



NSW SES ANNUAL REPORT

2019-20

Author

NSW State Emergency Service

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

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

Availability

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

This report is available at:

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

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1 July 2020

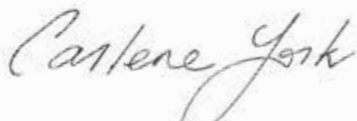
The Hon David Elliott MP
Minister for Police & Emergency Services
52 Martin Place
SYDNEY NSW 2000

Dear Minister

I am pleased to present the Annual Report for the NSW State Emergency Service for the year ending 30 June 2020, for submission to NSW Parliament.

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

Yours sincerely



Carlene York APM
Commissioner

COMMISSIONER'S REVIEW

The past year has been unlike any we have experienced before – bringing everything from severe storms and floods to devastating fires and a global pandemic. We have faced many challenges which we have worked hard to overcome. At the same time, we have embraced opportunities that pushed us out of our comfort zone and made us change for the better. As the new Commissioner of NSW State Emergency Service, I am honoured to be leading such a well-respected and professional volunteer emergency service, with the skills and resilience to adapt and thrive amidst the challenges the past 12 months has delivered.

Looking back over the 2019-20 financial year, our Members responded to more than 48,000 requests for assistance, an increase from the 36,474 requests in the previous year. Most of these requests came due to periods of severe weather, especially at the end of 2019 and the start of 2020. Between 5 and 17 February 2020, widespread heavy rainfall and damaging winds lashed large areas of western NSW and the Sydney Basin, bringing riverine and flash flooding. Later the same month, a low-pressure system brought more severe weather including thunderstorms and hail. In only six days between 17 and 23 February, our members responded to thousands of requests for assistance in metropolitan Sydney and the Blue Mountains.

As well as responding to storms and floods, we also stood side-by-side with our colleagues at NSW Rural Fire Service and Fire and Rescue NSW during some of the worst bushfires our country has ever seen. Seeing NSW SES Members assist our partner agencies in a lot of varied roles, including clearing burnt trees for evacuation routes and logistics roles shows the camaraderie that is present among emergency services personnel and the passion that they hold for supporting their local communities in times of need. I want to share my thanks, once again, to those Members for their willingness to step up and help under extremely difficult circumstances.

Flood, fire and storm are tangible things; we can see, feel and hear them. But this year we have also had to deal with an invisible threat – COVID-19. Only a few months ago, the concepts of entire teams working and training from home, meeting via Microsoft Teams, wearing masks and social distancing were completely foreign to us. COVID-19 has greatly changed the way our Service operates.

The onset of the pandemic saw us quickly deploy virtual tools to maintain business continuity. This enabled remote training and learning and supported volunteers and staff in connecting, communicating and collaborating during restrictions.

Remote call centre operations were implemented, and our staff were all provided with the necessary tools to work remotely and continue taking calls from our communities. On the COVID-19 frontline, we also assisted NSW Police in contacting and supporting people in hotel quarantine. Our Members' flexibility and dedication to saving lives and protecting communities helped us deal with the demands of working in a COVID-19 environment. We will remain focused on ensuring the safest possible work settings until its threat is over.

Amidst the challenges of the last year, we have remained focused on making it easier and more effective for our Members to deliver help to their communities. An example of this is the work currently underway in partnership with the NSW Telco Authority to enhance NSW Government Radio Network coverage. This crucial network is used by government agencies and authorities use to communicate during emergencies. Also improving communication during emergencies was the deployment of the first of our five \$250,000 'CoWs' – or Cell on Wheels trucks – during bushfires near Port Macquarie, Batemans Bay and Braidwood.

The CoWs allows emergency services such as ours, the NSW Rural Fire Service, Fire and Rescue NSW and NSW Ambulance to continue communicating with each other using mobile radios, even while experiencing power or network disruptions during disasters. The remaining CoWs will be delivered to us in the new financial year.

On a final note, I was incredibly pleased to see that our organisation continues to grow. At June 30, we had 10,260 members, up from 9,493 last year. Our Service is constantly growing and evolving. As part of this, we are constantly looking at ways to recruit and retain volunteers.

It can't be denied that this year has been a year we will remember. I would like to share my heartfelt thanks to our Members for their dedication to serving their communities, for their passion and for their resilience in the face of uncertainty and challenge. Whatever the future brings, I know you will be there to lend support to the communities of NSW.



Carlene York
NSW SES Commissioner

NSW SES OVERVIEW AND CHARTER

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

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

At the end of 2019-20, our Service had 10,260 volunteer members, including reserves, and a full-time equivalent workforce of 328 staff. Our Service includes 259 volunteer Units across the State, each led by a Unit Commander. Our volunteer Units are either local, community-based Units, State-wide or regional Units established to provide specialist capabilities. They are varied and unique in their capabilities, designed to address specific risks to communities of NSW.

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

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

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

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

What we do

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

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

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

NSW SES Leadership

In November 2019, Carlene York commenced as NSW SES Commissioner. Commissioner York is supported by Deputy Commissioner Operations, Daniel Austin and Deputy Commissioner Corporate Services, Fatima Abbas.

Legal Change

Acts and subordinate legislation affecting NSW State Emergency Service

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

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

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

State Emergency and Rescue Management Act 1989 (NSW)

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

Changes to Legislation

There have not been any changes to the SES Act.

NSW SES was not affected by the changes to the SERM Act, which came into effect on 1 July 2020.

NSW SES ORGANISATIONAL STRUCTURE

The Service's Principal Officers hold the following qualifications, as of 30 June 2020.

Carlene York APM

Commissioner

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

Fatima Abbas

Deputy Commissioner - Corporate Services

Executive Master of Public Administration; Master of Psychology (Organisational); Bachelor of Science/Psychology; Diploma in Human Resources Management.

Daniel Austin GiFireE

Deputy Commissioner - Operations

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

Greg Lynch

Acting Director Metropolitan Operations

Graduate Diploma in Police Administration; Certificate in Management; Certificate in Human Resource Practice.

Natasa Mitic

Director People and Development

Bachelor of Laws (Honours); Bachelor of Arts.

Daniel Crocco CPA

Acting Director Finance, Assets and Business

Services/Chief Financial Officer
Bachelor of Commerce.

Sean Kearns

Director Regional Operations

Master of Health Management.

Stephen McRobert

Director Information and Communications
Technology/Chief Information Officer

Graduate Diploma Public Administration; Diploma Frontline Management.

Stephen Patterson

Acting Operational Capability and Training

Diploma of Management; Diploma of Occupational Health and Safety; Diploma of Security and Risk Management.

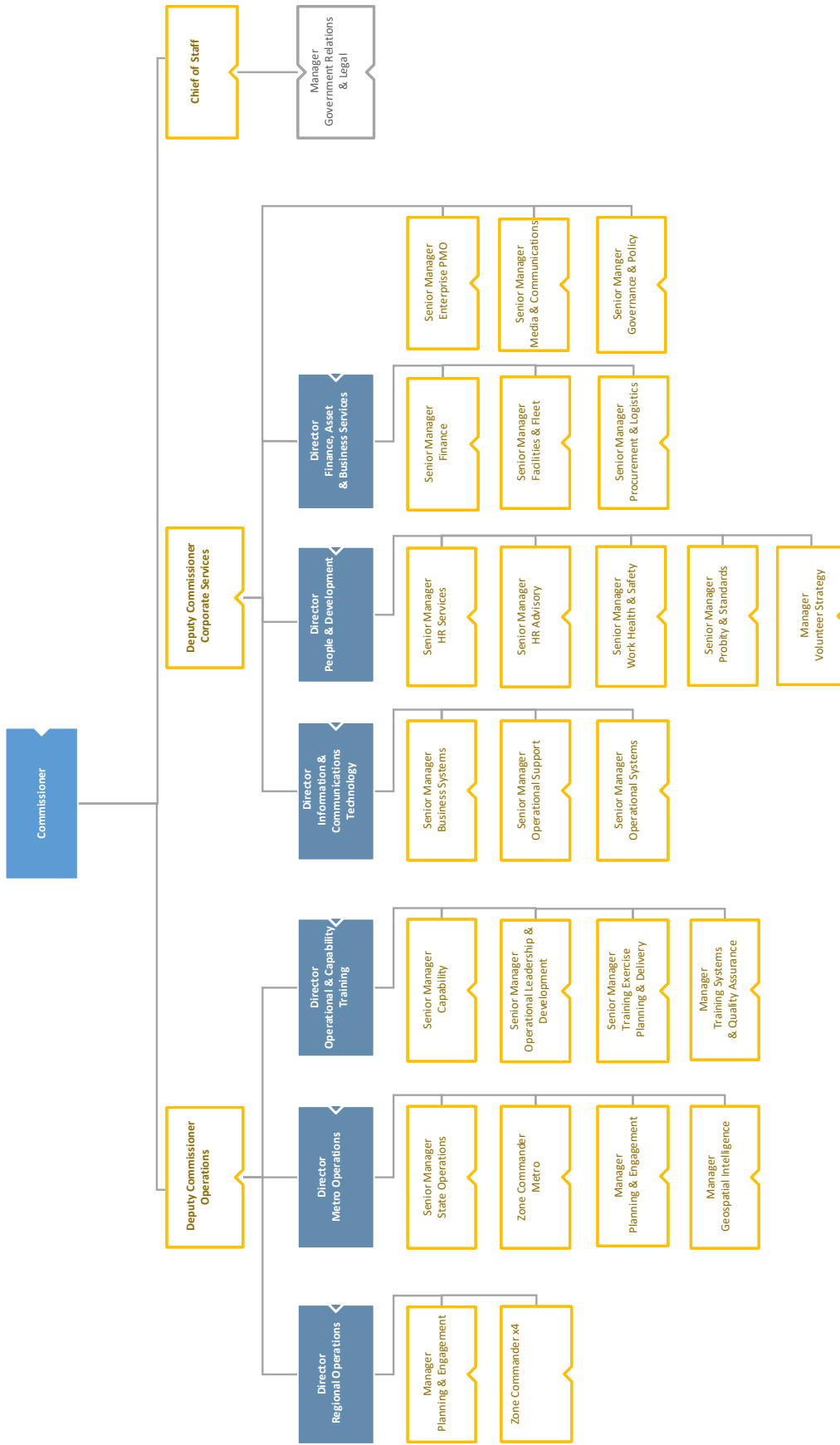
NSW SES ZONE COMMANDERS

ZONE	NAME
Northern Zone	Gregory Swindells
Metropolitan Zone	Stuart Fisher
South East Zone	Colin Malone
Southern Zone	Nichole Priest
Western Zone	David Monk

NSW SES ZONES - Primary Locations

<p>NORTHERN ZONE</p> <p>72 Turton Street, Metford NSW 2323 Phone: (02) 4931 3222 Email: ntz.ops@ses.nsw.gov.au</p>
<p>METROPOLITAN ZONE</p> <p>2 Johnston Road, Bass Hill NSW 2197 Phone: (02) 4247 9780 Email: mtz.ops@ses.nsw.gov.au</p>
<p>SOUTH EAST ZONE</p> <p>56–58 Knox Street, Goulburn NSW 2580 Phone: (02) 4828 5555 Email: sez.ops@ses.nsw.gov.au</p>
<p>SOUTHERN ZONE</p> <p>206 Fernleigh Road, Wagga Wagga NSW 2650 Phone: (02) 6932 9199 Email: shz.ops@ses.nsw.gov.au</p>
<p>WESTERN ZONE</p> <p>160 Bultje Street, Dubbo NSW 2830 Phone: (02) 6882 2222 Email: wtz.ops@ses.nsw.gov.au</p>

NSW STATE EMERGENCY SERVICE



REGISTERED NSW SES UNITS

METROPOLITAN ZONE

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

NORTHERN ZONE

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

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

SOUTH EAST ZONE

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

Wollongong City Unit
 Yass Unit
 Young Unit

SOUTHERN ZONE

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

WESTERN ZONE

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

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

STATE CAPABILITY UNITS

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

NSW SES PERFORMANCE IN 2019-20

Underpinning all that we do are our Service's three strategic anchors: capability, volunteer experience and community. In alignment with the NSW SES Strategic Plan, this year's achievements are reported against these three strategic anchors. Also reported are significant improvements in governance and business processes that support the strategic anchors.

