporting and analysis of staff and volunteer statistics and demographics.

Workforce Diversity

NSW SES is committed to prioritising workforce diversity and



creating a harmonious, non-discriminatory, safe workplace that attracts and retains members. This commitment includes those from culturally and linguistically diverse communities, as well as the multiplicity of unique groups and individuals that make up Australian society. The Service upholds the principles of multiculturalism as stated in the *Community Relations Commission and Principles of Multiculturalism Act 2000*, and recognises the benefits that cultural, linguistic and religious diversity brings. NSW SES will continue developing and implementing initiatives to increase opportunities for all people to access its services.

Appointments to NSW SES positions are made using a merit-based system aligned to the NSW public sector capability framework. The Service engages in strategies to develop a high performing, diverse workforce equipped with the competencies and capabilities to meet corporate and operational requirements. All members receive equal opportunities in career advancement through performance management and professional development initiatives.

Processes are currently underway for the development of workforce plans, as well as employment and support plans to enhance the Service's diverse workforce and embed inclusiveness in human resource practices. A dedicated Diversity and Inclusion Officer role will be added to the People and Culture team in 2015, with a focus on strengthening the workforce planning capability through integration of workforce equity and diversity strategies.

In 2014-15, NSW SES engaged in a number of targeted strategies aimed at ensuring workplace inclusivity of those with a disability. These strategies included ensuring new building specifications provided facilities and access requirements

for those with disabilities, and that all Region headquarters have ground-level access and widened corridors and doorways where possible. People with physical disabilities are encouraged to join volunteer ranks and all members are supported in recruitment, development and promotional aspects of being a member of NSW SES.

The NSW SES recognises the important contribution that older people make to the Service and the community, and encourages their membership. Senior members of the community contribute unique skills and expertise, and transfer this expertise to the Service's youth membership.

NSW SES recognises the valuable contribution women make to the Service and remains committed to enhancing and developing leadership skills in its female membership. In 2014-15, NSW SES members celebrated International Women's Day by wearing purple and hosting various events to recognise the contribution women have made to the Service.

In September 2014, four female members attended the *Women in Emergency Services, Enforcement and Defence Summit 2014* in Sydney, one attending as a guest speaker. The NSW SES Commissioner and 30 female members (paid and volunteer) attended the *National Defence, Police and Emergency Services Women's Leadership Summit 2015*, where a senior female staff member presented. Two senior female staff members attended the first *Women in Emergency Management Balance Program* at the Australian Institute of Police management (AIPM), where women in key leadership roles across Australasia were in attendance.

Staff Profile

The NSW SES staff profile as at 30 June 2015

Table 1 - Representation of employees by level compared with the three previous years correct as at 30 June 2015

Salary Bands	2014-2015			2013-2014			2012-2013			2011-2012		
	Total Staff	Women	Racial/ Ethnic/ Ethno- Religious Minority	Total Staff	Women	Racial/ Ethnic/ Ethno- Religious Minority	Total Staff	Women	Racial/ Ethnic/ Ethno- Religious Minority	Total Staff	Women	Racial/ Ethnic/ Ethno- Religious Minority
\$57,256 - \$62,245 Grade 1/2	46	39	3	39	34	3	38	30	3	44	34	4
\$64,008 - \$70,087 Grade 3/4	68	52	6	71	52	6	69	42	4	74	53	7
\$75,559 - \$83,371 Grade 5/6	79	39	3	78	37	3	74	30	1	78	37	3
\$85,868 - \$95,050 Grade 7/8	52	20	3	54	17	3	45	14	2	55	18	3
\$97,883 - \$107,863 Grade 9/10	33	10	1	34	10	1	27	18	1	36	26	1
\$113,212 - \$130,929 Grade 11/12	5	2	0	6	3	0	7	1	0	8	2	0
Above A&C Grade 12	6	3	0	9	0	0	7	0	0	11	1	0
Totals	289	165	16	291	153	16	267	135	11	306	171	18

Table 2 - Performance and numbers of senior executives 2013 - 2015

BANDS	2014-2015		2013-2014	
	Male	Female	Male	Female
Band 1 \$170,250 to \$242,800	1	2	2	
Band 2 \$242,891 to \$305,400	1		1	
Band 3 \$305,401 to \$430,450	1			

At 30 June 2015 the senior executive transition arrangements under the Government Sector Employees (GSE) Act 2013 were being implemented and five senior executives were appointed. An additional four senior executives were subsequently appointed in 2015-16.

The percentage total of employee-related expenditure that relates to Senior Executives was 2.77% in 2014-2015 and 2.83% in 2013-2014.

Table 3 - Workforce Diversity

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

	Feb 2014	% change Feb 2014 to Jun 2014	Jun 2014	% change Jun 2014 to Mar 2015	Mar 2015	% change Mar 2015 to Jun 2015	Jun 2015
TOTAL	337	-	363	-	350	7.14%	375
<i>Yes (An employee of the agency at census)</i>	299	2.68%	307	2.28%	314	4.78%	329
<i>No (Not an employee of the agency at census)</i>	36	41.67%	51	-33.33%	34	20.59%	41
<i>Casual employee not working on census</i>	2	150.00%	5	-60.00%	2	150.00%	5
EEO Survey Response Rate							
<i>EEO Survey Response rate</i>	66.55%	-1.01%	65.88%	2.36%	67.43%	2.24%	68.94%
<i>Non-casual employees</i>	287	3.14%	296	2.70%	304	5.92%	322
<i>Respondents to EEO survey</i>	191	2.09%	195	5.13%	205	8.29%	222
GENDER							
<i>All genders</i>	299	2.68%	307	2.28%	314	4.78%	329
<i>Male</i>	147	0.00%	147	1.36%	149	2.68%	153
<i>Female</i>	152	5.26%	160	3.13%	165	6.67%	176
<i>Indeterminate/Intersex</i>	-	0.00%	-	0.00%	-	0.00%	-
Aboriginal and Torres Strait Islander (ATSI)							
<i>Total EEO respondent to ATSI</i>	159	3.77%	165	3.64%	171	3.51%	177
<i>Aboriginal and Torres Strait Islander</i>	3	33.33%	4	25%	5	0.00%	5
<i>Aboriginal</i>	3	33.33%	4	25%	5	0.00%	5
<i>Torres Strait Islander</i>	-	0.00%	-	-	1	-100.00%	-



<i>Not Aboriginal and Torres Strait Islander</i>	156	3.21%	161	3.11%	166	3.61%	172
<i>Withdrawn</i>	66	-4.55%	63	0.00%	63	7.94%	68
<i>Missing</i>	62	9.68%	68	2.94%	70	10.00%	77
Disability							
<i>Total EEO respondent to Disability</i>	186	2.15%	190	4.74%	199	8.54%	216
<i>Total disabilities</i>	12	16.67%	14	-14.29%	12	-8.33%	11
<i>Disability requiring adjustment at work</i>	6	16.67%	7	-28.57%	5	-20.00%	4
<i>Disability requiring no adjustment at work</i>	6	16.67%	7	0.00%	7	0.00%	7
<i>Disability where adjustment is not recorded</i>	-	0.00%	-	0.00%	-	0.00%	-
<i>No disability</i>	174	1.15%	176	6.25%	187	9.63%	205
<i>Withdrawn</i>	41	-2.44%	40	-2.50%	39	0.00%	39
<i>Missing</i>	60	10.00%	66	0.00%	66	1.52%	67
Ethnicity							
<i>Total EEO respondent to ethnicity</i>	63	11.11%	70	21.43%	85	18.82%	101
<i>Person from a Racial, Ethnic or Ethno-Religious Minority</i>	3	0.00%	3	33.33%	4	0.00%	4
<i>Person not from a Racial, Ethnic or Ethno-Religious Minority Group</i>	60	11.67%	67	20.90%	81	19.75%	97
<i>Withdrawn</i>	14	14.29%	16	6.25%	17	11.76%	19
<i>Missing</i>	210	0.00%	210	-3.81%	202	0.00%	202
Language							

Work Health and Safety

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

In 2014-15, further progress was made on the implementation of the safety management system, *SafeHold*, with the establishment of a state wide electrical test and tag program. This program ensures that all electrical equipment is assessed and safe to use when required, as well as providing accurate reporting and inventory of all items. The NSW SES *SafeHold* system received 703 calls in 2014-15. Injury Management procedures were developed to support the introduction of the injury management modules of the *SafeHold* system. These procedures provide members with crucial information required in the event of an injury.

The branch commenced implementation of an online hazardous substances management system, *MSDS Online*. This system enables the identification of the variety of hazardous substances used across the Service and the capacity to then develop appropriate storage requirements with supporting documentation.

The branch held its first health and safety representative one-day refresher training workshops. This provided the opportunity for collaboration among representatives, and for all attendees to refresh and enhance their knowledge and skills in work health and safety.

Members from the branch attended two NSW SES Region conferences and undertook 25 visits to Regions and Units to provide education, advice and support to members. A successful immunisation program was undertaken with over 2,500 vaccines provided to members across the Service.

In 2014-15, NSW SES was not prosecuted under the *Work Health and Safety Act 2011*.

Training and Education

The vision for NSW SES Training and Education branch is to be leaders in innovative learning solutions across all emergency services. The team is committed to developing quality training and assessment products to meet the capability requirements of the diverse NSW SES membership.