Strategic Anchor 1: Capability

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

Highlights:

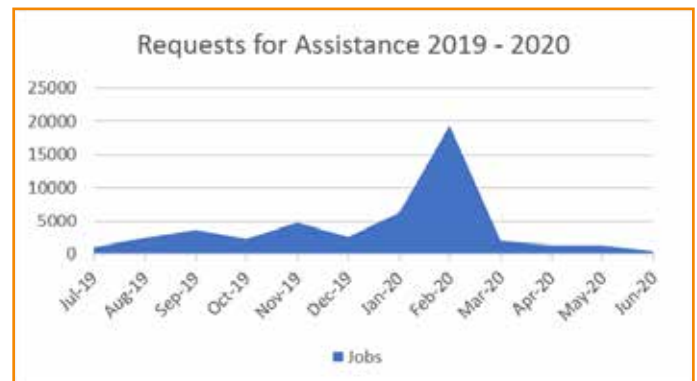
- Our Service received 48,162 RFAs from the communities of NSW
- The Fleet Replacement Program delivered 98 new vehicles and vessels
- Our Service's satellite communications equipment was made available to the NSW Telco Authority during the NSW bushfires

Operational response overview

Our Service received 48,162 RFAs from the communities of NSW, a 32 per cent increase on the 2018-19 financial year. Over the year, NSW SES was operational for 301 days, responded to 116 events, and received 105,768 calls.

Operational activity peaked from during mid-January to the end of February when a series of strong cold weather fronts impacting eastern Australia produced widespread heavy rainfall, riverine and flash flooding, coastal inundation, damaging winds and large hail.

In addition to delivering our Service's combat functions during the year, we provided significant support to the responses to the NSW bushfire emergency and the COVID-19 pandemic.



Response to significant weather

Between 26 November and 2 December 2019, a significant cold front accompanied by gusty thunderstorms moved through most of the state. The thunderstorms generated powerful winds and damaged properties. Our Service received 2,712 RFAs from the community, and 4,756 calls to our State Operations Centre's 132 500 emergency help line. The Sydney Basin was the most significantly impacted, with 2,279 RFAs received from the local community.

The strongest of the cold fronts occurred from 5 February to 17 February 2020. The intense coastal trough produced widespread heavy rainfall and damaging winds to large areas of eastern NSW and the Sydney Basin. Flash and riverine flooding resulted in 378 flood rescues. Fortunately, despite the large number of calls for rescue there were no fatalities.

Significant, widespread storm damage operations were required during this weather event, along with evacuations along many river systems, including the Hawkesbury-Nepean Valley, and the Central Coast.

Our Service coordinated the deployment of multi-agency Rapid Damage Assessment Teams to assist with initial recovery. This involved multiple agencies and emergency services organisations, including teams from Queensland and Victoria, and the Australian Defence Force. A total of 15,678 RFAs were actioned and more than 23,000 calls received at our State Operations Centre. This weather event was one of the busiest ever experienced by our Service.

Then, between 17 and 23 February 2020, a low-pressure trough crossed the state and produced a number of severe thunderstorms. Heavy rainfall and large hail impacted the Sydney Basin and regional areas of NSW. During this six-day period, our Service received another 2,338 RFAs and 4,373 calls to our State Operations Centre. Metro Zone was the most significantly affected, with 1,788 RFAs.

Between 25 February and 5 April 2020, floodwaters from Queensland entered north-western NSW, causing widespread minor to major flooding along several river systems. Remote properties were isolated, while there was short-term isolation of some communities. Public information provided by our Service, flood response preparations and the resilience of the north-western NSW communities helped minimise the impact on individuals and property. We conducted resupply operations to isolated properties, made Rapid Damage Assessments to assist with initial recovery arrangements and post-flood clean-up.

Support provided under Emergency Management Arrangements

Our Service supported the NSW Rural Fire Service during one of the busiest bushfire seasons ever experienced. From 1 September 2019 to 4 February 2020, we committed 93,862 personnel hours involving 2,092 volunteers and conducted 4,699 tasks supporting bushfire operations in NSW.

The State Operations Centre response to COVID-19

Towards the end of March 2020, the COVID-19 pandemic impacted our Service's operations. In response, strategies supporting remote working and virtual control centres for staff at State Headquarters and within Zones and Units were implemented. The State Operations Centre Business Continuity Plan allowed remote call taking for 132 500. This and our agile workforce strategy improved customer service delivery.

Our Service also established a stand-alone call centre to support NSW Police and interview more than 2,500 individuals over a two-week period in the early stages of the COVID-19 hotel quarantine process.

Distance Learning Delivery Project

In response to social distancing requirements during the COVID-19 pandemic and disruptions to face-to-face learning, a distance learning delivery project was developed for Members.

By 30 June, 56 webinars on 24 topics had been delivered to 5006 Members.

More than 60 quizzes were created for our Service's KAHOOT! Quiz site – an online quiz-based learning app. Most were developed by volunteers for volunteers.

An online learning platform was enhanced to provide access to self-paced and facilitator-led online learning.

Customer Service

Our Service's State Operations Centre maintains a centralised emergency response call taking capability at our State headquarters. Its services include the National Flood and Storm Assistance number, 132 500, coordinating all priority lines as well as our Service's switchboard. Call-taking in 2019-20 increased in line with operational activity, with 105,768 calls taken. This was a slight decrease when compared with the 127,562 calls taken in 2018-19.



Operational fleet upgrades

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

The program will deliver 270 vehicles, 124 marine vessels and 95 trailers to our Units.

This year the program delivered 98 new vehicles and vessels, including:

- Six Medium Rescue vehicles for the Bathurst, Kiama, Dunedoo, Cooma-Monaro, Woodburn and Kempsey Units
- 26 Light Storm vehicles for the Molong, Nyngan, Canowindra, Cooranbong, Junee, Canada Bay, Cobar, Bayside, Nowra, Bellingen, Grafton, Campbelltown (2), Tenterfield, Broken Hill, Bathurst, Albury, Oberon, The Hills, Hunters Hill, Hurstville, Taree City, Camden Haven, Forster Pacific Palms, Dungog and St Georges Basin Units
- 19 Command vehicles for the Parramatta, Yass Hilltop Cluster, Blacktown, Queanbeyan-Palerang, Alpine Search and Rescue, Port Macquarie-Hastings, Penrith (2), Sapphire Coast Cluster, Ashfield-Leichhardt, Hilltop Cluster, Bayside, Blue Mountains, Holroyd, Southern Illawarra, Northern Illawarra, Mid Coast and State Capability (2) Units
- 34 new General Purpose vehicles for the Randwick, Ashford, Canada Bay, Campbelltown, Burwood, Penrith, Fairfield, Oberon, Tomaree, Cessnock City, Orange City, Fairfield, Urbenville, Bellingen, Kogarah, Nyngan, Leeton, Deepwater, Canowindra, Wentworth, Bayside, St Georges Basin, Batemans Bay, Parramatta, Moama, Temora, Liverpool Plains, Gunnedah, Sofala, Goulburn, Gosford and Mount Druitt
- A 22-seater bus for the Campbelltown Unit
- Eight snowmobiles for the Alpine Search and Rescue Unit, and
- Four Bowloader vessels and trailers for the Sutherland, Forster Pacific Palms, Taree City and Warringah-Pittwater Units.

Enhancing technology and innovation

Our Service continues to collaborate with other emergency service agencies on the State Government's NSW Telco Authority projects to enhance NSW Government Radio Network coverage and associated technologies. This network is used by government agencies and authorities to communicate during emergencies.

The first of five \$250,000 'CoWs' – or Cell on Wheels trucks – was deployed by our Service during bushfires near Port Macquarie, Batemans Bay and Braidwood. They help keep emergency radio communications available in a crisis. The remaining CoWs will be delivered next financial year.

A CoW allows emergency services such as ours, the NSW Rural Fire Service, Fire and Rescue NSW and NSW Ambulance to continue communicating with each other using mobile radios, even during power or network disruptions during disasters. Each can operate independently for up to nine days, helping keep radio communications available for all emergency services over a 40km radius, depending on local terrain.

Our Service's satellite communications equipment was made available to the NSW Telco Authority during the severe bushfires that affected so much of NSW. This allowed the use of several key North Coast Government Radio Network sites that were under construction, significantly expanding network coverage.

Also, under the Stay Safe Keep Operational program, a successful Vehicle-as-a-Node (VaaN) pilot program was completed with the agency preparing to expand the capability across our Service's fleet. VaaN provides access to multiple networks to enable and enhance operational communications and location services state-wide.

The COVID-19 pandemic saw the fast deployment of virtual tools that allowed business continuity to be maintained. This enabled remote learning and supported volunteers and staff in connecting, communicating and collaborating during restrictions.

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

Our Service continued to mitigate cyber security risk by rolling out new endpoint and email protection solutions. The initiatives align with the NSW Cyber Security Policy.

We completed an upgrade across 70 sites to meet current and foreseen communication needs, which included the significant upgrade of each site's telephony solution.

Building on the success of the Data Warehouse and Visualisation Project, our Service has developed the capability through Power BI to present business intelligence from multiple internal and external. By providing access to real-time information and data visualisations, this tool provides an overview of operational data and performance reporting, which supports decision making and improves achievement of outcomes for our Service.

NSW SES Capability Framework

During the year, our Service consulted widely with internal stakeholders to develop a Capability Framework. This Framework identifies both our Service's core and enabling capabilities that deliver our central roles and functions. The Capability Framework's purpose is to:

- Ensure our Service has the capability to achieve our mission of saving lives and protecting communities
- Enable a consistent approach to service delivery for the communities of NSW
- Provide clarity and common understanding for our Members and external stakeholders of what our Service delivers
- Provide clarity and consistency of language around capabilities
- Establish a framework to determine capability gaps, prioritise capability development and integrate new capabilities into the organisation

- Guide Directorates in their operational planning to ensure capabilities are consistently and collaboratively supported
- Provide a foundation for the development of policies, procedures and training materials, and
- Provide input into our Service's strategic planning to ensure the strategic priorities consider capabilities required now and in the future.

The Capability Framework will be implemented next financial year.

As part of our Service's Operations Ecosystem Program, a Capability Development Process was designed to support the NSW SES Capability Framework. This process delivers a clear, repeatable and scalable process for collaboration in developing or introducing NSW SES capabilities. Through consultation with our Service and other stakeholders, a process was developed aligns with governance requirements and best practice. This is supported by a documented process and templates for progressing capability proposals through identified gateways. This process will be rolled out next financial year and will be managed and used by the Capability Team in future collaboration with Members and staff.

New Electrical Safety Kits

In response to updates to NSW State Rescue Policy, all NSW SES rescue accredited vehicles received additional equipment to minimise electrocution risk. All General Land Rescue vehicles must now be fitted with a voltage testing device and burn/electrical gloves to minimise risk of electrocution when undertaking rescue. Following extensive consultation with internal and external stakeholders, 42 Electrical Safety Kits were provided to General Land Rescue trucks across the State.

This was supported by a training video and instructions.

Operational Policies and Procedures Project

Another Operations Ecosystem Program project has been reviewing more than 500 of our Service's policy documents. This review has focused on Incident Management, Flood Rescue, Aviation, Storm Operations, Planning and Intelligence. The work, to be completed next financial year, will deliver more streamlined, current operational policy documents aligned to our Service's Policy Framework.

Capability Development through Training and Exercising

The number of courses run from July 2019 to June 2020 has decreased when compared to previous years. The main driver behind this decrease was the impacts of COVID-19 on face-to-face training within the NSW SES units. From the 1,002 courses that run, there were 4,161 units of competencies (UOCs) issued. The majority of courses saw a similar decline in undertakings, but there was a noticeable increase in the number of members participating in leadership courses due to an increased focus on foundational incident management courses.

More than 5,000 members registered to attend scheduled webinars. These were designed to maintain operational capability by imparting skills and knowledge while ensuring we retain a focus on member engagement and mental health.

In addition to training, a core component of maintaining and growing the Service's capability is exercising. NSW SES has continued its focus on regular exercising at all levels, with both state-wide and local training exercises and competitions held throughout the year.

Examples of significant exercises completed this year include:

- Co-Hosted Australasian Road Rescue Organisation Australasian Rescue Challenge with Fire and Rescue NSW in Dubbo, July
- Conducted Exercise Buckingbong II, a remote area rescue exercise near Wagga Wagga, September

- Conducted Barrington Search and Rescue Exercise, September
- Conducted Exercise Mist, Community Planning in Uranquinty, October
- Developed exercise scenarios for the Emergency Officer training course
- Developed exercise scenarios to support Incident Management training (Exercise Scorpius 1)
- Developed Exercise Management Policy and Procedures with the support of the Operational Policy team
- Commenced development of Skills Maintenance Exercises to support all capabilities, and
- Exercise management capability was enhanced with an Introduction to Exercise Management e-learning course and provided moulage (makeup realistically simulating injuries) training to Members to enhance learning.

Unfortunately, the planned the National Disaster Rescue Challenge (Exercise Thunder) was postponed due to bushfire before eventually being cancelled due to the COVID-19 pandemic.

Professional development of trainers and assessors

Trainer and Assessor Courses returned to our Service's training calendar. Three of each course were held, along with the pilot of the Workplace Supervisor course. This year, 61 volunteers participated.

Professional development workshops were also delivered to 119 volunteer trainers and assessors this year to ensure currency of vocational education and training skills and knowledge. They were provided in a mix of face-to-face and online workshops. Continuous professional development for volunteer trainers and assessors was also incorporated into our Service's distance capabilities and ongoing monthly webinar schedule. This approach provided volunteers with greater flexibility and more options for keeping their proficiency current.

Due to COVID-19, some courses were altered so members could attend the training online.

Upgrades to mandatory trainer and assessor qualifications are ongoing for volunteers.

Recognition of prior learning

A new Recognition of Prior Learning (RPL) procedure was launched. This process provides Members with a more efficient online application process to see their previous learning acknowledged. It includes a dedicated RPL Assessor to support and guide Members through their assessment. Some 40 candidates have so far used this new process.

Improvements to flood rescue training

As the core agency responsible for flood rescue in NSW, we have continued to train and support our Members in developing and strengthening flood rescue skills. Activities included:

- COVID-19 significantly impacted our flood rescue training calendar, but despite this, 166 members attended training courses at Penrith, Manly and Tumut
- Pilot courses and personal development activities, delivered by volunteers for volunteers, began at Manly Hydraulic Laboratories. We will increase our training potential there to include use of flood rescue vessels in fast-flowing water
- Flood Operations and Flood Rescue Policy and Procedures were reviewed with wide stakeholder inputs. A final consultation draft has been circulated; and
- New flood rescue training course entry requirements will enable Members to become flood rescue operators in significantly less time.

Defibrillator program

Our Service signed a Memorandum of Understanding with NSW Ambulance to access the Public Access Defibrillator program. This provides rapid defibrillation assistance by trained emergency services personnel to people who have suffered cardiac arrest. Early defibrillation plays a critical role in successful patient outcomes for out-of-hospital cardiac arrest.

With NSW Ambulance, our Service has developed an implementation plan, drafted procedures and prepared member communications.

After Action Reviews

After Action Reviews were conducted following all major weather events and our Service's support to the NSW Rural Fire Service during the 2019-2020 bushfire season. More than 1450 observations were collected during six months of support.

From these, 19 lessons were identified, including six that were submitted to the Interagency After Action Review conducted by the NSW Rural Fire Service.

Actioning the lessons identified will improve the ability of our Service to more effectively assist bushfire-impacted communities while improving interagency operations in future fire seasons.

Helping owners manage animals in emergencies

During the year we also finalised the Ohana Project, which built on the Bushfire and Natural Hazards Research Centre's study into strategies to engage animal owners in planning for, and managing, their animals in emergency situations. Outputs included a review of public information messaging for animal owners, launching the [Get Ready Animals website](#) as a single point of information, plus developing resources including fact sheets, social media tiles, posters and an Animal Emergency Plan on a Page. More than 30 stakeholders took part in the project, including animal-related peak bodies, who shared information and resources throughout the community.

Improved State Warehouse Capability and Processes

Our Service's Warehouse Optimisation Project was completed in June. It focused on improving the capability and processes at our State Warehouse to improve the flow of goods and enable warehouse staff to more efficiently manage in periods of high demand.

As part of this project, warehouse reconfiguration works were completed in May. This included redesigning layouts so orders could be filled quicker, adding a mezzanine to increase storage space, and improved reporting and delivery notes to provide better information about status of orders.

Other benefits of this project included optimising the 'Soon as Possible' Warehouse Management system to improve inventory management, enhancing materials requirements planning to minimum and maximum stock levels, and implementing guided picking and put-away processes.

The enhancements will improve response times for resupply of equipment and visibility of order status for volunteers and staff.

Strategic Anchor 2: Volunteer Experience

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

Highlights:

- Volunteer numbers increased as a result of flexible volunteering initiatives
- Our ASPIRE Leadership Development program for volunteer and staff leaders was launched, and
- We adapted to COVID-19 restrictions, maintaining training and recruitment with distance delivery and video conferencing.

Flexible approaches to volunteering

The recent bushfires, floods and COVID-19 response highlighted the essential role of emergency volunteers in communities. Our Service is constantly refining volunteering opportunities to continue recruiting and retaining skilled and experienced Members to prepare their communities for the unexpected.

At June 30, our Service had 10,260 volunteers, an increase of eight per cent from 9,493 last year.

Units continue to identify and develop new opportunities for flexible volunteering. They have harnessed community spirit through spontaneous volunteering during significant operational events. In addition, during the year new Community Action Teams (CATs) were established across NSW to enable communities to play a greater role in their own preparedness and recovery.

Where locations require it, our Service may supply a CAT with a cache of necessary tools and equipment to support its efforts to prepare and protect its community in the event of severe weather or isolation due to floods.

Together, they provide the community with the skills and resources to be prepared for severe weather events, staying safe and recovering quickly. During the year new CATs were established in Tumbulgun and Jugiong, while planning has begun to establish them at several locations across the Northern Rivers.

Unit Commander skilling

In March 2020, Unit Commanders were able to further enhance their leadership skills and Member support capabilities with the launch of the ASPIRE Leadership Development Program. This was tailored for us and the unique characteristics of positions of Local, Unit and Deputy Commanders.

To help build our volunteer workforce, Unit leaders also attended Coordinating Volunteers workshops. These equip Members with the skills to manage recruitment campaigns, provide a positive experience for new Members and identify ways of increasing flexibility to attract more diverse membership.

To attract a diverse and skilled workforce, targeted strategies such as new recruitment materials and promotional videos were produced. They aim to engage Unit Commanders and specialist volunteer roles including flood rescue, land search, vertical rescue and road crash rescue.

This year our Service also launched the NSW SES Diversity and Inclusion Strategy 2020-2025. It sets out an agency-wide approach that promotes diversity and inclusion visibility, capability and accountability.

Focus on volunteer wellbeing

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

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

Staff provide first level support and act as a conduit to longer-term support when required. The program is overseen by a full-time coordinator and a clinical psychologist who provides clinical supervision and direction for the program and team members. They also follow up high-risk and complex cases as required.

Our Service also has a trained Incident Response Team. It is made up of peer support volunteers who have received additional mental health and wellbeing training. Team members are deployed to incidents that require more advanced peer support.

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

Our Service is a member of several emergency services groups, including the NSW Response Agency Staff Support Alliance, which allows agencies to share and discuss mental health and wellbeing issues.

End of year member BBQs

Our Service organised barbecues for 173 Units at the end of 2019 as a way for us to show our appreciation to Members for their service, commitment and achievements. Commanders and Zone staff attended to say thank you to Members, share stories at an informal gathering and celebrate the past year.

It was also a great way to connect with fellow Members and celebrate a Unit's achievements, as well as individuals and teams who may have done some outstanding work.

Feedback about the initiative was positive and Units reported they had a great time at their respective events.

Collaborative design of new intranet

Our new intranet, which will be called 'mySES', is being developed. Collaborative design workshops with volunteers from across the State identified what information they would like to access and where they would seek it. Subject matter experts were then consulted to capture and display this content in a simple way. Member feedback and consultation has been a key focus in developing 'mySES'. A priority throughout has been ensuring that mySES is easy to use for all Members.

Strategic Anchor 3: Community

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

Highlights:

- Extensive targeted awareness campaign activities were completed in the Hawkesbury-Nepean region, our State's most at-risk flood region. This resulted in more than 52,000 unique visits to the Hawkesbury Nepean pages of our Service's website
- Community-focused partnerships and programs, such as Get Ready Girls and Get Ready Deaf, continued to be developed, and
- The Service's Principal Partner, NRMA Insurance, granted \$50,000 of Get Ready funding to 15 NSW SES Units.

Hawkesbury Nepean flood plan

Our Service, with Infrastructure NSW and other partners, delivered activities relating to outcomes and streams identified within the Hawkesbury-Nepean Valley Flood Strategy, 'Resilient Valley, Resilient Communities (2017)'. Part of this work included upgrades to evacuation signage across the valley to raise awareness and understanding of evacuation routes. A major element of Flood Strategy response was the successful launch and delivery of Phase 1 of the community awareness campaign, 'Floods. The Risk is Real', in September. An anchoring of this campaign is a dedicated platform on our Service's website, mapping capabilities, media, and social media, while information resources on flood risk across the valley were delivered to flood-affected communities.

Supporting work targeting communities of concern and youth were also major components of meeting Outcome 5 of the Flood Strategy - 'An aware, prepared and responsive community'. With Infrastructure NSW and Western Sydney University, the secondary schools resource, 'Water in the World' was launched. It provides free online packages for schools that are aligned to the NSW Syllabus and National Curriculum and offers learning opportunities based on flood impacts in the Hawkesbury-Nepean Valley.

Evaluations showed significant improvements in community awareness and calls to action (getting prepared) based on the campaign. Work continues on this project.

Communicating with the public

NSW SES State Media Unit is responsible for communicating key safety messaging to the public during times of severe weather. Two TV studios are based at State Headquarters in Wollongong, dedicated to broadcasting live televised interviews. The State Media Unit also coordinates all State-based media requests. During the last financial year, the NSW SES Media Enquiry Line received 1,001 media requests.

Social media

The NSW SES has continued to actively and effectively communicate key safety information through social media channels to the public. At 30 June 2020, NSW SES was followed by 161,642 people on Facebook; 5579 on Instagram; and 76,412 on Twitter.

Community engagement

Our Service continuously engages with NSW communities to improve understanding and acceptance of risks and to plan and prepare for significant weather and disaster events.

To help ensure we achieve our community engagement objectives, a Measurement and Evaluation Framework is being developed. Its data analysis capabilities will allow us to identify areas where community engagement should be increased, while also measuring and evaluating our work in risk locations.

The framework will include baseline snapshots across the State, community engagement activity-specific measurement and broader dashboards which detail community knowledge, awareness, action, trust and resilience. The framework will be completed next financial year.

Community-focused projects

Our Service was involved in many community-focused projects during the year.

A key example includes our partnership with Meals on Wheels NSW to launch the ACT! Toolkit. It assists older community members to prepare for emergencies, including floods and storms. It upskills home support providers to help older people make decisions about preparing for emergencies by initiating and supporting discussions around what they can do to prepare. It provides concise, practical information, with links to necessary supports when required. The toolkit also adds to home support providers' capability to train their members to discuss emergency preparedness with clients and make referrals to emergency services for assistance.

Our Service also received funding through the NSW Community Resilience Innovation Program that allowed us to partner with Next Step Inc. on the 'Ask Me What I Need' training video. It helps emergency service personnel to recognise the special needs of people with autism.

Community awareness campaigns

Our Service was involved in several campaigns this year to enhance and support community engagement and preparedness for emergencies.

A social media campaign promoted household and business preparedness activities for families, young people, businesses and individuals while working and schooling from home during COVID-19 restrictions.

We continued to collaborate with Infrastructure NSW on the Hawkesbury-Nepean Valley Flood Risk Management Strategy this year. Activities completed included:

- Comprehensive local public flood risk mapping information was made available online. There were more than 52,000 unique website visitors to the campaign landing page on our website. The expected number was 7850
- Highly visibility campaign materials, including mobile and static billboards, local media stories and advertising (newspapers and radio) and very localised imagery of flood events and impacts. An evaluation of the campaign showed an 11 per cent increase in awareness of risk, while 40 per cent of people surveyed recalling seeing campaign material. Significantly, 71 per cent took some flood preparedness action after seeing campaign material, and
- Workshops and resources were delivered for targeted communities of concern, including schools, aged care facilities, animal-centred activities and multicultural communities.