In 2014-15, the branch commenced development of the NSW SES Education Strategy, 'Developing Outstanding People', which will incorporate a leadership framework and blended learning

Table 4 - WHS Compensable Injury Statistics

Compensation Claims 2014-15	NSW State Emergency Service
Total Employees	336
Total Claims	9
Total Operational Employees	155
Total Operational Claims	NIL
Total Volunteer Members	8373
Total Volunteer Claims	108

Table 5 - WHS Injury Analysis (All members)

The top three bodily locations include:	The top three agencies of injury include:	The top three mechanism of injury include:
Multiple locations (42)	Outdoor environment (45)	Slips, trips and falls (45)
Knee (15)	Cutting, slicing and sawing (27)	Muscle Stress, carrying/lifting (21)
Hand, fingers and thumb (12)	Garden and outdoor powered equipment (13)	Hitting moving object (15)
The top three nature of injury include:	The top three activities at time of injury include:	
Trauma to muscles/tendons (45)	Storm damage operations (63)	
Contusion, bruising (20)	Operational training (33)	
Laceration (12)	Supporting other emergency service organisations, bushfires and searches (12)	

strategy. These initiatives provide development opportunities for members at all levels and focus on the increasing capability in emergency management, leadership, people management and business acumen.

Throughout the year, the branch continued to maintain the NSW SES Enterprise Registered Training Organisation (RTO), conducting quality assurance, product development and continuous improvement of existing training and assessment products. By managing the functions of NSW SES RTO, the branch provided high quality training and assessment resources meeting national public safety standards.

Training and Education continued extensive work in ensuring NSW SES training resources are of the highest standard. The branch, in collaboration with Operational Capability developed several new Training Resource Kits (TRKs). These included

Urban Search and Rescue (USAR) Category 1, Industrial and Domestic Rescue, Incident Controller Level 1, and Australasian Intra-agency Incident Management System 4 (AIIMS) gap. They also conducted ongoing revision of existing TRKs, as well as delivering pilot programs, implementation workshops, and the conducting pre-assessment validation on the newly developed TRKs.

Work continued on the development of online learning resources and delivery platforms to support learners and trainers increase access to a wider variety of training resources. Content to support blended learning for AIIMS 4 was released during 2014 and online resources for Flood Rescue Awareness and First Aid training are under development for release in 2015. SAP Learning Solution Online (LSO) is now being used as the platform for access and recording of online learning delivery.

Enhancements to streamline SAP LSO reporting processes continued to be a focus. Several data issues were resolved resulting in enhanced accuracy of member training data. There was ongoing preparation for the Australian Skills Quality Authority (ASQA) RTO re-registration audit in November 2015, including the development of a high-level project plan and subsequent development of governance documentation.

Training and Education incorporates the specialist section of Professional Development, which is responsible for managing the coordination and delivery of both corporate and personal professional development for all members. In 2014-15, the section assisted in the delivery of ten multi-agency leadership programs around New South Wales and delivered five *Leading Self: Leading Others Region* leadership programs. It also coordinated attendance for over 30 volunteers and staff at the *National Defence, Police and Emergency Services Women's Leadership Summit*, and developed the *SES AWARE* program as part of the staff induction process.

The Training and Education branch also has the responsibility for the management of a significant professional development budget allocation which provided training to staff and volunteers in 2014-15 including *Procurement, Change Management, Resilience, Safety Leadership, First Aid, Region Controller Leadership Development, Writing Skills* and *Straight Talk*.

Additionally, the branch coordinated the delivery of Flood Rescue Training Courses consisting of 19 Flood Rescue Level 1 courses, five Flood Rescue Level 3 Technician courses, eight Flood Rescue level 3 refresher night training courses and eight Flood Rescue Level 3 rescue from vehicles courses.

The branch also successfully designed, developed and delivered the *2015 Bi-Annual State Disaster Rescue Challenge (SDRC)*.



Members were from many NSW SES Units including Gosford, Hawkesbury, City of Sydney, Coffs Harbour City, Port Macquarie, Queanbeyan and Kiama. Teams were tested on a range of skills, over eight different stands, during the course of the weekend. The winners of the SDRC were the Kiama Unit from Illawarra South Coast Region. The event was made more successful this year as a result of a collaborative partnership with the NSW State Emergency Service Volunteer Association and NRMA Insurance, who assisted in funding the event.

Critical Incident and Counselling Services and Chaplaincy Services

NSW SES recognises that the types of roles performed by emergency service members can mean there may be times where they are involved in challenging events. Such events include the loss of life or property in floods and storms, search and rescue operations, motor vehicle accidents and large-scale disasters. This understanding saw the implementation of the Critical Incident and Counselling Services and Chaplaincy Service branches in NSW SES over 10 years ago.

Since that time the Service has maintained its commitment to supporting the mental health and wellbeing of members by providing peer support, critical incident support, counselling services and chaplaincy services. These services are available to both volunteers and staff. The Service also provides an Employee Assistance Program available for paid staff members only. These programs help ensure that impacts from mental health conditions in the workplace are acknowledged and the potential costs to the Service in the form of retention loss, absenteeism and rehabilitation costs are mitigated.

In 2014-15, Critical Incident and Counselling Services and Chaplaincy Services provided:

- over 135 hours of pre-incident education training and awareness
- over 398 hours of one-on-one support including follow-up and referral services
- 232 hours of support to on-going large-scale events
- 390 hours of Chaplaincy support services

The branch developed a new resilience-focused education training package called 'My 5 Awareness'. Clinical supervision was reintroduced throughout the year. The team maintained its exceptional standards through the provision of over 2,500 hours of professional training to Peer Supporters and 454 hours to Region Chaplains. The team also continued to provide a 24 hour a day, seven day a week critical incident support phone service, manned by two duty officers at all times.

In 2014-15, in line with research recommendations, a *Peer Support Program* was reintroduced to the NSW SES. There

are 50 Peer Supporters who provide services across the State. The Peer Supporters are able to provide services in their own Regions and Units. Access to this service is informal or through the critical incident support phone service.

The model of crisis intervention in NSW SES focuses on building emotional and psychological resilience which is provided by pre-incident education and awareness. Post-event interventions are provided along with supportive interventions during events when necessary. The *Critical Incident Support Program* is available to all NSW SES members 24 hours, seven days per week.

Chaplaincy exists under the leadership of the Senior Chaplain, with 20 volunteer Chaplains across NSW. In addition to acting as an advisor in leadership in the State headquarters and in all Regions, NSW SES Chaplains are extensively involved in pastoral care, recognising the need to support NSW SES members who may be affected by operational events or a life event that is not a direct result of their operational involvement.

NSW SES maintains an Employee Assistance Program to ensure staff are able to access support to alleviate psychosocial, psychological and work-related behavioural issues which impact on work, personal wellbeing and productivity. NSW SES engages two providers for this: Employee Assistance Services Australia Pty Ltd (EASA) and Clearview. These services are for early intervention and short term counselling. The positive benefits of the program is a reduction in employee concern, the provision of immediate support, the reduction of absenteeism and staff turnover, and improvements in productivity and engagement. During the reporting period, a Manager Assistance Program was funded as part of these services.

5.4 Change and Corporate Communications

NSW SES Change and Communications branch is made up of two teams: Corporate Communications and Change Management, with oversight by the Manager, Change. The branch comprises four staff with responsibility for media, social media, the Service's websites, internal communications, public relations and the Annual Report. The Change Management team comprises two staff with responsibility for facilitating change management within the Service.

The Change Management team are focused on facilitating the process of change across NSW SES. This has included the development of strategies and practical initiatives such as Town Hall meetings, the 'Compass' internal newsletter, the 'A Day in the Life' program to help staff better understand the volunteer base of the organisation and providing assistance to branches to produce internal messaging.

Change management training for senior staff and managers was conducted in 2014-15, permitting greater understanding of and adoption of change management principles. A temporary Change and Communication Coordinator was employed ahead of permanent recruitment, boosting the ability of the team to undertake change management initiatives.

During the past year the provision of operational media support was a significant focus with a series of severe weather events requiring the commitment of staff and volunteers across the state. The April 2015 floods and storms were the most notable and the most time intensive of these events. The Service's TV facility at the State Headquarters was successfully used throughout operational events for national and international broadcasts. Volunteers and staff provided 24 hour media and social media messaging to ensure affected communities were able to prepare for severe weather and were kept informed at all times.

Media training of volunteers occurred in five regions across the state, providing members with skills to work effectively and collaboratively with their local media. This also increased the Service's pool of trained media officers able to provide critical safety and warning information during operational responses. Trained media officers also supported community engagement, recruitment and profiling activities throughout the year.

NSW SES continued to refine its online community engagement through its primary and micro websites and social media. Flickr joined Facebook, You Tube and Twitter as platforms used by the Service to communicate and engage with the community. NSW SES also went to tender and subsequently commenced the rebuild of its main website. When complete in early 2016, the website will be more user-friendly, intuitive and informative, and will integrate with mobile devices and social media.

NSW SES continued to undertake media and social media support for major activities such as *Wear Orange Wednesday* (WOW Day), *StormSafe Week* and *FloodSafe month*. Media support was provided to promote activities including handovers of vehicles, buildings and equipment, as well as presentations, awards and launches. The team also ensured media messaging was incorporated into community engagement safety and preparedness messaging.

Public relations activities continued with the Service providing members and script advice to television and film productions such as *Home and Away* and support to the observational documentary *Storm Season*. Internal communications were facilitated through production of the bi-monthly *Compass newsletter*, providing support to Town Hall meetings, and the creation of stories for the Members Facebook Group and intranet.

5.5 Governance and Business Improvement

In 2014-15, NSW SES Governance & Business Improvement directorate was restructured to form the Strategy, Planning and Innovation directorate, with new management roles in the areas of Audit, Risk & Compliance, Strategy & Innovation and Program Governance. This came into effect on 1 July 2015. The new directorate consists of four functional areas delivering key strategic and governance outcomes for the Service.