In June, Infrastructure NSW and our Service shared the Highly Commended award at the 2020 Emergency Media and Public Affairs conference for their project: 'Flood resilience in the Hawkesbury-Nepean Valley – a partnership approach.'

Agency partnerships

Our Service continued working with the NSW State Emergency Management Committee's Community Engagement sub-committee and individual member agencies. Particular interest projects were a state-wide survey in late 2020 and developing a community engagement framework for the State.

Community Focused Partnerships

The NSW SES's principal partnership is with NRMA Insurance. During 2019-20, this partnership has continued to focus on actively engaging and empowering local communities to understand their local risks and to take steps to manage that risk through preventative action.

The Service's Principal Partner NRMA Insurance granted \$50,000 of Get Ready funding to 15 NSW SES Units in the financial year. Some funded initiatives included Get Ready workshops for men and woman across various communities of NSW, and engagement programs for the deaf community.

National Warning Project

Our Service is participating in the Australasian Fire and Emergency Services Authorities Council initiative to develop a National Warnings Framework. It aims to implement consistent emergency warning messages across five hazards: fire, flood, heat wave, cyclone and severe weather.

More than 15,000 community members across Australia have been surveyed to determine the most effective elements of a warning message. The research tested responses to terminology, colours, shapes and icons. Additional research will be done next year to refine final recommendations. The Framework is expected to be implemented nationally.

NSW SES and the Bureau of Meteorology will be working with other agencies responsible for flooding during 2020 to determine the process of transitioning current flood warnings into the National Framework, with the potential to transition during late 2021.

Family Fun Day

Our Service held a Family Fun Day at International Peace Park in Seven Hills in September. We Service used this community event to launch the \$56.4 million-dollar emergency and rescue fleet. The event was attended by NSW Minister for Police and Emergency Services, the Hon. David Elliott MP. Families were also able to enjoy the day by participating in activities ranging from virtual reality to a free BBQ and face painting.

Enabling Performance: Governance and Business Process Improvement

Digital Workplace

A Digital Workplace program was launched this year to make it easier for Members to collaborate online and easily find and access high quality information.

This program focused on implementing technical foundations to ensure Members have the right digital tools for their roles. The main parts of the program are building mySES, our new intranet, our definitive information source; and introducing Microsoft Teams, our new online communication and collaboration tool.

In early March we were building awareness and preparing Zone and Unit members for the planned release of Microsoft Teams in June. Then, within days, government restrictions began emphasising a new way of living and working because of the COVID-19 pandemic. It highlighted the value of a digital workplace.

To maintain our essential community support services with flexible working capabilities and remote connections, the Microsoft Teams rollout was fast-tracked and released before schedule in late March. It enables communication and collaboration through a single platform for meetings, calls and chat.

Policy reviews

Significant policy and procedures documents reviewed and updated this year were in three categories: Governance, Work Health and Safety (WHS) and Internet and Communication Technology (ICT) security. A *Diversity and Inclusion Strategic Framework 2020-2025* was also developed to assure an environment in which staff and volunteers will feel safe coming to work.

The *NSW SES Strategic Planning Framework* was released in January to provide an overview of strategic planning principles, processes and governance for the NSW SES. The *Code of Conduct and Ethics* was reviewed during the year. It details the core values all our Members must demonstrate relating to ethical and honest behaviour, professionalism and responsibility, fairness and equality, learning and innovation and collaboration. It now aligns with the Public Service Commission's Code of Ethics and Conduct for NSW government employees.

To strengthen governance across our Service, policies were updated for Intellectual Property, Gifts and Benefits and Public Interest Disclosures. Each details how our Service and all Members make decisions and efficiently manage public resources.

In 2019-20, the NSW SES delivered a WHS Improvement Program. The program was designed to deliver improved safety systems, leadership and culture; improved risk management and support for our workforce; and improved ways to share learning. This work will continue into next year as we drive continuous safety performance.

To improve the security and reduce security risks of our Service's information, systems, data and network assets, policies were developed and implemented for acceptable use and password security. Further updates to ICT policies are planned for next year.

In April, an Operational Policy Project team began reviewing existing operational policy and procedures. This project, to continue into next year, aims to deliver a continuously updated, contemporary suite of operational documents. The focus areas include Flood Operation and Rescue, Storm Operations, Operational Resource Management, Incident Management, Aviation and Information Warnings and Evacuation procedures. The project team will also undertake a full review of templates used for Incident Management to provide consistency and deliver efficiencies during operational events.

Internal Audit and Risk Management

Our Service's Internal Audit Program continued to provide an independent, objective assurance and advisory service.

An Internal Audit Plan was developed using a comprehensive risk-based assessment that considered our Service's strategy, business objectives and external impacts/trends.

This program provides a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

This year it focused on areas that included cyber security maturity, training, operational improvement, and emerging risk areas that support the delivery of our services to communities of NSW. Audits improved management systems, accountability and internal controls and will help achieve corporate objectives.

Our Service is committed to the proactive management of risk as an integral part of sound management practice and as an essential element of good corporate governance. Throughout 2019–20 we continued enhancement of risk maturity by improved reporting, methodology and analytics.

Operational realignment

Our Service implemented an organisational restructure in October.

Our operational response in regional areas remains unaffected by the restructure, while its implementation ensured support to volunteers across NSW was unaffected. Our mission of saving lives and protecting communities remains a key focus in all areas of the Service.

The changes are reflected in the current organisation chart.

Media Strategy Review

An external agency was engaged to review and develop the NSW SES's media strategy and outcomes, brand alignment and usage, policies, procedures, templates and training. This included internal communications and social media as well as operational media roles. Once implemented, the new strategy will support the protection and growth of NSW SES reputation and brand in communities across NSW and the vital work of our Members.





FINANCIAL STATEMENTS



INDEPENDENT AUDITOR'S REPORT

Office of the NSW State Emergency Service

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Office of the NSW State Emergency Service (the Service), which comprise the Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Service as at 30 June 2020, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015

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

Basis for Opinion

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

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

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

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

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

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

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

Other Information

The Service's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Commissioner of the Service is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Commissioner.

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

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

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

I have nothing to report in this regard.

Commissioner's Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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

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



Lawrissa Chan
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

02 October 2020
SYDNEY



OFFICE OF THE NSW STATE EMERGENCY SERVICE
FINANCIAL STATEMENTS
For the Year Ended 30 June 2020

STATEMENT BY COMMISSIONER

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

- (a) The accompanying financial statements have been prepared in accordance with applicable accounting standards (including Australian Accounting Interpretations), the provisions of the *Public Finance and Audit Act 1983*, 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 2020; and
- (c) There are no circumstances which would render any particulars included in the financial report to be misleading or inaccurate.


Carlene York APM
Commissioner NSW SES

2 October 2020



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START OF AUDITED FINANCIAL STATEMENTS

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Statement of comprehensive income

For the year ended 30 June 2020

	Notes	Budget 2020 \$'000	Actual 2020 \$'000	Actual 2019 \$'000
Continuing operations				
Expenses excluding losses				
Employee-related expenses	2(a)	43,662	41,444	39,154
Operating expenses	2(b)	47,805	45,321	46,675
Depreciation and amortisation	2(c)	15,034	15,211	11,629
Grants and subsidies	2(d)	3,930	3,962	3,956
Finance costs	2(e)	1,886	896	15
Other expenses (Disaster Relief)	2(f)	10,000	11,565	6,111
Total expenses excluding losses		122,317	118,399	107,540
Revenue				
Sales of goods and services	3(b)	41	36	1
Investment revenue	3(c)	453	451	727
Grants and contributions	3(d)	117,751	123,138	129,320
Acceptance by the Crown Entity of employee benefits and other liabilities	3(e)	153	283	387
Other income	3(f)	341	1,880	1,776
Total Revenue		118,739	125,788	132,211
Operating result				
Gains / (losses) on disposal	4	(149)	932	109
Net result from continuing operations		(3,727)	8,321	24,780
Net result		(3,727)	8,321	24,780
Other comprehensive income				
Total other comprehensive income		-	-	-
TOTAL COMPREHENSIVE INCOME		(3,727)	8,321	24,780

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Statement of financial position****As at 30 June 2020**

	Notes	Budget 2020 \$'000	Actual 2020 \$'000	Actual 2019 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	5 & 10	38,135	57,810	60,959
Receivables	6	2,605	7,158	4,435
Inventories	7	5,649	2,607	3,218
Other current assets		5	-	-
Total Current Assets		46,394	67,575	68,612
Non - Current Assets				
Property, Plant and Equipment	8			
- Land and buildings		9,014	9,066	10,035
- Plant and equipment		83,359	78,828	65,675
Total Property, Plant and Equipment		92,373	87,894	75,710
Right-of-use assets	9	50,462	32,399	-
Total Non-Current Assets		142,835	120,293	75,710
Total Assets		189,229	187,868	144,322
LIABILITIES				
Current Liabilities				
Payables	11	7,456	11,145	9,586
Borrowings	12	2,154	2,408	29
Provisions	13	4,019	4,819	4,139
Total Current Liabilities		13,629	18,372	13,754
Non - Current Liabilities				
Borrowings	14	53,581	34,305	3,731
Provisions	15	351	1,285	1,252
Total Non - Current Liabilities		53,932	35,590	4,983
Total Liabilities		67,561	53,962	18,737
Net Assets		121,668	133,906	125,585
EQUITY				
Accumulated funds		121,668	133,906	125,585
Total Equity		121,668	133,906	125,585

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 2020

	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2019	125,585	125,585
Net result for the year	8,321	8,321
Total comprehensive income for the year	<u>8,321</u>	<u>8,321</u>
Balance at 30 June 2020	<u>133,906</u>	<u>133,906</u>
Balance at 1 July 2018	100,805	100,805
Net result for the year	24,780	24,780
Total comprehensive income for the year	<u>24,780</u>	<u>24,780</u>
Balance at 30 June 2019	<u>125,585</u>	<u>125,585</u>

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Statement of cash flows****For the year ended 30 June 2020**

	Notes	Budget 2020 \$'000	Actual 2020 \$'000	Actual 2019 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(43,509)	(40,255)	(39,123)
Grants and subsidies		(13,930)	(15,527)	(10,487)
Finance costs		(1,886)	(896)	-
Other		(49,105)	(52,212)	(53,465)
Total Payments		(108,430)	(108,890)	(103,075)
Receipts				
Sale of goods and services		41	36	1
Interest received		453	451	727
Grants and contributions		117,751	124,377	125,497
Other		1,641	6,765	11,313
Total Receipts		119,886	131,629	137,538
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	11,456	22,739	34,463
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, and plant and equipment		71	974	204
Purchases of land and buildings, and plant and equipment		(25,997)	(23,661)	(8,414)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(25,926)	(22,687)	(8,210)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings and advances		(2,419)	(3,201)	-
NET CASH FLOWS FROM FINANCING ACTIVITIES		(2,419)	(3,201)	-
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		(16,889)	(3,149)	26,253
Opening cash and cash equivalents		55,024	60,959	34,706
CLOSING CASH AND CASH EQUIVALENTS	5	38,135	57,810	60,959

The accompanying notes form part of these financial statements.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2020

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OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2020

1. Summary of Significant Accounting Policies

(a) Reporting entity

The Office of the NSW State Emergency Service (NSW SES) (the entity) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Entity is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

These financial statements for the year ended 30 June 2020 have been authorised for issue by the Commissioner on 2 October 2020.

(b) Basis of preparation

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

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015*; and
- Treasurer's Directions issued under the Act.

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

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

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

(c) Statement of compliance

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2020

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

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

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

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

(e) Comparative information

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

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

- (i) Effective for the first time in 2019-20

The entity applied AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-Profit Entities*, and AASB 16 *Leases* for the first time. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

Several other amendments and interpretations apply for the first time in FY2019-20, but do not have an impact on the financial statements of the entity.

AASB 15 Revenue from Contracts with Customers

AASB 15 supersedes AASB 111 *Construction Contracts*, AASB 118 *Revenue* and related Interpretations and it applies, with limited exceptions, to all revenue arising from contracts with customers. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for the incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires relevant disclosures.

In accordance with the transition provisions in AASB 15, the entity has adopted AASB 15 retrospectively with the cumulative effect of initially applying the standard recognised at the date of initial application, i.e. 1 July 2019.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2020

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

(i) Effective for the first time in 2019-20 (continued)

The entity has used the transitional practical expedient permitted by the standard to reflect the aggregate effect of all of the modifications that occur before 1 July 2018 when:

- identifying the satisfied and unsatisfied performance obligations
- determining the transaction price
- allocating the transaction price to the satisfied and unsatisfied performance obligations.

The impact of applying the above practical expedients is not expected to significantly affect the financial statements.

The adoption of AASB 15 did not have an impact on Other Comprehensive Income and the Statement of Cash Flows for the financial year.

AASB 1058 *Income of Not-for-Profit Entities*

AASB 1058 replaces most of the existing requirements in AASB 1004 *Contributions*.

The scope of AASB 1004 is now limited mainly to contributions by owners (including parliamentary appropriations that satisfy the definition of a contribution by owners), administrative arrangements and liabilities of government departments assumed by other entities.

AASB 1058 applies to income with a donation component, i.e. transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives; and volunteer services. AASB 1058 adopts a residual approach, meaning that entities first apply other applicable Australian Accounting Standards (e.g. AASB 1004, AASB 15, AASB 16, AASB 9, AASB 137) to a transaction before recognising income.

Not-for-profit entities need to determine whether a transaction is/contains a donation (accounted for under AASB 1058) or a contract with a customer (accounted for under AASB 15).

AASB 1058 requires recognition of receipt of an asset, after the recognition of any related amounts in accordance with other Australian Accounting Standards, as income:

- when the obligations under the transfer is satisfied, for transfers to enable an entity to acquire or construct a recognisable non-financial asset that will be controlled by the entity.
- immediately, for all other income within the scope of AASB 1058.

In accordance with the transition provisions in AASB 1058, the entity has adopted AASB 1058 retrospectively with the cumulative effect of initially applying the standard at the date of initial application, i.e. 1 July 2019. The entity has adopted the practical expedient in AASB 1058 whereby existing assets acquired for consideration significantly less than fair value principally to enable the entity to further its objectives, are not restated to their fair value.

The adoption of AASB 1058 did not have an impact on Other Comprehensive Income and the Statement of Cash Flows for the financial year.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2020

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

(i) Effective for the first time in 2019-20 (continued)

AASB 1058 *Income of Not-for-Profit Entities* (continued)

The contribution and cost of volunteer services has not been recognised in the financial statements as the services donated would not be purchased. The Service does not currently purchase alternative services when volunteer numbers fluctuate.

AASB 16 *Leases*

AASB 16 supersedes AASB 117 *Leases*, Interpretation 4 *Determining whether an Arrangement contains a Lease*, Interpretation 115 *Operating Leases – Incentives* and Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the balance sheet.

Lessor accounting

Lessor accounting under AASB 16 is substantially unchanged from AASB 117. Lessors will continue to classify leases as either operating or finance leases using similar principles as in AASB 117. Therefore, AASB 16 does not have a significant impact for leases where the entity is the lessor.

Lessee accounting

AASB 16 requires the entity to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under AASB 117. As the lessee, the entity recognises a lease liability and right-of-use asset at the inception of the lease. The lease liability is measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease, or the lessee's incremental borrowing rate if the interest rate implicit in the lease cannot be readily determined. The corresponding right-of-use asset is measured at the value of the lease liability adjusted for lease payments before inception, lease incentives, initial direct costs and estimates of costs for dismantling and removing the asset or restoring the site on which it is located.

The entity has adopted the partial retrospective option in AASB 16, where the cumulative effect of initially applying AASB 16 is recognised on 1 July 2019 and the comparatives for the year ended 30 June 2019 are not restated.

In relation to leases that had previously been classified as 'operating leases' under AASB 117, a lease liability is recognised at 1 July 2019 at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate at the date of initial application. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 July 2019 was 2.25%.

The corresponding right-of-use asset is initially recorded on transition at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position as at 30 June 2019. The exception is right-of-use assets that are subject to accelerated depreciation. These assets are measured at their fair value at 1 July 2019.

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2020

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

(i) Effective for the first time in 2019-20 (continued)

AASB 16 Leases (continued)

For leases previously classified as finance leases the entity recognised the carrying amount of the lease asset and lease liability immediately before transition as the carrying amount of the right of use asset and the lease liability at the date of initial application. The measurement principles of AASB 16 are only applied after that date.

The entity elected to use the practical expedient to expense lease payments for lease contracts that, at their commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is valued at \$10,000 or under when new (low-value assets). In applying AASB 16 for the first time, the Entity has used the following practical expedients permitted by the standard:

- not reassess whether a contract is, or contains, a lease at 1 July 2019, for those contracts previously assessed under AASB 117 and Interpretation 4.
- applying a single discount rate to a portfolio of leases with reasonably similar characteristics
- relying on its previous assessment on whether leases are onerous immediately before the date of initial application as an alternative to performing an impairment review
- not recognise a lease liability and right-of-use-asset for short-term leases that end within 12 months of the date of initial application
- excluding the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- using hindsight in determining the lease term where the contract contained options to extend or terminate the lease

The effect of adoption AASB 16 as at 1 July 2019 increase/ (decrease) is, as follows:

	<u>\$'000</u>
Assets	
Right of Use Assets	<u>40,376</u>
Total assets	40,376
Liabilities	
Borrowings	(40,376)
Total liabilities	
Equity	
Accumulated funds	<u>-</u>
	<u>-</u>

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2020

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

(i) Effective for the first time in 2019-20 (continued)

AASB 16 Leases (continued)

The lease liabilities as at 1 July 2019 can be reconciled to the operating lease commitments as of 30 June 2019, as follows:

	<u>\$'000</u>
Operating lease commitments as at 30 June 2019 (GST included)	42,922
(Less): GST included in operating lease commitments	<u>3,902</u>
Operating lease commitments as at 30 June 2019 (GST excluded)	39,020
Weighted average incremental borrowing rate as at 1 July 2019	<u>2.25%</u>
Discounted operating lease commitments as at 1 July 2019	39,898
Add/(less): adjustments relating to changes in the index or rate affecting variable payments	<u>478</u>
Lease liabilities as at 1 July 2019	<u><u>40,376</u></u>

(ii) Issued but not yet effective

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

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

- AASB 17 Insurance Contracts
- AASB 1059 Service Concession Arrangements: Grantors
- AASB 2018-5 Amendments to Australian Accounting Standards – Deferral of AASB 1059
- AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business
- AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material
- AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework

OFFICE OF THE NSW STATE EMERGENCY SERVICE
Notes to the financial statements for the year ended 30 June 2020

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

(ii) Issued but not yet effective (continued)

- AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059
- AASB 2019-3 Amendments to Australian Accounting Standards - Interest Rate Benchmark Reform
- AASB 2019-7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations.

(g) Changes in accounting estimates

There were no changes in accounting estimates during the year.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

2. Expenses Excluding Losses	2020 \$'000	2019 \$'000
(a) Employee related expenses		
Salaries and wages (including annual leave)	34,993	32,586
Superannuation - defined benefit plans	190	301
Superannuation - defined contribution plans	2,643	2,550
Long service leave	1,434	1,377
Workers' compensation insurance	197	405
Payroll tax and fringe benefit tax	1,987	1,935
	41,444	39,154

Employee related costs that have been capitalised in fixed asset accounts, and therefore excluded from Note 2(a) are \$0.79m (2019: \$0.91m)

(b) Operating expenses include the following:	2020 \$'000	2019 \$'000
Auditor's remuneration	183	176
- audit of financial statements		
Operating lease rental expense		
- minimum lease payments	-	4,260
Insurance	1,043	1,100
Cleaning	782	650
Utilities	703	795
Fleet expenditure	1,792	2,529
Travel	1,077	1,308
Freight, cartage and packing	90	170
Advertising and publicity	521	147
Telecommunication	3,997	4,744
Government Radio Network	13,165	12,267
Printing and Stationery	537	487
Fees for services rendered	2,001	1,963
Contractors	931	1,259
Consultants	1,560	523
Legal Fees	108	40
Training	734	1,130
Maintenance*	5,453	4,553
Computer Services	849	627
Minor Equipment	3,788	2,581
Cost of inventories held for distribution	3,820	3,277
General Expenses	2,187	2,089
	45,321	46,675

*Reconciliation - Total maintenance	2020 \$'000	2019 \$'000
Maintenance expense - contracted labour and other (non-employee related), as above	5,453	4,553
Employee related maintenance expense included in 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	5,453	4,553
*Reconciliation - Total maintenance	5,453	4,553

Recognition and Measurement

Maintenance expense

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

Insurance

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

2. Expenses Excluding Losses (continued)**(b) Operating expenses (continued)***Lease expense (up to 30 June 2019)**Operating leases*

Up to 30 June 2019, operating lease payments are recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term. An operating lease is a lease other than a finance lease.

Lease expense (from 1 July 2019)

From 1 July 2019, the Entity recognises the lease payments associated with the following types leases as an expense on a straight-line basis:

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

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

	2020	2019
	\$'000	\$'000
(c) Depreciation and amortisation expense		
Depreciation		
Plant and equipment	11,166	10,520
Amortisation		
Right of Use Assets	4,045	1,109
	15,211	11,629

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

	2020	2019
	\$'000	\$'000
(d) Grants and subsidies		
Grants - Emergency workers compensation insurance contribution *	3,000	3,000
Grants - Unit accommodation	962	956
	3,962	3,956

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

	2020	2019
	\$'000	\$'000
(e) Finance costs		
Interest expense from lease liabilities	879	-
Total interest expense	879	-
Unwinding of discount on restoration provision	17	15
	896	15

Recognition and Measurement

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

2. Expenses Excluding Losses (continued)

	2020	2019
	\$'000	\$'000
(f) Other expenses		
Disaster Relief - Goods and services	8,711	4,796
Disaster Relief - Staff	2,854	1,315
	11,565	6,111

Flood, storm, tsunami and bushfire relief payments are made during emergencies for expenses directly attributable to Natural Disaster events. Declared disaster events during the reporting period include supporting the NSW Rural Fire Service during the significant NSW bushfires (August 2019 to February 2020) and major storm and flood operations (January to March 2020). Parts of these payments are reimbursable through the Natural Disaster Relief Arrangements between the Commonwealth and NSW Governments.

3. Revenue**Recognition and Measurement**

Until 30 June 2019, income is recognised in accordance with AASB 111 Construction Contracts, AASB 118 Revenue and AASB 1004 Contributions.

From 1 July 2019, income is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15 Revenue from Contracts with Customers. Comments regarding the accounting policies for the recognition of income are discussed below.

(a) Appropriations and Transfers to the Crown Entity

	2020	2019
	\$'000	\$'000
Movement of Section 4.7 GSF Act - deemed appropriations:		
Opening balance	60,959	34,706
Add: additions of deemed appropriations	132,603	137,742
Less: expenditure charged against deemed appropriations	(132,551)	(111,489)
Closing balance	61,011	60,959

Notes:

'Expenditure' refers to cash payments. The term 'expenditure' has been used for payments for consistency with AASB 1058 *Income of Not-for-Profit Entities*.

Recognition and Measurement***Parliamentary appropriations***

Until 30 June 2019, except as specified below, appropriations are recognised as income when the entity obtains control over the assets comprising the appropriations. Control over appropriations is normally obtained upon the receipt of cash. Appropriations are not recognised as income in the following circumstances:

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

After AASB 15 and AASB 1058 became effective on 1 July 2019, the treatment of appropriations remains the same, because appropriations do not contain an enforceable sufficiently specific performance obligation as defined by AASB 15.

	2020	2019
	\$'000	\$'000
(b) Sale of goods and services		
Sale of goods and rendering of services	36	1
	36	1

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

3. Revenue (continued)**(b) Sale of goods and services (continued)****Recognition and Measurement****Until 30 June 2019*****Sale of goods***

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

Rendering of services

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

From 1 July 2019***Sale of goods***

Revenue from sale of goods is recognised as when the Entity satisfies a performance obligation by transferring the promised goods.

The entity typically satisfies its performance obligations when control of the goods is transferred to the customer. The payments are typically due by 30 days.

Revenue from these sales is recognised based on the price specified in the contract, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as the sales are made with a short credit term. No volume discount or warranty is provided on the sale.

Rendering of services

Revenue from rendering of services is recognised when the Entity satisfies the performance obligation by transferring the promised services. The payments are typically due by 30 days.

The revenue is measured at the transaction price agreed under the contract. No element of financing is deemed present as payments are due when service is provided.