Risk, Audit and Compliance are responsible for:

- oversight and reporting of corporate risks and their treatment plans
- management of internal and external audit programs
- senior executive and Audit and Risk Committee reporting on all management actions arising from audits
- senior executive and Audit and Risk Committee reporting on all management actions arising from recent Investigations into the NSW SES by the Independent Commission Against Corruption (ICAC) and the Public Service Commission (PSC)
- co-ordination of the development and ongoing management of Business Continuity Plans

Policy and Special Projects are responsible for:

- management of the development, implementation and maintenance of key policies
- management and co-ordination of programs aimed at changing organisational culture in line with NSW SES values

Strategic Planning and Innovation are responsible for:

- management and co-ordination of annual strategic and business planning processes
- reporting for the Senior executive on plan performance
- enterprise business and process analysis
- development, implementation and ongoing management of an innovation framework

Project Portfolio Office are responsible for:

- oversight of the development and implementation of projects aligned to the strategic plans for the NSW SES
- monitoring and reporting about project health to ensure objectives are being achieved within the constraints of time and cost
- senior executive reporting and strategic advice on portfolio status, risks and issues, and the Service's capacity to deliver planned outcomes



In 2014-15, several initiatives were delivered relating to recommendations in the Commission of Inquiry by the Independent Commission Against Corruption, the investigation conducted by the Public Service Commission and the Volunteer Management Audit report. All recommendations were integrated into NSW SES business plans. A framework was developed to enable executives to report on business plan performance and provide clarity in reporting management actions arising from audits. These enhanced capabilities will inform decision-making and strategic planning into the future.

A three year Internal Audit and Assurance Program (2014-2017) was developed to ensure legislative compliance and enable planned audits to be conducted by the internal audit function. A Fraud and Corruption Prevention Framework including a Fraud Control Plan was implemented. This framework allows NSW SES to prevent, detect and respond to fraudulent and/or corrupt behaviour and ensure public confidence in the quality of services provided to communities.

A review commenced of Business Continuity Plans to ensure flexibility and agility in maintaining service delivery under diverse conditions. A review also commenced of the Enterprise Risk Management Framework with an aim to integrate risk management policy, matrices and systems, and improve risk management maturity.

The NSW SES Compliance Framework that facilitates the implementation of robust practices for the effective management of compliance obligations was developed. Policy development continued in key at risk areas for the Service in combination with an ongoing policy awareness program.

The program, *TARPS Uncovered* was implemented to raise awareness of the Service's values – Trust, Accountability, Respect, Professionalism & integrity, Safety & service. This included training in how to have difficult conversations to resolve issues in a timely fashion and at a local level.

Effective business prioritisation was enhanced through the delivery of a new, streamlined budget prioritising process which provided clear outcomes in identification of strategic plans for project funding and management, as well as simplifying business-as-usual budget implementation and management.

Project management processes continued to be developed, with oversight of and reporting on the implementation of remedial actions related to external health check report recommendations conducted on all major projects funded through Treasury business cases. Mentoring and guidance was provided to all project managers and executive to ensure the successful delivery of projects across the Service. Development of a change management methodology for the Service was integrated into project management tools and templates.

5.6 Finance and Asset Management

Finance

NSW SES Finance branch is responsible for the accurate and timely delivery of accounting, payroll, banking, budgetary, taxation, audit and financial administration for the whole of the Service including 17 Region headquarters. There is currently nine full time staff employed in the Finance branch. The branch prepares the annual financial statements in accordance with *Australian Accounting Standards* and provides monthly expenditure and budget forecasting reports to NSW Treasury, Minister for Emergency Services, Department of Justice and the Strategic Leadership Team of NSW SES. The branch also manages the administration of corporate credit cards and ensures that compliance with the use of the cards aligns with Treasury best practice and statutory legislation including the *Public Authorities Finance Arrangement Act 1987*.

During 2014-15 the Finance branch oversaw the payment of almost 20,000 transactions with a total expenditure of \$95.692 million. This included expenses of \$16.335 million from the Natural Disaster Relief and Recovery Account (NDRRA) incurred by NSW SES in response to flood and storm operational events. Over ninety-five per cent of these payments to vendors were by Electronic Funds Transfer (EFT). NSW SES Finance branch continues to liaise with vendors currently paid by cheque to transition to EFT.

The Finance branch provides support to all 17 NSW SES Region headquarters and their volunteer Units. This support includes subject matter advice on insurance, taxation, grant administration, volunteer Unit bank accounts, and all finance and budget related matters. The Finance branch creates and maintains all new vendor and customer data for the whole of the agency in the SAP financial system.

Members of the Finance branch provided support to operational campaigns via the provision of logistics, aviation and transport support deploying members to Hunter Region to assist with finance administration and processing as a result of the storm event in April 2015.

In 2014-15 Finance branch assumed responsibility for the processing of payroll for NSW SES. During the year there has been development of many payroll processes to provide continuous improvement of services to NSW SES employees.

In 2015-16 the payroll team will develop the Employee and Manager Self Service (ESS & MSS) portals to enable supervisors and their teams to electronically submit overtime, higher duty claims and other allowances. This will substantially reduce paper handling, data entry and delays in remuneration processing.

NSW SES Funding

NSW SES is funded by the State Government, the Insurance industry and local councils. Since 2009-10 NSW SES funding of total recurrent and capital expenditure has been as follows:

- State Government 14.6%
- Insurance Industry 73.7%
- Local Councils 11.7%

The calculations of NSW SES funding is based on the population numbers in each local government area as reported in the most recent Australian Bureau of Statistics census of population and housing. The Ministry for Police and Emergency Services administers the preparation of tax invoices for the Emergency Services Levy (ESL). These are issued on a quarterly basis to the insurance industry and Local Councils on behalf of NSW SES. The funding model is transparent, equitable and simple to maintain and administer. It is aligned to NSW SES core responsibilities and the data is a stable and transparent source of information.

Insurance

NSW SES insurance is provided by the Treasury Managed Fund Insurance Scheme. The Director Finance and Assets Management is the appointed Risk Manager under the scheme.

The Contract of Coverage encompasses:

- Workers' compensation insurance
- Public liability insurance
- Motor vehicle comprehensive insurance
- Property insurance
- Personal Property Insurance
- Miscellaneous insurance

Consultancy Services

Engagements greater than \$50,000

Ernst and Young
NSW SES Functional Review
\$180,174.01

Government Property NSW
New NSW SES Headquarters
\$99,478.78

NSW Public Works
New NSW SES Headquarters
\$86,747.59

Mercer Consulting
Government Sector Employment Act Transition
\$57,750.00

KPMG

Risk Management Framework Review
\$55,000.00

Engagements less than \$50,000

Nature of Consultancy – Payroll consulting
Total number of engagements 1
Total Cost \$12,037.50

Nature of Consultancy – Workplace Safety
Total number of engagements 1
Total Cost \$24,600.00

Nature of Consultancy – Legal
Total number of engagements 9
Total Cost \$130,116.66

Nature of Consultancy – Engineering
Total number of engagements 1
Total Cost \$17,162.60

Nature of Consultancy – Communication
Total number of engagements 1
Total Cost \$38,080.00

Nature of Consultancy – Audit risk
Total number of engagements 8
Total Cost \$78,919.30

Nature of Consultancy – Procurement Accreditation
Total number of engagements 1
Total Cost \$41,332.32

Overseas Travel Expenditure

NSW SES incurred expenditure of \$39,000 on overseas travel in 2014-15.

This amount represents the cost of NSW SES volunteers and staff attending the 2014 Australasian Fire and Emergency Services Authorities Council (AFAC) conference in Wellington, New Zealand.

Research and Development

The following research projects were undertaken during the 2014-15:

- Hawkesbury Nepean Flood Prone Infrastructure Study
- Coastal Hazards Emergency Planning
- Tsunami Awareness for marine risk groups
- Flash Flood Stage 2 – pilot methodology
- NSW Guidelines for defining dam failure warning and evacuation area
- Spatial data components on the NSW flood database



Time for Payment of Accounts

NSW SES has a strict policy that all accounts are paid within the specified trading terms of the vendor as per *Treasury Circular 11/21*, and that advantage is taken of available discounts. The Service maintains a Payment Performance Profile.

NSW SES incurs expenditure against the Natural Disaster Relief and Recovery Arrangements (NDRRA) when responding to flood, storm and tsunami operations. NSW SES prepares Emergency Orders for the purchase of goods and services that are required specifically to assist in providing operational assistance during a Natural Disaster event. Every effort is made to ensure compliance with vendor's payments terms to ensure they are willing to make available their goods and services at any hour of the day or night. This assists in ensuring there are no unnecessary delays in provision of emergency response by the dedicated NSW SES volunteers.

Large operational events can impact on the time taken for the payment of accounts due to the volume received. NSW SES, led by the Finance branch continue to develop processes and utilise technology to improve the timeliness of payment performance to its vendors.

The table below shows payments by quarter for the reporting year

Aged analysis at the end of each quarter

Payment Performance Indicator	Sept 2014	Dec 2014	Mar 2015	June 2015
<i>Accounts payable</i>				
<i>All Suppliers</i>				
Current (within due date)	\$819,403	\$448,058	\$914,440	\$9,258,885
Less than 30 days overdue	\$18,620	\$3,722	\$23,621	\$5,995
Between 30 & 60 days overdue	\$8,686	\$0	\$750	\$1,159
More than 60 days overdue	(\$1,075)	(\$50)	\$1,242	\$0
<i>Accounts paid</i>				
<i>All Suppliers</i>				
Number of accounts due for payment	5,680	5,654	5,275	10,593
Number of accounts paid on time	5,056	4,715	4,220	8,245
Actual percentage of accounts paid on time (based on number of accounts)	89.01%	83.39%	80.00%	77.83%

Dollar amount of accounts due for payment	\$16,375,684	\$12,429,316	\$10,095,276	\$20,209,806
Dollar amounts of accounts paid on time	\$15,320,455	\$11,132,357	\$7,885,672	\$14,790,685
Actual percentage of accounts paid on time (based on \$)	93.56%	89.57%	78.11%	73.19%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

The NSW SES has forwarded to all its vendors information in regards to *Treasury Circular 11/12* small business suppliers.

Audit Risk Committee

During 2014-15, NSW SES internal audit and risk committee conducted meetings in accordance with *Treasury Circular TC 09/08*. The committee meets regularly and assist the Commissioner and management in understanding, managing, controlling risk exposures.

Credit Card Policy

All corporate credit cards issued to NSW SES members and policies developed for their usage is done-so in accordance with *Treasury Policy Paper 05-01, Credit Card Use – Best Practice Guide*. No late fees or interest payments were incurred in 2014-15.

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

Logistics

2014-15 saw the continued development of asset management in the NSW SES with the implementation of the SAP Enterprise Asset Management (EAM) Module beginning in May 2015. This major project for the NSW SES is a multi-agency program combining with other Emergency Service Organisations in the Justice Cluster. The EAM Module will strengthen the Service's accountability and management practices by increasing transparency and accuracy in reporting on the total life cycle of assets. It will also provide visibility of operational capability and allow for greater strategic planning of future requirements.

NSW SES submitted its application for the Procurement Accreditation Program on the 25th June 2015 with the establishment of the Chief Procurement Officer/Manager Logistics role and the Procurement Leadership Group in support of this. The Logistics Branch developed extensive governance materials including the Procurement Policy and Manual, as well as the Procurement Function Strategy and Procurement Management Plan. Procurement training was completed for key personnel with 75 staff completing Level 1 and 40 completing Level 2. Eight staff also completed a Diploma Government Procurement Contracting.

Key achievements of the Logistics branch also included:

- development of a central repository for contracts and the commencement of the review of the Central Contracts Register Disposal Policy
- review of the *Uniform Policy and Guidelines* including establishment of an improved system for distribution of uniform and personal protective clothing
- development of the *Material Replacement Program*
- commencement of the trial of the *Total Asset Management (TAM) Strategy Personal Protective Clothing Review* starting with the lightweight shirt and thermal protection
- compliance reviews conducted leading to creation of a new category for performance and management services for arborist and elevated working platform suppliers
- presentation of governance requirements for NSW Procurement to all NSW SES Regional Controllers and Business Managers across the state increasing corporate understanding
- delivery of comprehensive Unit inventory stocktakes and an early close off stocktake for the financial year
- approval of the occupational footwear tender
- commencement of the assessment of the establishment of a regional model targeting excellence, best practice and enhanced service support – if successful, it is intended that this will be rolled out across all NSW SES Regions

The Logistics branch is represented on the Volunteer Joint Consultative Council, the Approved Equipment Consultative Group, the Procurement Leadership Group, the Uniform Committee, and the Australasian Fire and Emergency Service Authorities Council in both the Collaborative Procurement Group and Personal Protective Equipment Technical Group.

E-commerce

NSW SES advertises upcoming tenders and advises successful tenders online. Position vacancies with the Service are shown

on the Jobs NSW website and the NSW SES intranet website. NSW SES makes payments to suppliers online by way of Electronic Funds Transfer (EFT). Currently in excess of 90% of all payments to vendors are by EFT. NSW SES continues to negotiate with vendors to change from cheque to this method of payment. NSW SES continues to use electronic purchase orders to the Service's suppliers for the procurement of goods and services online where appropriate.

Facilities Management

With over 250 sites across the state, 2014-15 saw great advancements in the way NSW SES manages and services its diverse facilities. Implementation of the SAP Enterprise Asset Management (EAM) Real Estate Module now provides a centralised database of all attributes of facilities owned, leased and occupied by NSW SES. Hazardous Materials Management Plans and remediation programs were completed for identified hazardous sites across the state with final versions of the Hazardous Materials Survey to be made available in 2015-16.

The selection of a new NSW SES State Headquarters has been an ongoing project throughout the financial year, with extensive research and analysis conducted. The final premises location will be announced in 2015-16.

The Facilities branch continued to provide services and support to all Regions and Units across the state, as well as the State Headquarters. This included the engagement of Public Works to undertake a condition-based assessment of all Unit premises that will inform future building improvement works and funding requirements. In December 2014 the branch also introduced a facilities section to 'Service Desk Plus', the NSW SES helpdesk system, to track facilities-related tasks and improve service to all members. At the end of 2014-15 the system had recorded over 440 items.

Waste Management

The NSW SES Waste Management Plan is reviewed annually and all members are made aware of the need for efficiency in reducing waste levels. The plan includes:

- procurement of recycled paper
- ensuring all office equipment purchased has the capability to process recycled products
- publication of NSW SES documents in soft copy online where possible
- paper recycling throughout the state by local recycling firms

Fleet Management

NSW SES continued to upgrade and enhance its vehicle and marine fleets in 2014-15. Throughout the year the Fleet



branch provided assistance and support members across the state to ensure all vehicles, vessels and trailers remained compliant with legislative standards and safe for all NSW SES members and the public. The centrally-managed Fleet Project completed the third year of its five year lifespan. The project aims to standardise and centralise the NSW SES Operational Fleet including the transition of vehicles from local government councils.

One of the key achievements over the past 12 months was building and delivering 13 Medium Storm Vehicles for Units across the state including Randwick, Braidwood, Inverell, Taree, Forster Pacific Palms, City of Newcastle, Tamworth, Ku-ring-gai, Burwood, Cowra, Canterbury, Wyong and Goulburn. The Medium Storm Vehicles provide enhanced storm and flood response capabilities including local flooding, ground and medium-scale roof operations, large tree operations and general land search. Twelve of the 13 vehicles replaced existing vehicles which were up to 29 years old with one of the vehicles being an addition to the Goulburn Unit fleet. Three of the trucks were based on Isuzu NPR300 dual cab chassis with the cost per truck being \$204,196.98. The other 10 were based on Isuzu NPR400 dual cab chassis with the cost per truck being \$209,447.05 (GST excluded). The total cost includes the cab chassis and service body. The service body of the vehicles were built by Bell Environmental and the total contract value was \$2,055,690. As a result of this, the Fleet branch commenced decommissioning and auctioning the older vehicles and this continues into 2015-16. The focus for the Fleet Project in 2015-16 will be to design, build and deliver Light Storm Vehicles and Rescue Vehicles.

Other achievements include the delivery of three Heavy Rescue Trucks to Snowy River, Urbenville & Brewarrina Units, each valued at \$320,708, as well as the replacement of 33 new Region vehicles ranging from small SUVs to Dual Cab 4x4s. The dual cab vehicle delivered to Southern Highlands Region fitted with a custom canopy and an impact resistant non-metal bull bar is now the preferred choice across NSW SES providing improved features, safety and whole of life costs breakdown.

Along with new additions, vehicles identified as fit for purpose and safe to use were transitioned from Local Government Council to being owned and managed by NSW SES. Since inception of the Fleet Project a total of 388 vehicles have been transitioned at a total cost of \$2,268,539.28, with \$361,987 spent in the 2014-15 financial year. The vehicles were acquired from councils either by gift, nominal or market value. The market value of all transitioned vehicles is \$7,796,479.

Following consultation with State Fleet and Regions, extensions to leases for current fleet vehicles were approved where deemed appropriate. This enabled business to continue

with a vehicle that is fit-for-purpose as well as reducing costs by customising vehicle leases and reducing costly vehicle commissioning-decommissioning expenses.

As part of a priority action under the NSW Long Term Transport Master Plan, NSW SES began a trial to explore the introduction of collision avoidance systems. Collision Avoidance Technology (CAT) systems typically involve an array of sensors that provide the driver with information about the immediate environment surrounding the vehicle and focus on crash avoidance and mitigation. NSW SES installed CAT in 20 vehicles across the state to measure its effectiveness in reducing incidents that could lead to crashes. No speed data is being collected.

NSW SES continued to update its marine fleet in 2014-15. Ten flood boats were replaced, each with various configurations designed to match capability requirements. The priority for replacement of the vessels was based on considerations of safety, age and fit-for-purpose, combined with information contained in NSW SES Region Capability Plans.

Marine fleet delivered in 2014-15 included:

- 420 RIB Gemini, Tumut Unit, Murrumbidgee Region
- 385 Jabiru, Forbes Unit, Lachlan Region
- 599 Bowloader, Bellingen Unit, Clarence Nambucca Region
- 550 RIB Gemini, Port Stephens Unit, Hunter Region
- 599 Bowloader, Hawkesbury Unit, Sydney Western Region
- 475 Jabiru, Bourke Unit, Far West Region
- 599 Bowloader, Coraki Unit, Richmond Tweed Region
- 550 RIB Gemini, Ryde Unit, Sydney Northern Region
- 420 IRB Gemini, Nowra Unit, Illawarra South Coast Region
- 489 Barra Pro, Wauchope Unit, Mid North Coast Region

5.7 Information and Communications Technology

In 2014-15, NSW SES Information and Communications Technology (ICT) directorate continued to grow and enhance the Service's access to the latest technologies, as well as the management of technological assets and infrastructure. The directorate is made up of ICT Infrastructure, IT Systems and Communications (Radio and Paging).

ICT Infrastructure

NSW SES ICT Infrastructure Branch is responsible for the management, implementation and enhancement of enterprise infrastructure and related servers, networks, workstations, telephony as well as end user support to facilitate delivery of core business processes. In 2014-15, the branch rolled out 655

tablet devices to NSW SES Units, enabling access to multiple systems anywhere, anytime. NBN services were installed at three locations across the state. Centralisation of fixed and mobile telephony management for Sydney metropolitan Region and Unit locations increased the efficiency of NSW SES' telephony services as service contracts were renewed.