(c) Investment revenue

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

	2020	2019
	\$'000	\$'000
	451	727
	451	727

Recognition and Measurement**Interest income**

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

(d) Grants and other contributions

Disaster relief

Donations and fundraising *

Gifted assets

Stronger Communities Grants:

 Recurrent appropriation grant

 Capital appropriation grant

	2020	2019
	\$'000	\$'000
	5,883	2,285
	382	555
	21	1,354
	100,936	100,814
	15,916	24,312
	123,138	129,320

* Includes \$0.07m in bequests received (2019:\$0.2m).

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

3. Revenue (continued)**(d) Grants and other contributions (continued)****Recognition and Measurement****Until 30 June 2019**

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

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

From 1 July 2019

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

The Agency receives its funding under appropriations from the grant funding received from Department of Communities and Justice which receives appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Act for that year. Due to COVID-19, the State Budget and related 2020-21 Appropriation Bill has been delayed and is anticipated to be tabled in Parliament in November/December 2020. However, pursuant to section 4.10 of the GSF Act, the Treasurer has authorised Ministers to spend specified amounts from Consolidated Fund. This authorisation is current from 1 July 2020 until the earlier of 31 December 2020 (or another day prescribed by the regulations) or enactment of the 2020-21 annual Appropriations Act.

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

The following expenses have been assumed by the Crown Entity:

	2020	2019
	\$'000	\$'000
Superannuation - defined benefit	190	301
Payroll tax	9	15
Long service leave provision	84	71
	283	387

(f) Other income

	2020	2019
	\$'000	\$'000
Other revenue received by NSW SES units	-	137
Miscellaneous/Insurance Recoveries	1,722	1,461
NRMA Sponsorship	158	178
	1,880	1,776

4. Gains / (Losses) on Disposal

	2020	2019
	\$'000	\$'000
Proceeds from sale	974	204
Less: written down value of assets disposed	(42)	(95)
	932	109

Recognition and Measurement**Impairment losses**

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

Receivables – Note 6

Property, plant and equipment – Note 8

Leases – Note 9

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

5. Current Assets - Cash and Cash Equivalents	2020	2019
	\$'000	\$'000
Cash at bank and on hand	57,810	60,959
	57,810	60,959

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

	2020	2019
	\$'000	\$'000
Cash and cash equivalents (per Statement of Financial Position)	57,810	60,959
	57,810	60,959

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

Refer Note 10 for details regarding restricted assets.

6. Current Assets - Receivables	2020	2019
	\$'000	\$'000
Trade receivables from contracts with customers	170	-
Sale of goods and services	-	393
Natural Disaster Relief and Recovery Receivable	4,345	2,285
GST Receivable	1,200	753
Prepayments	1,169	759
Other	274	245
	7,158	4,435

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

Recognition and Measurement

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

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

Impairment

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

7. Current Assets - Inventories

	2020	2019
	\$'000	\$'000
Held for distribution		
Clothing, equipment and other items	2,607	3,218
	2,607	3,218

Recognition and Measurement

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

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the entity would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make Inventories were not materially affected by COVID-19 during the financial year.

8. Property, Plant and Equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2019 - fair value			
Gross carrying amount	12,275	116,879	129,154
Accumulated depreciation	(2,240)	(51,204)	(53,444)
Net carrying amount	10,035	65,675	75,710
At 30 June 2020 - fair value			
Gross carrying amount	12,466	137,074	149,540
Accumulated depreciation	(3,400)	(58,246)	(61,646)
Net carrying amount	9,066	78,828	87,894

Reconciliation

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

	Land and Buildings	Plant and Equipment	Total \$'000
Period Ended 30 June 2020			
Net carrying amount at beginning of year	10,035	65,675	75,710
Purchases of assets	191	23,470	23,661
Gifted assets	-	21	21
Insurance replacements	-	-	-
Disposals	-	(41)	(41)
Depreciation expense	(1,160)	(10,297)	(11,457)
Net carrying amount at end of year	9,066	78,828	87,894

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

8. Property, Plant and Equipment (continued)

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2018 - fair value			
Gross carrying amount	12,111	109,823	121,934
Accumulated depreciation	(1,131)	(43,714)	(44,845)
Net carrying amount	10,980	66,109	77,089
At 30 June 2019 - fair value			
Gross carrying amount	12,275	116,879	129,154
Accumulated depreciation	(2,240)	(51,204)	(53,444)
Net carrying amount	10,035	65,675	75,710

Reconciliation

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

	Land and Buildings	Plant and Equipment	Total \$'000
Year Ended 30 June 2019			
Net carrying amount at beginning of year	10,980	66,109	77,089
Additions	164	8,250	8,414
Vesting of vehicles by Local Government	-	1,354	1,354
Insurance replacements	-	577	577
Disposals	-	(95)	(95)
Depreciation expense	(1,109)	(10,520)	(11,629)
Net carrying amount at end of year	10,035	65,675	75,710

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

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

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

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

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

Capitalisation thresholds

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

Major inspection costs

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

Restoration costs

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Notes to the financial statements for the year ended 30 June 2020****8. Property, Plant and Equipment (continued)****Depreciation of property, plant and equipment**

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

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

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

The useful lives of major categories of assets are:

Buildings	25 to 40 years
Plant and Equipment	3 to 25 years
Computers	3 to 30 years
Operational Equipment	8 to 15 years
Communication Equipment	3 to 15 years
Vehicles	3 to 15 years
Vessels	10 to 20 years

Finance leases acquired by lessees (Under AASB117 until 30 June 2019)

Until 30 June 2019, AASB117 *Leases* (AASB117) distinguished between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of the leased assets, and operating leases under which the lessor does not transfer substantially all the risks and rewards.

Property, plant and equipment at 30 June 2019 includes non-current assets acquired under finance leases only. The assets are recognised at fair value or, if lower, the present value of the minimum lease payments, at the inception of the lease. Property, plant and equipment does not include amounts in respect of operating leases.

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

Right-of-Use Assets acquired by lessees (under AASB 16 from 1 July 2019)

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

Therefore, at that date property, plant and equipment recognised under leases previously treated as finance leases under AASB 117, are derecognised. The right-of-use assets arising from these leases are recognised and included in the separate line item together with those right-of-use assets arising from leases previously treated as operating leases under AASB 117.

Further information on leases is contained at Note 9.

The entity has adopted the option to not apply AASB 16 to assets that would be classified as service concession assets in accordance with AASB 1059 *Service Concession Arrangements: Grantors*. The entity continues to apply its existing accounting policy to these assets until AASB 1059 is applied.

Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP14-01). This policy adopts fair value in accordance with AASB 13, AASB 116 and AASB 140 *Investment Property*.

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

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Notes to the financial statements for the year ended 30 June 2020****8. Property, Plant and Equipment (continued)****Impairment of property, plant and equipment**

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

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

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

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in net result and is treated as a revaluation increase. However, to the extent that an impairment loss on the same class of asset was previously recognised in net result, a reversal of that impairment loss is also recognised in net result.

9. Leases

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

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

From 1 July 2019, AASB 16 *Leases* (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

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

Right-of-use assets under leases

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

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

Lease liabilities

The following table presents liabilities under leases.

	Lease liabilities \$'000
Balance at 1 July 2019	<u>40,374</u>
Additions	-
Interest expenses	879
Payments	(4,079)
Early termination of leases	(461)
Balance at 30 June 2020	<u>36,713</u>

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Notes to the financial statements for the year ended 30 June 2020**

9. Leases (continued)	2020
	\$'000
The following amounts were recognised in the statement of comprehensive income for the year ending 30 June 2020 in respect of leases where the entity is the lessee:	
Depreciation expense of right-of-use assets	3,754
Interest expense on lease liabilities	879
Total amount recognised in the statement of comprehensive income	<u>4,633</u>

The entity had total cash outflows for leases of \$4.08m in FY2019-20.

Future minimum lease payments under non-cancellable leases as at 30 June 2019 are, as follows:	Operating lease
	\$'000
Within one year	5,574
Later than one year and not later than five years	24,714
Later than five years	12,634
Total (including GST)	<u>42,922</u>
Less: GST recoverable from the Australian Tax Office	3,902
Total (excluding GST)	<u>39,020</u>

Recognition and measurement (under AASB 16 from 1 July 2019)

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

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

i. Right-of-use assets

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

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

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

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

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

ii. Lease liabilities

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

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

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE**Notes to the financial statements for the year ended 30 June 2020****9. Leases (continued)****Recognition and measurement (under AASB 16 from 1 July 2019) (continued)**

ii. Lease liabilities (continued)

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

The entity's lease liabilities are included in borrowings.

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

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

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

These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, subject to impairment. They are not subject to revaluation.

Recognition and measurement (under AASB 117 until 30 June 2019)

The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset (or assets), even if that asset (or those assets) is not explicitly specified in an arrangement.

Until 30 June 2019, a lease was classified at the inception date as a finance lease or an operating lease. A lease that transferred substantially all the risks and rewards incidental to ownership to the entity was classified as a finance lease.

Where a non-current asset was acquired by means of a finance lease, at the commencement of the lease, the asset was recognised at its fair value or, if lower, at the present value of the minimum lease payments. The corresponding liability was established at the same amount. Lease payments were apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges were recognised in finance costs in the statement of comprehensive income.

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

An operating lease is a lease other than a finance lease. Operating lease payments were recognised as an operating expense in the statement of comprehensive income on a straight-line basis over the lease term.

10. Restricted Assets

Items that are restricted assets are listed below:

	2020	2019
	\$'000	\$'000
Cash and Cash Equivalents	4,937	5,017
	4,937	5,017

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

11. Current Liabilities - Payables

	2020	2019
	\$'000	\$'000
Accrued salaries, wages and on-costs	540	408
Creditors	9,550	8,248
Unearned revenue	1,055	930
	11,145	9,586

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

11. Current Liabilities - Payables (continued)**Recognition and measurement**

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

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs.

These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised net result when the liabilities are derecognised as well as through the amortisation process.

12. Current Liabilities - Borrowings

	2020	2019
	\$'000	\$'000
Lease Liabilities	2,408	-
Finance lease liability	-	29
	2,408	29

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

Recognition and measurement

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

Finance lease liabilities are determined in accordance with AASB 117 until 30 June 2019. From 1 July 2019, lease liabilities are determined in accordance with AASB 16.

13. Current Liabilities - Provisions

	2020	2019
	\$'000	\$'000
Employee benefits and related on-costs		
Annual leave	3,241	2,740
Long service leave on-costs	1,578	1,399
	4,819	4,139

14. Non-Current Liabilities - Borrowings

	2020	2019
	\$'000	\$'000
Lease Liabilities	34,305	-
Finance lease liability	-	3,731
	34,305	3,731

15. Non-Current Liabilities - Provisions

	2020	2019
	\$'000	\$'000
Employee benefits and related on-costs		
Long service leave on-costs	137	122
	137	122

Other provisions

Restoration costs	1,148	1,130
	1,148	1,130
	1,285	1,252

Aggregate employee benefits and related on-costs

Provisions - current	4,819	4,139
Provisions - non-current	137	122
Accrued salaries, wages and on-costs (note 11)	540	408
	5,496	4,669

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

Annual leave	2,287	1,917
Long service leave on-costs	211	173
	2,498	2,090

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

Annual leave	954	823
Long service leave on-costs	1,367	1,226
	2,321	2,049

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

15. Non-Current Liabilities - Provisions (continued)**Movements in provisions (other than employee benefits)**

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

2020	Restoration \$'000	Total \$'000
Carrying amount at 1 July 2019	1,130	1,130
Additional provisions recognised	18	18
Carrying amount at 30 June 2020	1,148	1,148

Recognition and Measurement**Employee benefits and related on-costs****Salaries and wages, annual leave and sick leave**

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

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

Actuarial advice obtained by Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the entity does not expect to settle the liability within 12 months as the entity does not have an unconditional right to defer settlement.

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

Long service leave and superannuation

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

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

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

Consequential on-costs

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

Other provisions

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

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

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

	2020 \$'000	2019 \$'000
Within one year	3,954	4,778
Total (including GST)	3,954	4,778

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

	359	434
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17. Contingent Liabilities and Contingent Assets

The NSW SES had no contingent liabilities or contingent assets as at 30 June 2020. (2019: nil)

18. Budget Review

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

Net Result

The Net Result of \$8.3m surplus compared favourably with the budgeted deficit of \$3.7m. Total expenses were \$3.9m under budget and this is mainly due to Operating expenditure being \$2.5m less than budget. As a result of NSW bushfires, flooding and the impacts of the COVID-19 Pandemic, the NSW SES experienced delays and resource limitations in several key programs of work, resulting in committed spend and some deliverables being delayed to the 2020-21 financial year. Total revenue was \$7.0m over budget which can be attributed to the following items not being budgeted for: Recoup of Disaster Relief expenditure (\$5.9m), Other income (predominantly recoup of Redundancy Expenditure \$1.2m). Note, the expenditure for Grants and subsidies was \$13.9m in the Budget Papers, however, for the purposes of the financial statements the budget for Disaster Relief (\$10.0m) was extracted from this amount.

Assets and Liabilities

Actual net assets were \$12.2m higher than budget. Cash and cash equivalents were \$19.7m higher than budget primarily due to lower than budgeted expenditure and higher than budgeted revenue as described above. Cash and cash equivalents were also impacted by Property, Plant and Equipment purchases being below budget by \$2.3m. The actual results for Property, Plant and Equipment were impacted by delays in the Fleet Replacement Program and the Stay Safe Keep Operational Program.

Cash Flows

Net cash flows from operating activities were higher than budget by \$11.2m as a result of lower than budgeted expenditure and higher than budgeted revenue as described above. Net cash flows from investing activities was \$3.2m under budget primarily due to delays in the Fleet Replacement Program and the Stay Safe Keep Operational Program. The opening cash and cash equivalents was above budget by \$5.9m due to additional cash being held at year end in 2018/19 when compared to what had been initially budgeted.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

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

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

	2020	2019
	\$'000	\$'000
Net cash used on operating activities	22,739	34,463
Depreciation and amortisation expense	(15,211)	(11,629)
Gifted assets and insurance proceeds	21	1,931
Net gain/(loss) on disposal of non-current assets	932	109
Decrease/(increase) in provisions	(713)	532
Increase/(decrease) in receivables	2,723	(1,561)
Increase/(decrease) in inventories	(611)	(1,218)
Decrease/(increase) in payables	(1,559)	2,153
Net result	8,321	24,780

20. Financial Instruments

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

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

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

a) Financial instrument categories

Class	Notes	Category	Carrying Amount	
			2020	2019
			\$'000	\$'000
Financial Assets				
Cash and cash equivalents	5	Amortised cost	57,810	60,959
Receivables ¹	6	Amortised cost	4,789	2,923
Financial Liabilities				
Payables ²	11	Financial liabilities measured at amortised cost	10,030	8,653
Borrowings	12&14	Financial liabilities measured at amortised cost	36,713	-

Notes

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

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

b) Derecognition of financial assets and financial liabilities

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

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

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

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

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

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

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

c) Offsetting financial instruments

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

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

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

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

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

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

Cash and cash equivalents

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

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

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

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

Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 30 days past due.

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

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

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

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

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

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

<i>Maturity analysis and interest rate exposure of financial liabilities</i>								
	Weighted Average Effective Int. Rate	Nominal Receivables ¹	Interest Rate Exposure			Maturity Dates		
			Fixed Interest Rate	Variable Interest Rate	Non - Interest Bearing	< 1 yr	1-5 yrs	> 5 yrs
	%	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020								
<i>Payables</i>	N/A	10,030	-	-	10,030	10,030	-	-
2019								
<i>Payables</i>	N/A	8,653	-	-	8,653	8,653	-	-

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.

iii. Market risk

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

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the entity operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the Statement of Financial Position reporting date. The analysis is performed on the same basis as for 2019. The analysis assumes that all other variables remain constant.

Interest rate risk

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

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

	2020		2019	
	(1%)	1%	(1%)	1%
Net result	(83)	83	(248)	248
Equity	(1,339)	1,339	(1,256)	1,256

OFFICE OF THE NSW STATE EMERGENCY SERVICE

Notes to the financial statements for the year ended 30 June 2020

20. Financial Instruments (continued)**(e) Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

21. Related Party Disclosures

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

	2020 \$'000	2019 \$'000
Short-term employee benefits:		
Salaries	2,538	2,567
Other monetary allowances	1	1
Non-monetary benefits	-	-
Other long-term employee benefits	144	197
Post-employment benefits	-	-
Termination benefits	505	294
Total remuneration	<u>3,188</u>	<u>3,059</u>

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

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

During the year, the entity entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. The aggregate value of the material transactions and related outstanding balances as at and for the year ending 30 June 2020 are as follows:

Government Entity	Nature of transaction	2020 \$'000		2019 \$'000	
		Transaction value Net Expenses/	Net receivable/ (payable)	Transaction value Net Expenses/	Net receivable/ (payable)
NSW Telco Authority	Government Radio Network	14,646	-	13,546	-
Fire & Rescue New South Wales	SAP Services	1,296	-	1,574	(45)
Department of Communities and Justice	Grants and Contributions	(116,733)	-	(124,923)	-
NSW Rural Fire Service	Hire of helicopters	928	-	342	(100)
Government Property NSW	Rent on leases	4,308	-	4,510	-
		<u>(95,555)</u>	<u>-</u>	<u>(104,951)</u>	<u>(145)</u>

22. Events after the Reporting Period

There are no events after the reporting period.

END OF AUDITED FINANCIAL STATEMENTS

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APPENDICES

Contents

Significant Judicial Decisions

There were no significant judicial decisions during the 2019-20.

Economic or other factors

No significant factors impacted achievement of operational objectives.

Funds granted to non-government community organisations

No funds were granted to non-government community organisations.

Consultancy

Engagements greater than \$50,000

Deloitte Consulting Pty Ltd
Finance, Asset and Business Services
\$256,102.40

DXC Technology Australia Pty Ltd
Information Technology
\$247,042.87

Bureau of Meteorology
Meteorology Services
\$234,854.00

O'Connor Marsden & Associates Pty Ltd
Audit and Risk
\$144,912.40

KPMG
Telecommunications
\$138,100.00

Haeberlin Consulting Pty Ltd
Media and Communications
\$93,330.00

Northpoint Consulting Group
Information Technology
\$82,500.00

EY Digital Group
Information Technology
\$69,450

Deloitte Consulting Pty Ltd
Operations (Warnings Project)
\$148,100

Engagements less than \$50,000

Nature of Consultancy – Information Technology
Total number of engagements 4
Total Cost \$64,918.93

Nature of Consultancy – Telecommunications
Total number of engagements 1
Total Cost \$22,294.00

Nature of Consultancy – Audit and Risk
Total number of engagements 4
Total Cost \$48,935.44

Nature of Consultancy – Human Resources
Total number of engagements 5
Total Cost \$89,204.22

Nature of Consultancy – Facilities
Total number of engagements 1
Total Cost \$6,700.00

Nature of Consultancy – Organisation
Transformation
Total number of engagements 5
Total Cost \$62,065.72

Payment of accounts

This year, NSW SES centralised purchasing and accounts payable functions to a single location to increase the efficiency of payment processes and consequently improve overall payment performance.

This table shows on-time payment figures were high, - a reflection of efficiencies gained through centralisation of functions.

Time for Payment of accounts

Aged analysis at the end of each quarter				
Payment Performance Indicator	Sept 2019	Dec 2019	Mar 2020	June 2020
Accounts payable (All Suppliers)				
Current (within due date)	640	200,176	10,128	2,375
Less than 30 days overdue	(1)	(1,483)	(54)	100
Between 30 & 60 days overdue	(488)	(1,500)	(6,357)	(824)
More than 60 days overdue	(11,264)	(59,161)	(13,420)	(19,666)
Accounts paid (All Suppliers)				
Number of accounts due for payment	5,841	5,104	6,374	5,363
Number of accounts paid on time	5,744	5,080	6,333	5,329
Actual percentage of accounts paid on time (based on number of accounts)	98%	99%	99%	99%
Dollar amount of accounts due for payment	\$23,459,003	\$15,418,722	\$20,163,979	\$24,982,905
Dollar amounts of accounts paid on time	\$23,283,524	\$15,349,651	\$20,107,610	\$24,928,100
Actual percentage of accounts paid on time (based on \$)	99%	99%	99%	99%

Promotion: Overseas visits by employees

During 2019-20, one NSW SES personnel travelled overseas, which was approved by the Minister.

Name	Date of Travel	Country	Purpose
Richard Delaney - volunteer	8-13 October 2019	Poland	NSW SES representative attendance at the 2019 International Commission Alpine Rescue conference to provide an opportunity for collaboration with rescue specialists from other countries and peak international disaster organisations.

Credit card policy

All corporate credit cards issued to NSW SES Members and policies developed for their usage were conducted in accordance with Treasury Policy Paper 17/09 *Use and Management of NSW Government Purchase Cards*. No late fees or interest payments were incurred in 2019-2020.

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

Annual Report costs

No external costs were incurred in the preparation and production of the NSW SES Annual Report 2019–20.

Risk Management and insurance:

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

The Contract of Coverage encompasses:

- Workers' compensation insurance
- Public liability insurance
- Motor vehicle comprehensive insurance
- Property insurance
- Personal Property insurance, and
- Miscellaneous insurance.

Disclosure of Controlled Entities

NSW SES has no controlled entities to disclose.

Disclosure of Subsidiaries

NSW SES has no subsidiaries to disclose.

Audit Risk Committee

The NSW SES Audit and Risk Committee (ARC) comprises an independent chair and two independent members appointed by the Commissioner. During the year, the NSW SES had a change in independent member. Please refer to page 65 – 66 for details of ARC membership.

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

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



9 September 2020

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

Dear Mr Osborn

Internal Audit and Risk Management Attestation Statement for the 2019-2020 Financial Year for the NSW State Emergency Service

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

Core Requirements

Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2018	Compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent and Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

The NSW SES does not have any controlled entities.

Membership

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

Role	Name	Start Term Date	Finish Term Date
Independent Chair	Terry Clout	May 2020	May 2023
Independent Member	Robert Conroy	May 2019	May 2022
Independent Member (outgoing)	Jennifer Alexander	September 2015	December 2019
Independent Member (incoming)	Kenneth Barker	January 2020	January 2023

Yours sincerely



Carlene York APM
Commissioner

Digital Information Security Policy Attestation



21 July 2020

Cyber Security Annual Attestation Statement for the 2019-2020 Financial Year for NSW State Emergency Service

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

The controls in place to mitigate identified risks to data, information and systems of NSW State Emergency Service are adequate and deliver the following:

- Risks to the information and systems of NSW State Emergency Service have been assessed and are managed.
- Governance is in place to manage the cyber-security maturity and related initiatives of NSW State Emergency Service.
- There exists a current cyber incident response plan for NSW State Emergency Service which has been tested and executed during 2019-2020 financial year.

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

An independent audit of the NSW State Emergency Service Information Security Management System (ISMS) was undertaken by O'Connor Marsden during the 2019-2020 financial year. The effectiveness of controls against the mandatory requirements of the *NSW Cyber Security Policy* was found to be adequate and being addressed in a timely manner.

Carlene York
Commissioner
NSW State Emergency Service



STATE HEADQUARTERS

93 - 99 Burrelli Street, Wollongong 2500
PO Box 6126, Wollongong NSW 2500
P (02) 4251 6111
F (02) 4251 6190
www.ses.nsw.gov.au
ABN: 88 712 649 015

Government Information (Public Access) Act 2009

In 2019-20, the NSW State Emergency Service (NSW SES) dealt with 20 formal applications for information under the *Government Information (Public Access) Act 2009* (GIPA Act).

1. Review of proactive release program – Clause 8A

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

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

2. Number of access applications received – Clause 8B

During the reporting period, the NSW SES received 20 formal access applications. This includes withdrawn but not invalid applications.