There were 43 multifunction devices rolled out to Region locations and the State Headquarters to replace aged equipment. Twenty new network routers at Unit locations were installed to increase link stability and reliability and 185 centrally-managed wireless network devices were deployed to Units increasing wireless network capacity and uptime. There were 352 desktops and laptops, and 560 monitors deployed to replace aged equipment in 190 of Region and Unit headquarters. There were also 86 additional rapid deployment telephony kits provided to support operational activity and maintain capability during enactment of business continuity plans.

Resources and capability were increased through the commissioning of 13 electronic expo display stands to enhance community engagement activities. The creation of an in-house media production capability with both live and recorded videos allowed for improved engagement techniques with communities and NSW SES members across the state.

Six additional business units were integrated into 'Service Desk Plus', the NSW SES helpdesk system, so members have one point of contact for service, regardless of the business unit servicing their request. Further integration of data management occurred with the decommissioning of a legacy datacentre location and commissioning of a platform as a service environment in the whole of government datacentre.

Information Technology Systems

NSW SES Information Technology (IT) Systems branch is responsible for developing, testing and supporting key organisational system solutions for operational support of volunteers. The branch maintains critical systems across the Service including the internal online platform, *Everyone's Online System* (EOS), Identity Management, Records Management (utilising TRIM) and SAP.

2014-15 saw the creation of a SAP Services Team to support the SAP function for NSW SES by providing day-to-day service to the business units across the state. This team also maintained and utilised the partnership with other emergency services in the shared SAP platform to ensure best practice and aligned functionality. The SAP Government Risk and Compliance module was used to significantly reduce existing SAP risk

violations and is being used to monitor new potential risk impacts as well as conducting an internal audit of all security access roles.

During the year, an external provider was engaged to conduct a major review of the processes, systems and integration of identity and account management systems. This review was essential in understanding what has previously been an evolving solution and provided a clear path forward to significantly improve management of users identify, access and security systems.

Over 600 requests were completed using 'Service Desk Plus', the NSW SES helpdesk system, primarily related to EOS, SAP and identity management. NSW SES records metadata was significantly improved to align with new NSW security classification guidelines. The Flood Intelligence Module was successfully deployed replacing a legacy system with one that is modern with greatly improved functionality and usability. A new public information request solution was implemented to support the Operation Centre to manage the request and distribution of volunteer information packs.

Resources and support were provided to organisational projects including *Enterprise Asset Management* (EAM), the operational management system *beacon* project and business continuity planning. The accounts admin website, an internal application used to support members by providing account information, password resets and Service Desk request creation, was completely overhauled and deployed to improve security, auditability and usability.

Communications

NSW SES ICT Communications branch is responsible for the maintenance and development of communications technologies across the Service. In 2014-15, the branch continued analysis and focus on the transformation of communications technologies to improved agile, robust, modular and scalable systems, including investigating future technologies for integration as part of the radio communication project.

NSW SES ensured extensive consultation and collaboration throughout the year with NSW Telecommunications Authority and cluster emergency service organisations counterparts to address current and future communications strategies for strengthening and alignment of inter-agency operational procedures. This included providing subject matter expertise and assistance to NSW Telecommunications Authority contracted consultants in support of NSW Governments Public Safety Mobile Broadband Business Case support.



There was a dramatic increase in NSW SES volunteer engagement with communication goals and strategies throughout 2014-15 with *Communications Assistance Team* conferences seeing numbers rise from 17 to 85 members. Attendance at industry conferences including the *Association of Public-Safety Communications Officials Australasia* and *Comms Connect*, as well as Region and Unit visits with demonstrations of leading edge technologies increased visibility and exposure to industry for members.

Rapid deployment emergency communications systems were provided for operational leadership functions during weather events when critical infrastructure was damaged, including Wi-Fi satellite devices for continuous connectivity. This included the rapid deployment and support of leading edge technologies, as well as the two week deployment of the full communications team during the April 2015 flood and storm event to provide and sustain critical infrastructure and Incident Management Team support.

The highly successful completion of digital long-range radio trails resulted in a new strategy for the provision of a robust, self-sufficient and resilient information system across all areas of the state. Discovery phases of 'Wearable Technologies' for improved volunteer safety through geolocation services built in personal protective clothing and equipment were undertaken. Improvements were made to resources including procuring fit-for-purpose rapid deployable and safer mast systems. Preventative maintenance inspections were initiated on all PMR radio base stations and towers. The ICT Communications branch assisted the NSW SES procurement accreditation with 90% + scoring on tenders submitted by the team. Also, safety IP radio communications were installed in the State warehouse.

06

Financial Statements





INDEPENDENT AUDITOR'S REPORT

Office of the NSW State Emergency Service

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Office of the NSW State Emergency Service (the Department), which comprise the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Basis for Qualified Opinion

As is common for entities that have donations and fundraising as sources of revenue, it is impracticable to maintain an effective system of control over donation and fundraising revenues until initial entry in the financial records. Accordingly, as the evidence available to me regarding revenue from these sources was limited, my audit procedures with respect to donation and fundraising revenues were restricted to the amounts recorded in the financial records. I am therefore unable to express an opinion on whether all donation and fundraising revenues received by the Department during the year ended 30 June 2015 were recorded in the financial records. My 30 June 2014 report was similarly qualified.

Qualified Opinion

In my opinion except for the matter referred to in the Basis of Qualified Opinion paragraph, the financial statements:

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

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

Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for preparing financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act and for such internal control as the Commissioner determines is necessary to enable the preparation of financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including an assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

My opinion does *not* provide assurance:

- about the future viability of the Department
- that it carried out its activities effectively, efficiently and economically
- about the effectiveness of the internal control
- 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 other information that may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and relevant ethical pronouncements. The PF&A Act further promotes independence 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, but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by the possibility of losing clients or income.



A T Whitfield PSM
Acting Auditor-General

11 November 2015
SYDNEY





**OFFICE OF THE NSW STATE EMERGENCY SERVICE
FINANCIAL STATEMENTS
For the Year Ended 30 June 2015**

STATEMENT BY COMMISSIONER

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

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

A handwritten signature in black ink, appearing to read 'Adam Dent', is written over a white background.

**Adam Dent
Commissioner**

4 November 2015



**STATE HEADQUARTERS
OFFICE OF THE COMMISSIONER**
6-8 Regent Street, Wollongong NSW 2500
PO Box 6126, Wollongong DC NSW 2501
P (02) 4251 6503
F (02) 4251 6500
www.ses.nsw.gov.au



OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of comprehensive income for the year ended 30 June 2015

	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	33,384	34,549	33,228
Other operating expenses	2(b)	37,986	36,946	37,981
Depreciation	1(g)(v) & 2(c)	3,971	6,234	4,946
Grants and subsidies	2(d)	4,016	3,930	3,854
Other expenses (Disaster Relief)	2(e)	<u>16,335</u>	<u>5,000</u>	<u>4,727</u>
TOTAL EXPENSES EXCLUDING LOSSES		<u>95,692</u>	<u>86,659</u>	<u>84,736</u>
Revenue				
Sales of goods and services	3(a)	366	37	332
Investment revenue	3(b)	572	409	484
Grants and contributions	3(c)	103,877	90,117	88,350
Acceptance by the Crown Entity of employee benefits and other liabilities	1(h)(ii)(b) & 3(d)	372	136	896
Other revenue	3(e)	<u>1,182</u>	<u>307</u>	<u>1,410</u>
Total Revenue		<u>106,369</u>	<u>91,006</u>	<u>91,472</u>
Gain / (loss) on disposal	4	4	(149)	(637)
Other gains / (losses)		<u>-</u>	<u>-</u>	<u>-</u>
Net Result		<u>10,681</u>	<u>4,198</u>	<u>6,099</u>
Other comprehensive income				
Total other comprehensive income		<u>-</u>	<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME		<u><u>10,681</u></u>	<u><u>4,198</u></u>	<u><u>6,099</u></u>

The accompanying notes form part of these financial statements.



OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of financial position as at 30 June 2015

ASSETS	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
Current Assets				
Cash and cash equivalents	6	15,998	16,636	19,762
Receivables	7	13,940	3,083	2,542
Inventories	1(g)(xi) & 8	5,649	4,553	5,624
Other	9	<u>5</u>	<u>3</u>	<u>3</u>
Total Current Assets		35,592	24,275	27,931
Non - Current Assets				
Property, Plant and Equipment				
- Land and buildings	10	9	-	9
- Plant and equipment	10	<u>25,738</u>	<u>27,478</u>	<u>21,698</u>
Total Property, Plant and Equipment		<u>25,747</u>	<u>27,478</u>	<u>21,707</u>
Total Non-Current Assets		25,747	27,478	21,707
Total Assets		61,339	51,753	49,638
LIABILITIES				
Current Liabilities				
Payables	11	10,814	9,979	9,824
Provisions	12	<u>4,019</u>	<u>3,000</u>	<u>4,018</u>
Total Current Liabilities		14,833	12,979	13,842
Non - Current Liabilities				
Provisions	13	<u>69</u>	<u>32</u>	<u>40</u>
Total Non - Current Liabilities		69	32	40
Total Liabilities		14,902	13,011	13,882
Net Assets		46,437	38,742	35,756
EQUITY				
Accumulated funds		<u>46,437</u>	<u>38,742</u>	<u>35,756</u>
Total Equity		46,437	38,742	35,756

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Statement of changes in equity
for the year ended 30 June 2015

	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2014	35,756	35,756
Net result for the year	10,681	10,681
Total comprehensive income for the year	<u>10,681</u>	<u>10,681</u>
Balance at 30 June 2015	<u><u>46,437</u></u>	<u><u>46,437</u></u>
Balance at 1 July 2013	29,657	29,657
Net result for the year	6,099	6,099
Total comprehensive income for the year	<u>6,099</u>	<u>6,099</u>
Balance at 30 June 2014	<u><u>35,756</u></u>	<u><u>35,756</u></u>



OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of cash flows for the year ended 30 June 2015

	Notes	Actual 2015 \$'000	Budget 2015 \$'000	Actual 2014 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(33,649)	(34,572)	(31,551)
Grants and subsidies		(20,351)	(8,930)	(8,581)
Other		<u>(42,671)</u>	<u>(36,704)</u>	<u>(45,016)</u>
Total Payments		(96,671)	(80,206)	(85,148)
Receipts				
Sale of goods and services		366	37	1,829
Interest received		528	409	447
Emergency Services Levy		66,385	66,657	62,809
Grants and contributions		12,878	12,878	12,624
Other		<u>18,768</u>	<u>12,189</u>	<u>18,209</u>
Total Receipts		98,925	92,170	95,918
NET CASH FLOWS FROM OPERATING ACTIVITIES	17	2,254	11,964	10,770
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, plant & equipment		209	71	157
Purchases of land and buildings, plant and equipment		<u>(6,227)</u>	<u>(14,081)</u>	<u>(6,607)</u>
NET CASH FLOWS FROM INVESTING ACTIVITIES		(6,018)	(14,010)	(6,450)
CASH FLOWS FROM FINANCING ACTIVITIES				
NET CASH FLOWS FROM FINANCING ACTIVITIES		<u>-</u>	<u>-</u>	<u>-</u>
NET INCREASE/(DECREASE) IN CASH		(3,764)	(2,046)	4,320
Opening cash and cash equivalents		<u>19,762</u>	<u>18,682</u>	<u>15,442</u>
CLOSING CASH AND CASH EQUIVALENTS	6	15,998	16,636	19,762

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Supplementary Financial Statements Service group statements for the year ended 30 June 2015

EXPENSES & INCOME	Service Group 1*		Service Group 2*		Not Attributable		Total	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Expenses excluding losses								
Operating expenses								
- Employee related	8,346	8,307	25,038	24,921	-	-	33,384	33,228
- Other operating expenses	9,497	9,495	28,489	28,486	-	-	37,986	37,981
Depreciation	-	-	3,971	4,946	-	-	3,971	4,946
Grants and subsidies	1,004	964	3,012	2,890	-	-	4,016	3,854
Other expenses (Disaster Relief)	-	-	16,335	4,727	-	-	16,335	4,727
Total expenses excluding losses	18,847	18,766	76,845	65,970	-	-	95,692	84,736
Revenue**								
Sale of goods and services	92	83	274	249	-	-	366	332
Investment revenue	143	121	429	363	-	-	572	484
Grants and contributions	19,916	18,954	71,083	56,772	12,878	12,624	103,877	88,350
Acceptance by the Crown Entity of employee benefits and other liabilities	93	224	279	672	-	-	372	896
Other revenue	520	513	662	897	-	-	1,182	1,410
Total revenue	20,764	19,895	72,727	58,953	12,878	12,624	106,369	91,472
Gain / (loss) on disposal	-	-	4	(637)	-	-	4	(637)
Other gains / (losses)	-	-	-	-	-	-	-	-
Net Result: surplus / (deficit)	1,917	1,129	(4,114)	(7,654)	12,878	12,624	10,681	6,099
TOTAL COMPREHENSIVE INCOME / (LOSS)	1,917	1,129	(4,114)	(7,654)	12,878	12,624	10,681	6,099

* The names and purposes of each service group are summarised in Note 5.

** Appropriations are made on an entity basis and not to individual service groups. Consequently, appropriations must be included in the 'Not Attributable' column.
Cluster grant funding is also unlikely to be attributable to individual service groups.



OFFICE OF THE NSW STATE EMERGENCY SERVICE

Supplementary Financial Statements
Service group statements for the year ended 30 June 2015

ASSETS & LIABILITIES	Service Group 1*		Service Group 2*		Total	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Current assets						
Cash and cash equivalents	2,771	4,941	13,227	14,821	15,998	19,762
Receivables	609	581	13,331	1,961	13,940	2,542
Inventories	1,412	1,406	4,237	4,218	5,649	5,624
Other	1	1	4	2	5	3
Total current assets	4,793	6,929	30,799	21,002	35,592	27,931
Non-current assets						
Land & Buildings	2	2	7	7	9	9
Plant and equipment	-	-	25,738	21,698	25,738	21,698
Total non-current assets	2	2	25,745	21,705	25,747	21,707
TOTAL ASSETS	4,795	6,931	56,544	42,707	61,339	49,638
Current liabilities						
Payables	2,703	2,436	8,111	7,388	10,814	9,824
Provisions	1,005	1,005	3,014	3,013	4,019	4,018
Total current liabilities	3,708	3,441	11,125	10,401	14,833	13,842
Non-current liabilities						
Provisions	17	10	52	30	69	40
Total non-current liabilities	17	10	52	30	69	40
TOTAL LIABILITIES	3,725	3,451	11,177	10,431	14,902	13,882
NET ASSETS	1,070	3,480	45,367	32,276	46,437	35,756

* The names and purposes of each service group are summarised in Note 5.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements

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OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting entity

The Office of the NSW State Emergency Service (NSW SES) is a NSW government department in accordance with section 45 of the Public Finance and Audit Act 1983. The NSW SES is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

NSW SES is an emergency and rescue service dedicated to assisting the community. It is made up almost entirely of volunteers, with 234 units located throughout New South Wales. The units comprise approximately 8,000 volunteer members. NSW SES major responsibilities are for flood and storm operations. NSW SES also provides road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural) and other forms of specialist rescue. NSW SES also assists other emergency services when they are performing major operations.

These financial statements for the year ended 30 June 2015 have been authorised for issue by the Commissioner on 4th November 2015.

(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 (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*; and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities or issued by the Treasurer.

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

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

(c) Statement of compliance

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

(d) Insurance

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

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

Income, expenses and assets are recognised net of the amount of GST, except that the:

- the amount of GST incurred by the entity as a purchaser that is not recoverable from the Australian Taxation Office 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 Australian Taxation Office are classified as operating cash flows.

(f) Income recognition

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

(i) Grants and contributions

Grants and contributions from other bodies are recognised as income when the entity obtains control over the assets comprising the grant/contributions. Control over grants and contributions is normally obtained upon the receipt of cash.

The NSW SES received contributions from local government councils (11.7%) and insurance companies (73.7%). NSW Treasury (14.6%) provided the state government contribution by way of annual grants through the Department of Justice (DJ).

Annual grants from DJ are now reported as grants and contributions revenue.



OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements

(ii) Sale of goods

Revenue from the sale of goods is recognised as revenue when the entity transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of services

Revenue is recognised when the service is provided.

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

(g) Assets

(i) Acquisition of assets

Assets acquired are initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

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

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

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. deferred payment amount is effectively discounted at an asset-specific rate.

(ii) Capitalisation thresholds

Property, plant and equipment costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised. The asset classifications comprise Rescue Equipment, Communication Equipment and Computer Equipment. All vehicles are capitalised.

(iii) 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 (TPP 14-1). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement*, and AASB 116 *Property, Plant and Equipment*.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

(g) Assets (continued)

(iii) Revaluation of property, plant and equipment (continued)

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

Items of plant and equipment, as non-specialised assets with short useful lives, are measured at depreciated historical cost, as a surrogate for fair value. Plant and equipment assets are tested for impairment where an indicator for impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to the recoverable amount and the reduction is recognised as an impairment loss.

The entity revalues each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation is separately restated.

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

Revaluation increments are credited directly to revaluation surplus, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of assets previously recognised as an expense in the net result, the increment is recognised immediately as revenue in the net result.

Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the revaluation surplus in respect of the same class of assets, they are debited directly to the revaluation surplus.



OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

(g) Assets (continued)

(iii) Revaluation of property, plant and equipment (continued)

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

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

(iv) Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AASB 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(v) Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis against all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity.

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

Land is not a depreciable asset.

The useful lives of major categories of assets are:

Buildings	40 years
Plant and Equipment	5 to 10 years
Computers	5 years
Furniture and Fixtures	8 to 10 years
Operational Equipment	5 to 8 years
Communication Equipment	5 years

(vi) Major inspection costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

(g) Assets (continued)

(vii) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(viii) Maintenance

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

(ix) Leased assets

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

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

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

(x) Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost, or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

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



OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

(g) Assets (continued)

(xi) Inventories

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

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

(xii) Impairment of financial assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset’s carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

(xiii) Derecognition of financial assets and financial liabilities

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

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

Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the entity’s continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(xiv) Other Assets

Other assets are recognised on a cost basis.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

(h) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to the entity and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(ii) Employee benefits and other provisions

(a) Salaries and wages, annual leave, sick leave and on-costs

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

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

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



OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

(h) Liabilities (continued)

ii) Employee benefits and other provisions (continued)

(b) Long service leave and superannuation

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based in the application of certain factors (specified in NSWTC 15/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

(c) Consequential on-costs

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

(i) Equity

Accumulated Funds

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

(j) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

(k) Comparative information

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

(l) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Issued but not yet effective

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

The following new Australian Accounting Standards have not been applied and are not yet effective. These include:

- AASB 9, AASB 2010-7, AASB 2013-9 (Part C), AASB 2014-1 (Part E), AASB 2014-7 and AASB 2014-8 regarding financial instruments
- AASB 14 and AASB 2014-1 (Part D) regarding Regulatory Deferral Account
- AASB 15 and AASB 2014-5 regarding Revenue from Contracts with Customers
- AASB 1056 Superannuation Entities
- AASB 2014-3 regarding accounting for acquisitions of interests in joint operations
- AASB 2014-4 regarding acceptable methods of depreciation and amortisation
- AASB 2014-6 regarding bearer plants
- AASB 2014-9 regarding equity method in separate financial statements



OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

1) **Changes in accounting policy, including new or revised Australian Accounting Standards (continued)**

(i) Issued but not yet effective (continued)

- AASB 2014-10 regarding sale or contribution of assets between investor and its associate or joint venture
- AASB 2015-1 regarding annual improvements to Australian Accounting Standards 2012-2014 cycle
- AASB 2015-2 regarding amendments to AASB 101 disclosure initiatives
- AASB 2015-3 regarding materiality

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

(ii) Issued and effective in the reporting period

AASB 1055 – Budgetary Reporting: ensure that the original budgeted financial statement presented to parliament is reflected in the financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

	2015	2014
2. Expenses Excluding Losses	\$'000	\$'000
(a) Employee related expenses		
Salaries and wages (including recreation leave)	27,850	26,958
Superannuation - defined benefit plans	308	408
Superannuation - defined contribution plans	2,240	2,061
Long service leave	1,125	1,544
Workers' compensation insurance	169	376
Payroll tax and fringe benefit tax	1,692	1,881
	<u>33,384</u>	<u>33,228</u>
(b) Other operating expenses include the following:		
Auditor's remuneration		
- Audit of financial statements	101	253
Operating lease rental expense		
- Minimum lease payments	2,313	2,236
Insurance	751	484
Cleaning	479	376
Utilities	830	762
Fleet expenditure	3,081	3,442
Travel	869	731
Freight, cartage and packing	107	116
Advertising and publicity	409	414
Telecommunication	3,890	3,397
Government Radio Network	7,920	7,563
Printing and Stationery	665	728
Fees for services rendered	1,522	908
Consultants	1,270	1,469
Training	2,480	1,805
Maintenance*	3,144	2,295
Computer Services	1,017	2,483
Minor Equipment	3,562	7,260
Inventory	1,760	1,985
Unit Inventory Recognition	-	(2,123)
General Expenses	1,816	1,397
	<u>37,986</u>	<u>37,981</u>
*Reconciliation - Total maintenance		
Maintenance expense - contracted labour and other (non-employee related), as above	3,144	2,295
Employee related maintenance expense included in 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	<u>3,144</u>	<u>2,295</u>
(c) Depreciation expense:		
Plant & equipment	3,971	4,946
	<u>3,971</u>	<u>4,946</u>
(d) Grants and subsidies		
Grants - Emergency workers compensation insurance contribution *	3,000	3,000
Grants - Unit accommodation	899	854
Contribution to Treasury Managed Fund (Hindsight Adjustment)	117	-
	<u>4,016</u>	<u>3,854</u>

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



OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements

	2015 \$'000	2014 \$'000
2. Expenses Excluding Losses (continued)		
(e) Other expenses		
Disaster Relief - Goods and services	13,613	3,322
Disaster Relief - Staff	2,722	1,405
	<u>16,335</u>	<u>4,727</u>
<p>Flood, storm, tsunami and bushfire relief payments are made during emergencies for expenses directly attributable to Natural Disaster events. These payments are reimbursable through the Natural Disaster Relief Arrangements between the Commonwealth and NSW Governments.</p>		
3. Revenue		
(a) Sale of goods and rendering of services		
Sale of goods and rendering of services	366	332
	<u>366</u>	<u>332</u>
(b) Investment revenue		
Interest revenue from financial assets not at fair value through profit or loss	572	484
	<u>572</u>	<u>484</u>
(c) Grants and contributions		
Disaster relief	11,335	(89)
Donations	751	1,027
Vesting of vehicles by Local Government	1,989	2,021
Insurance company contributions	66,385	62,809
Local Government contributions	10,539	9,958
Department of Justice Grants:		
Recurrent appropriation grant	11,289	11,114
Capital appropriation grant	1,589	1,510
	<u>103,877</u>	<u>88,350</u>
(d) Acceptance by the Crown Entity of employee benefits and other liabilities		
<p>The following expenses have been assumed by the Crown Entity:</p>		
Superannuation - defined benefit	290	408
Payroll tax	14	19
Long service leave	68	469
	<u>372</u>	<u>896</u>
(e) Other revenue		
Other revenue received by NSW SES units *	489	632
Miscellaneous	104	280
NRMA Sponsorship	257	285
Origin Sponsorship	50	-
NSW SES Volunteer Association Sponsorship	65	-
Natural Disaster Mitigation Program	217	213
	<u>1,182</u>	<u>1,410</u>

* Includes revenue from fundraising activities.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

	2015	2014
	\$'000	\$'000
4. Gain / (Loss) on Disposal		
Proceeds from sale	209	157
Less: written down value of assets disposed	(205)	(794)
	<u>4</u>	<u>(637)</u>

5. Service Groups of the Entity

(a) Service Group 1 - Community and Organisational Preparedness

This service group covers the preparedness and resilience of both communities and Volunteers when preparing for and dealing with the impact of storms, floods and tsunamis to ensure their safety and well being during emergency situations.

(b) Service Group 2 - Emergency Management

This service group covers the capacity to deliver emergency management services to reduce or mitigate property damage, injury and loss of life among the community and Volunteers.

6. Current Assets - Cash and Cash Equivalents

Cash at bank and on hand	15,998	19,762
	<u>15,998</u>	<u>19,762</u>

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

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

Cash and cash equivalents (per statement of financial position)	15,998	19,762
Closing cash and cash equivalents (per statement of cash flows)	<u>15,998</u>	<u>19,762</u>

Refer Note 19 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Refer Note 20 for details regarding restricted assets.

7. Current Assets - Receivables

Sale of goods and services	168	138
Accrued interest receivable	279	235
Emergency Services Levy Receivable	-	159
Natural Disaster Relief and Recovery Receivable	11,335	-
GST Receivable	1,499	1,021
FBT Receivable	24	20
Prepayments	599	514
Other	36	455
	<u>13,940</u>	<u>2,542</u>



OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements

	2015 \$'000	2014 \$'000
8. Current Assets - Inventories		
Held for distribution		
Clothing, equipment and other items - at cost	5,649	5,624
	<u>5,649</u>	<u>5,624</u>
9. Current Assets - Other		
Travel advances	5	3
	<u>5</u>	<u>3</u>

10. Non-Current Assets - Property, Plant and Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2014 - fair value			
Gross carrying amount	9	51,129	51,138
Accumulated depreciation	-	(29,431)	(29,431)
Net carrying amount	<u>9</u>	<u>21,698</u>	<u>21,707</u>
At 30 June 2015 - fair value			
Gross carrying amount	9	57,627	57,636
Accumulated depreciation	-	(31,889)	(31,889)
Net carrying amount	<u>9</u>	<u>25,738</u>	<u>25,747</u>

Reconciliation

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Year Ended 30 June 2015			
Net carrying amount at start of year	9	21,698	21,707
Purchases	-	6,227	6,227
Vesting of vehicles	-	1,989	1,989
Disposals	-	(1,718)	(1,718)
Depreciation expense	-	(3,971)	(3,971)
Accumulated depreciation written back on disposal	-	1,513	1,513
Net carrying amount at end of year	<u>9</u>	<u>25,738</u>	<u>25,747</u>

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

10. Non-Current Assets - Property, Plant and Equipment (continued)

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2013 - fair value			
Gross carrying amount	-	48,554	48,554
Accumulated depreciation	-	(29,735)	(29,735)
Net carrying amount	-	18,819	18,819
At 30 June 2014 - fair value			
Gross carrying amount	9	51,129	51,138
Accumulated depreciation	-	(29,431)	(29,431)
Net carrying amount	9	21,698	21,707

Reconciliation

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

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Year Ended 30 June 2014			
Net carrying amount at start of year	-	18,819	18,819
Purchases	9	6,598	6,607
Vesting of vehicles	-	2,021	2,021
Disposals	-	(6,044)	(6,044)
Depreciation expense	-	(4,946)	(4,946)
Accumulated depreciation written back on disposal	-	5,250	5,250
Net carrying amount at end of year	9	21,698	21,707

	2015 \$'000	2014 \$'000
11. Current Liabilities - Payables		
Accrued salaries, wages and on-costs	545	1,184
Creditors	9,266	8,570
Unearned revenue	1,003	70
	10,814	9,824

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 19.

12. Current Liabilities - Provisions

Employee benefits and related on-costs		
Annual leave	3,222	3,268
Long service leave on-costs	797	750
Total Provisions	4,019	4,018

13. Non-Current Liabilities - Provisions

Employee benefits and related on-costs		
Long service leave on-costs	69	40
Total Provisions	69	40

Aggregate employee benefits and related on-costs		
Provisions - current (note 12)	4,019	4,018
Provisions - non-current (note 13)	69	40
Accrued salaries, wages and on-costs (note 11)	545	1,184
	4,633	5,242

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

	2015	2014
	\$'000	\$'000
14. Commitments for expenditure		
(a) Operating Lease Commitments		
Future non cancellable operating lease rentals not provided for and payable:		
Not later than one year	4,063	3,794
Later than one year but not later than five years	6,974	7,746
Later than five years	5,744	5,602
Total (including GST)	<u>16,781</u>	<u>17,142</u>
GST included above which is expected to be paid to the Australian Taxation Office	1,525	1,558
Lease commitments include rent on premises previously owned or leased by the entity that were vested to Government Property NSW during 2008/09. Also included are motor vehicle lease commitments with State Fleet and leases on Government Radio Network sites.		
(b) Capital Commitments		
Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for:		
Not later than one year		
Operational Equipment	61	-
Communications	22	202
Computer Hardware	51	-
Motor Vehicles	249	284
Total (including GST)	<u>383</u>	<u>486</u>
GST included above which is expected to be paid to the Australian Taxation Office	35	44

15. Contingent Liabilities and Contingent Assets

The NSW SES had no contingent liabilities or contingent assets as at 30 June 2015. (2014: nil)

16. Budget Review

Net Result

The Net Result of \$10.7m surplus compared favourably with the budget of \$4.2m surplus. This is due to an increase of \$4.0m in total revenue (net of Disaster Relief) and a \$2.3m underspend on Depreciation. Note, the expenditure budget for Grant and subsidies was \$8.93m in the Budget Papers, however, for the purposes of the financial statements the budget for Disaster Relief (\$5.0m) was extracted from this amount. The budget for Grants and contributions revenue in the financial statements was an amalgamation of the budgeted figures for Retained taxes, fees and fines (\$66.657m) and Grants and contributions (\$23.46m) in the Budget Papers.