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

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

4. Statistical information about access applications for period 1 July 2019 to 30 June 2020 (Schedule 2)

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	2	0	0	0	0	0	0	2	9%
Private sector business	1	1	0	0	0	0	0	0	2	9%
Not for profit organisations or community groups	0	0	0	0	0	2	0	0	2	9%
Members of the public (by legal representative)	0	3	0	2	0	0	0	0	5	23%
Members of the public (other)	0	7	0	1	2	1	0	0	11	50%
Total	1	13	0	3	2	3	0	0	22	
% of Total	5%	59%	0%	14%	9%	14%	0%	0%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	1	0	0	1	5%
Access applications (other than personal information applications)	1	12	0	3	2	2	0	0	20	91%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	5%
Total	1	13	0	3	2	3	0	0	22	
% of Total	5%	59%	0%	14%	9%	14%	0%	0%		

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



Table C: Invalid Applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	7	100
Application is for excluded information of the agency (section 43 of the Act)	0	0
Application contravenes restraint order (section 110 of the Act)	0	0
Total number of invalid applications received	7	100
Invalid applications that subsequently became valid applications	6	86

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0
Cabinet information	1	100
Executive Council information	0	0
Contempt	0	0
Legal professional privilege	0	0
Excluded information	0	0
Documents affecting law enforcement and public safety	0	0
Transport safety	0	0
Adoption	0	0
Care and protection of children	0	0
Ministerial code of conduct	0	0
Aboriginal and environmental heritage	0	0
Privilege generally - Sch 1(5A)	0	0
Information provided to High Risk Offenders Assessment Committee	0	0
Total	1	

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

	Number of applications*	% of Total
Responsible and effective government	11	65
Law enforcement and security	0	0
Individual rights, judicial processes and natural justice	4	24
Business interests of agencies and other persons	2	12
Environment, culture, economy and general matters	0	0
Secrecy provisions	0	0
Exempt documents under interstate Freedom of Information legislation	0	0
Total	17	

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

Table F: Timeliness

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	19	100
Decided after 35 days (by agreement with applicant)	0	0
Not decided within time (deemed refusal)	0	0
Total	19	

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

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

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

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

Number of applications for review	% of Total	
Applications by access applicants	2	100
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0
Total	2	

Table I: Applications transferred to other agencies.

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

Public Interest Disclosures

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

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

Privacy Management Plan

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

The plan is available on the NSW SES website.

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

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

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

Privacy Reviews

During 2019-20 the NSW SES was not requested to conduct any internal reviews under Part 5 of the PPIP Act.

Research and Development

The NSW SES continued its involvement with the Bushfire and Natural Hazard Cooperative Research Centre (BNHRC) this year. The Service engaged in a range of projects in the areas of communications and warnings, emergency management capability, sustainable volunteering, understanding and enhancing community resilience, predicting severe weather events, planning for catastrophic and cascading events, mental health of first responders and diversity.

Twelve staff members have been involved in BNHRC projects during the 2018-2019 financial year. Current research projects include:

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

Many of these research projects are now reaching the research utilisation stage. NSW SES representatives on the projects are working with the researchers to identify opportunities to apply the research findings to improve services delivered to the community.

One particular example of research utilisation was Project Ohana. This project built on research into strategies to engaging animal owners in planning for and managing their animals in disasters. Project Ohana resulted in a review of public information messaging for animal owners, the development of Get Ready Animals website to provide a single point of information and promotion of the resources to a range of stakeholders involved in community planning and preparedness.

A research project is also being undertaken with the University of Wollongong. EmerCALD is

looking at-Improving emergency communication for culturally and linguistically divers communities in the Illawarra.

In addition to formal research projects, the Service was involved in two work-based research projects undertaken as part of the 2019 Executive Masters of Public Administration run by the Australia and New Zealand School of Government. The topics were: the impact of emergency management volunteers on community resilience; and identifying and overcoming barriers to engaging female volunteers. The reports have been received and are being considered by NSW SES.

Human Resources

NSW SES staff profiles as of June 2020

Salary Bands as of 30 June 2020	2019/2020			2018/2019			2017/2018		
	Total Staff	Women	Racial Ethnic Ethno Religious Minority	Total Staff	Women	Racial Ethnic Ethno Religious Minority	Total Staff	Women	Racial Ethnic Ethno Religious Minority
\$64,779 - \$70,425 <i>Grade 1/2</i>	37	26	2	54	34	2	59	38	2
\$72,418 - \$79,297 <i>Grade 3/4</i>	72	58	0	78	63	0	77	67	1
\$85,488 - \$94,327 <i>Grade 5/6</i>	85	48	3	108	56	2	97	49	1
\$97,152 - \$107,541 <i>Grade 7/8</i>	74	35	4	88	43	4	65	30	2
\$110,745 - \$122,038 <i>Grade 9/10</i>	33	9	1	40	12	1	33	8	0
\$128,089 - \$148,134 <i>Grade 11/12</i>	18	9	0	27	11	0	14	7	1
Above A & C Grade 12	9	3	1	10	5	1	10	4	0
Totals	328	188	11	405	224	10	355	196	7

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

Note: Total staff for 2019-20 is inclusive of an FTE of 302. This is inclusive of ongoing, temporary and casual staff.

Workforce Diversity

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

Workforce Diversity Statistics	June 2020
TOTAL	387
Yes (An employee of the agency at census)	328
No (Not an employee at census)	57
Casual employee not working on census	2
Diversity Survey Response Rate	
Total respondents to Diversity survey	277
Diversity Survey Response Rate	87.66
Non-casual employees	316
Gender	
Total respondents to All genders	328
Male	140
Female	188
Indeterminate/intersex	0
Aboriginal and Torres Strait Islander (ATSI)	
Total respondents to ATSI Aboriginal	3
Torres Strait Islander	2
Non Aboriginal and Torres Strait islander	231
Withdrawn	34
Missing	46
ATSI	5
Total respondents to ATSI	270
Disability	
Total respondents to Disability	276
Total disabilities	7
Disability requiring adjustment at work	2
Disability requiring no adjustment at work	5
Disability where adjustment is not recorded	0
No disability	248
Withdrawn	21
Missing	40
Ethnicity	
Total respondents to Ethnicity	205
Person from a Racial, Ethnic/Ethno-religious minority	11
Person not from a Racial, Ethnic/Ethno-religious minority group	175
Withdrawn	19
Missing	111
Language	
Total respondent to language	276
Other language	17
English	213
Withdrawn	46
Missing	40

Diversity and Inclusion

In March, the NSW SES Commissioner launched the Diversity and Inclusion (DI) Strategic Framework 2020-2025. It has strategic objectives in DI governance, awareness-raising, capacity-building, and culture change. The Framework sets out a whole-of-agency commitment to inclusion as part of:

- Workplace culture
- Operational readiness and response, and
- Community engagement and resilience-building.

A detailed Diversity and Inclusion Roadmap is being developed as part of the Framework. It covers six key diversity dimensions for targeted action planning and inclusion:

- Aboriginal and Torres Strait Islander
- Age/Life Stage
- Accessibility and Disability (aligned with Disability Inclusion Action Plan requirements)
- Multicultural (aligned with Multicultural Policies and Services Program requirements)
- Gender, and
- LGBTIQ+.

Commitments in flexible work, mental health and workplace support for people experiencing family and domestic violence will also be reflected as enablers of inclusion.

Key actions are being developed in consultation with a range of stakeholders, including NSW SES volunteers, staff, managers and diversity network members, along with advisors from Disability and Inclusion peak bodies, public sector agencies and members of the wider community served by the NSW SES.

Multicultural Policies and Services Program

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

Key activities this year were:

- Collaboration with the Multicultural Communities Council of the Illawarra and the University of Wollongong in the EmerCALD project. This aims to improve emergency communication for people from culturally and linguistically diverse backgrounds, specifically the Arabic, Greek, Italian, Macedonian, Mandarin, Serbian and Spanish speaking communities, and
- Continued work with volunteers from refugee backgrounds to develop appropriate training, support and operational activation processes for a Community Liaison Team. This would enable outreach to new and emerging language groups including Burmese, Chin, Dari, Farsi, Karen, Karenni, Kinyarwanda, Kinyamulenge, Kirundi and Swahili speaking communities.

Response to COVID-19 with multicultural communities

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

Proportion of women from CALD backgrounds in leadership positions

In 2019-20, there were two women with reported CALD backgrounds in senior executive leadership roles at the NSW SES.

Agreements with Multicultural NSW

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

Disability Inclusion Action Plans

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

Key activities this year included:

- Joining the Australian Network on Disability, enabling staff and volunteers to access knowledge resources and guidance on disability inclusion in the workplace
- Delivering a Lead and Learn session to celebrate International Day of People with Disability. NSW SES volunteers from the Auslan Liaison Team presented a session to help build understanding based on the experiences of people who are deaf and hard-of-hearing, before, during and after flood and storm emergencies
- Workshops were conducted with local disability service providers to support Person Centred Emergency Preparedness for people with chronic health conditions and disability. This was done as part of the Hawkesbury-Nepean Valley Flood Strategy
- Partnering with Meals on Wheels NSW and other emergency services to develop and pilot a collaborative toolkit to assist home support providers prepare older people for emergencies, and
- Partnering with Next Step Inc to develop 'Ask Me What I Need!', an autism awareness training video for emergency services personnel. It is to build understanding of the needs of autistic youth and adults during emergencies.

Industrial Relations Policies and Practices

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

Consumer response: Allegations and complaints

The NSW SES Professional Standards Branch received 145 complaints relating to allegations of misconduct involving employees and volunteers. It also commenced and formally investigated 15 complaints.

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

Of the 15 matters investigated, nine complaints were sustained, one was not sustained, while five matters are ongoing.

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

Two matters await Court actions external to NSW SES.

This table summaries complaints received:

	Total
Bullying and Harassment	25
Criminal Convictions; includes reported charges	12
Misconduct, including Code of Conduct breach, Social Media Policy breach and Conflicts of Interest	106
Discrimination	2
Safety Breaches	0
Complaints in Totals	145

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

Work Health and Safety - Details of injuries and prosecutions

NSW SES was not subject to prosecution under the *Work Health and Safety Act*. In 2019-20, NSW SES received no reports of alleged assault against NSW SES members. During the year, our centralised injury management function continued to deliver early intervention strategies, focusing on delivering in-house rehabilitation service and increased communication and consultation with key stakeholders.

Employee and volunteer workers compensation claim numbers were significantly reduced over 2019-2020. Volunteer claim numbers spiked, as expected, during periods of intense operational activity.

2019-20 Claim numbers reported (Volunteers & Staff) by injury classification

Injury Classification	Volunteers	Staff
Circulatory systems	4	0
Fractures	5	0
Intracranial injuries	1	0
Musculoskeletal and connective tissue diseases	15	3
Other diseases	7	0
Psychological	1	3
Skin and subcutaneous tissues	2	0
Traumatic joint/ligament and muscle/tendon injury	26	2
Wounds, lacerations, amputations and internal organ damage	11	0
Total	72	8
Grand Total	80	

Senior Executives

Numbers of Senior Executive roles at 30 June 2020

Band	2019-2020 Gender Break		2019 - 2020 Total	2018-2019 Gender Break		2018-2019 Total
	Male	Female		Male	Female	
Band 4 (Secretary)	-	-	0	-	-	0
Band 3 (Deputy Secretary)	0	1	1	1	-	1
Band 2 (Executive Director)	1	1	2	1	1	2
Band 1 (Director)	5	1	6	3	4	7
Totals	9		9	10		10

Remuneration of Senior Executive roles at 30 June 2020

Brand	Range 2020	Average Remuneration 2019-2020	Range 2019	Average Remuneration 2018-2019
Band 4 (Secretary)	-	-	-	-
Band 3 (Deputy Secretary)	\$345,551 - \$487,050	\$388,700	\$337,101 - \$475,150	\$378,750
Band 2 (Executive Director)	\$274,701 - \$345,550	\$299,984	\$268,001 - \$337,100	\$282,900
Band 1 (Director)	\$192,600 - \$274,700	\$225,553	\$187,900 - \$268,000	\$224,500

Senior Executive total employee - related expenditure

	2019-20	2018-19
Total Employee Related Expenses (ERE) (\$)	\$41.44m	\$39.15M
Senior Executive ERE (\$)	\$2.69m	\$2.38M
Senior Executive ERE (%)	6.49%	6.08%

Awards

NSW SES had the privilege of awarding 1,207 awards to Members of the Service.

Awards presented included 70 Commissioner's Awards, 910 Long Service Awards, and 227 National Medals.

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

- Ms Allison Flaxman, ESM – NSW SES Metro Zone
- Mr Warren Turner, ESM – NSW SES Wingecarribee Unit
- Ms Michelle Jenkins, ESM – NSW SES Sutherland Unit and Aviation Unit

NSW SES also proudly presented the following to our members:

- The winner of the NSW SES Cadet of the Year Award for 2019 was awarded to Praveena Navaratnam from Catherine McAuley Westmead secondary school.
- The NSW SES Young Volunteer of the Year Award for 2019 was awarded to Tanju Olcer from the Auburn Unit.

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