Assets and Liabilities

Actual net assets was \$7.7m higher than budget. This is mainly attributable to the outstanding recovery of Natural Disaster Relief and Recovery expenditure (\$11.3m).

Cash Flows

Cash flows from operating activities were \$9.7m under than budget. This is mainly attributable to the outstanding recovery of Natural Disaster Relief and Recovery expenditure (\$11.3m).

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

	2015	2014
17. Reconciliation of Cash Flows from Operating Activities to Net Result	\$'000	\$'000
Net cash used on operating activities	2,254	10,770
Depreciation	(3,971)	(4,946)
Vesting of vehicles by Local Government	1,989	2,021
Net gain/(loss) on disposal of non-current assets	4	(637)
Decrease/(increase) in provisions	(30)	(711)
Increase/(decrease) in receivables	11,400	(2,021)
Increase/(decrease) in inventories	25	1,599
Decrease/(increase) in payables	(990)	24
	<u>10,681</u>	<u>6,099</u>
Net result	<u>10,681</u>	<u>6,099</u>

18. Material Assistance Provided by Other Bodies or Persons to the Entity

Instances exist of material services having been provided to the NSW SES and for which no actual payment was made. Such services would include:

- (a) The provision by NRMA of 'in kind' support consisting of printing, program delivery and resources associated with enhanced community preparedness and education delivery,
- (b) Training of NSW SES Volunteers and permanent staff at the Emergency Management Australia Institute, Mount Macedon (Victoria),
- (c) Consultancy and advice from the Office of Environment and Heritage, Bureau of Meteorology and various Catchment Management Authorities,
- (d) NSW SES Community Service Announcements broadcast by PRIME7 television and ABC Radio across rural and regional New South Wales,
- (e) Provision of email accounts to all NSW SES Volunteers by Microsoft through their Global Citizenship Program, and
- (f) Provision of travel assistance by the Commonwealth Attorney General's Department to attend working groups.

A reliable measurement of the value of these services is not available and therefore they have not been recognised in the financial statements.



OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

19. Financial Instruments

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

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

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

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
Class:			\$'000	\$'000
Cash and cash equivalents	6	N/A	15,998	19,762
Receivables ¹	7	Loans and receivables (at amortised cost)	11,818	987
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2015	2014
Class:			\$'000	\$'000
Payables ²	11	Financial liabilities measured at amortised cost	9,541	9,469

Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b) Credit Risk

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

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

Credit risk associated with the entity's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System as well as unit account balances held with external financial institutions. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. Interest on unit account balances is earned at the prevailing interest rate offered by the financial institution.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

19. Financial Instruments (continued)

Receivables - trade debtors

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

The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2015: \$167,000; 2014: \$18,000) and less than 12 months past due (2015: \$1,000; 2014: \$120,000) are not considered impaired. Together, these amounts represent 100% of the total trade debtors.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the statement of financial position.

	\$'000		
	Total ^{1,2}	Past due but not impaired ^{1,2}	Considered impaired ^{1,2}
2015			
< 3 months overdue	-	-	-
3 months - 6 months overdue	-	-	-
> 6 months overdue	1	1	-
2014			
< 3 months overdue	120	120	-
3 months - 6 months overdue	-	-	-
> 6 months overdue	-	-	-

Notes

- Each column in the table reports 'gross receivables'.
- The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' may not reconcile to the receivables total recognised in the statement of financial position.

(c) Liquidity risk

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

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

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



OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

19. Financial Instruments (continued)

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

<i>Maturity analysis and interest rate exposure of financial liabilities</i>								
\$'000								
			Interest Rate Exposure			Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount (1)	Fixed Interest Rate	Variable Interest Rate	Non - Interest Bearing	< 1 yr	1-5 yrs	> 5 yrs
2015								
<i>Payables</i>	N/A	9,541			9,541	9,541		
2014								
<i>Payables</i>	N/A	9,469			9,469	9,469		
Notes:								
1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.								

(d) Market risk

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

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the entity operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis as for 2014. The analysis assumes that all other variables remain constant.

Interest rate risk

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements

19. Financial Instruments (continued)

	\$'000				
	Carrying Amount	Profit	(1%) Equity	Profit	1% Equity
2015					
<i>Financial assets</i>					
Cash and cash equivalents	15,998	(160)	(160)	160	160
2014					
<i>Financial assets</i>					
Cash and cash equivalents	19,762	(198)	(198)	198	198

(e) Fair Value

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

20. Restricted Assets

Items that are restricted assets are listed below:

	2015 \$'000	2014 \$'000
Cash and Cash Equivalents	4,914	5,141

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

21. Events after the Reporting Period

There are no events after the reporting period requiring disclosure.

END OF AUDITED FINANCIAL STATEMENTS



Appendices



22 September 2015

Mr Narayan Mukkavilli
Principal Advisor
Financial Management & Accounting Policy Branch
NSW Treasury
Level 24, Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Mr Mukkavilli

Internal Audit and Management Risk Policy Attestation for 2014/15

I, as Commissioner for the NSW State Emergency Service (NSW SES), am of the opinion that as at 30 June 2015, the NSW SES has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy. These processes provide a level of assurance that enables the senior management of NSW SES to understand, manage and satisfactorily control risk exposures.

I am of the opinion that the Audit and Risk Committee for NSW SES is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The current Chair and Members of the NSW SES Audit and Risk Committee are:

- Independent Chair - Jon Isaacs, September 2014 to September 2017
- Independent Member - Todd Davies, September 2010 to September 2015
- Non-Independent Member - Gregory Newton, May 2015 to October 2015

The NSW SES does not have any controlled entities.

Yours sincerely

Adam Dent
Commissioner



STATE HEADQUARTERS
OFFICE OF THE COMMISSIONER
6-8 Regent Street, Wollongong NSW 2500
PO Box 6126, Wollongong DC NSW 2501
P (02) 4251 6503
F (02) 4251 6500
www.ses.nsw.gov.au

7.2 Digital Information Security Policy

Annual Attestation Statement (Annual Report)

Annexure A:

Digital Information Security Annual Attestation Statement for the 2014-2015 Financial Year for NSW State Emergency Service

Each NSW Government Department and Statutory Body must include a Digital Information Security Annual Attestation Statement in its Annual Report under the section dealing with risk management and insurance activities.

NSW State Emergency Service has implemented an ISMS and initial security policy based on ISO 27001. A minimum security control baseline based on NSW Government Digital Information Security policy, M2012-15 (DISP) guidelines has been put in place. The Agency has created an updated ISMS and is tracking satisfactorily to meet the DISP compliance requirement. The ISMS is being operationalized and will be progressively improved through threat and risk assessments, and treatment plans to address identified control gaps.

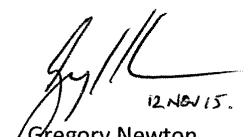
I, Gregory Newton, am of the opinion that NSW State Emergency Service had an Information Security Management System in place during the financial year being reported on consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector.

I, Gregory Newton, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of NSW State Emergency Service are adequate for the foreseeable future.

I, Gregory Newton, am of the opinion that all Public Sector Agencies, or part thereof, under the control of NSW State Emergency Service with a risk profile sufficient to warrant an independent Information Security Management System have developed an Information Security Management System in accordance with the Core Requirements of the Digital Information Security Policy for the NSW Public Sector.

I, Gregory Newton, am of the opinion that, where necessary in accordance with the Digital Information Security Policy for the NSW Public Sector, certified compliance with AS/NZS ISO/IEC 27001 Information technology - Security techniques - Information security management systems - Requirements had been maintained by all or part of NSW State Emergency Service and all or part of any Public Sector Agencies under its control.

NSW State Emergency Service has also adopted the "NSW Government Information Classification and Labelling Guidelines" and continues to incorporate requirements and changes into information systems and business processes.


12 NOV 15.
Gregory Newton
Acting Commissioner



7.3 Government Information (Public Access) Act 2009

Statistical information 2014-15

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	4	0	0	0	0	0	0	0
Members of the public (other)	16	0	0	1	0	0	0	0

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

Table B: Number of applications by type of application 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
Personal information applications*	1	0	0	0	0	0	0	0
Access applications (other than personal information applications)	19	0	0	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

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

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
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	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to 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

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

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

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
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

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	20
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	21



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

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	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	0
Applications by persons to whom information the subject of access application relates	0

7.3 Public Interest Disclosure

With effect from 1 January 2014, the Public Interest Disclosures Act 1994 (PID Act) requires Agencies to report on a six monthly basis to the NSW Ombudsman on the handling of public interest disclosures. For the period 1 July 2014 to 30 June 2015:

- A total of 2 public interest disclosures (PID's) were received by NSW SES
- 1 PIDs were finalised

The PIDs received by NSW SES related to:

Type of PID	Number of PIDs received
Corrupt Conduct	0
Maladministration	2
Serious and substantial waste of public or local government money	0
Government information contraventions	0
Local government pecuniary interest contraventions	0

NSW SES actively promotes the reporting of serious wrong doing through its PID policy, procedures and related information available on the NSW SES intranet site.

PIDs	
Public officials preforming day to day functions	1
Not covered by above that are made under a statutory or other legal obligation	0
All other	0

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