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esta annual report 2020-21



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Chairperson's foreword

ESTA's priority in 2020-21 was keeping its people safe through the COVID-19 pandemic, while maintaining its critical service to the Victorian community and its agency partners.

No ESTA team member contracted the virus in 2020-21, which we helped ensure through a cautious combination of infrastructure, protocol and process measures. This meant our call-takers and dispatchers (as well as support workers) were protected, and all centres remained operational.

To support our people's psychological health through the pandemic's challenges, ESTA developed a mental health and wellbeing action plan, which is also aimed at helping reduce the vicarious trauma ESTA's call-takers face.

Meanwhile, ESTA achieved major strategic objectives, with the completion of the upgrade to the Computer-Aided Dispatch (CAD) system the key success for the year, benefitting the entire sector and community. By transitioning to a newer CAD core system, ESTA realised immediate security benefits. We also created a parallel CAD environment, so we would not have to rely on planned manual outages to enable further upgrades.

Operationally, ESTA managed significant storm surge events and improved efficiency by reducing our call-handling times without compromising community outcomes. We improved police and fire services call-taking and dispatch performance but a sustained increase in community demand for ambulance services after the easing of COVID-19 restrictions contributed significantly to a decline in ESTA's key ambulance performance measures.

ESTA supported community and agency needs by implementing Advanced Mobile Location (AML), which enables our call-takers to locate mobile callers automatically. We also introduced automated burn-off notification technology so people can register burn-offs directly into our system. To further support and protect our agency partners, we implemented 76 COVIDSafe and almost 100 process improvements.

Internally, ESTA began a significant digital transformation to ensure we can continue to deliver on our service promises to the community and agency partners. We changed our information technology operating model and established a new department focused on CAD integration and digital transformation.

In another extremely challenging year for Victorians, we thank all our teams at ESTA for enabling us to continue providing a critical 24-hour service to the community. We are also grateful to all our Board members and management team, as well as our colleagues in our partner agencies and in government for your engagement and support throughout the year.



Flavia Gobbo
Chair



Marty Smyth
CEO

#BOLD
#KIND
#BETTER
TOGETHER

esta.workplace.com

Mission, vision and values

ESTA's mission

ESTA provides the critical link between the community and emergency services and partners with the agencies to improve service delivery.

ESTA's vision

Our vision is to be a high performing team trusted by the community and our partners to deliver the right emergency response.

ESTA's values

ESTA values accountability, ethics, respect, collaboration and support for others.



ESTA's community

Key stakeholders during 2020-21 included:

- > The people of Victoria
- > Emergency Service Organisations:
 - > Ambulance Victoria
 - > Country Fire Authority (CFA)
 - > Fire Rescue Victoria (FRV)
 - > Victoria Police
 - > Victoria State Emergency Service (VICSES)
 - > ESTA employees
 - > Suppliers and technology partners
- > Employee representative unions
- > Victorian Government
 - > Minister for Police and Emergency Services
 - > Minister for Health and Ambulance Services
 - > Inspector-General for Emergency Management
 - > Emergency Management Victoria
 - > Department of Justice and Community Safety
 - > Department of Premier and Cabinet
 - > Department of Treasury and Finance
 - > Department of Health and Human Services
- > Department of Environment, Land, Water and Planning
- > Bureau of Meteorology
- > Commonwealth Government
 - > Department of Communications and the Arts
 - > Australian Communications and Media Authority
 - > Telstra 000



ESTA's Corporate Plan

In 2019, ESTA created a four-year integrated strategic plan to move toward the next generation of emergency communication services required to meet the changing needs of the community, agency partners and our people.

Each year, ESTA's annual Corporate Plan outlines what will be achieved for the year as part of the overall strategy. In 2020-21, ESTA completed investments designed mainly to resolve legacy challenges related to technology, culture, and stakeholder engagement. This will enable new investments, geared toward the progression of service delivery improvements for our community and Emergency Service Organisations (ESO).

Strategic objectives

ESTA met significant milestones in its strategic objectives in FY21:

Reducing risk arising from the current state of our technology, facilities and assets

We:

- > completed the upgrade of the CAD system, by transitioning to a newer CAD core system
- > completed Tally Ho facility works, to enable capacity to be maintained while creating social distancing as part of the ongoing COVID-19 pandemic
- > upgraded the system supporting call-taking and dispatch forecasting and employee rostering.

Building stakeholder confidence in our ability to support their services and strategies

We:

- > partnered with CFA to offer an online option to register a burn-off, providing a better experience for the Victorian community
- > finalised implementation of the new fire alarm services, improving the receiving, testing, dispatching and invoicing of building fire alarms
- > completed the core upgrade of the Emergency Alerting System, and significant coverage enhancements that improved operational capabilities for paging users of our emergency services partners.

Strengthening our workplace culture

We:

- > protected our workforce from outbreaks in our centres during the COVID-19 pandemic
- > developed a Mental Health and Wellbeing action plan to create an environment that reduces the vicarious trauma
ESTA's workforce is exposed to due to the nature of the work
- > moved our workplace to a flexible working-from-home model for non-operational employees
- > launched a Gender Equity Action Plan and ESTA's Senior Women in Leadership Career Support Program.

Starting the journey & stepping into the digital future

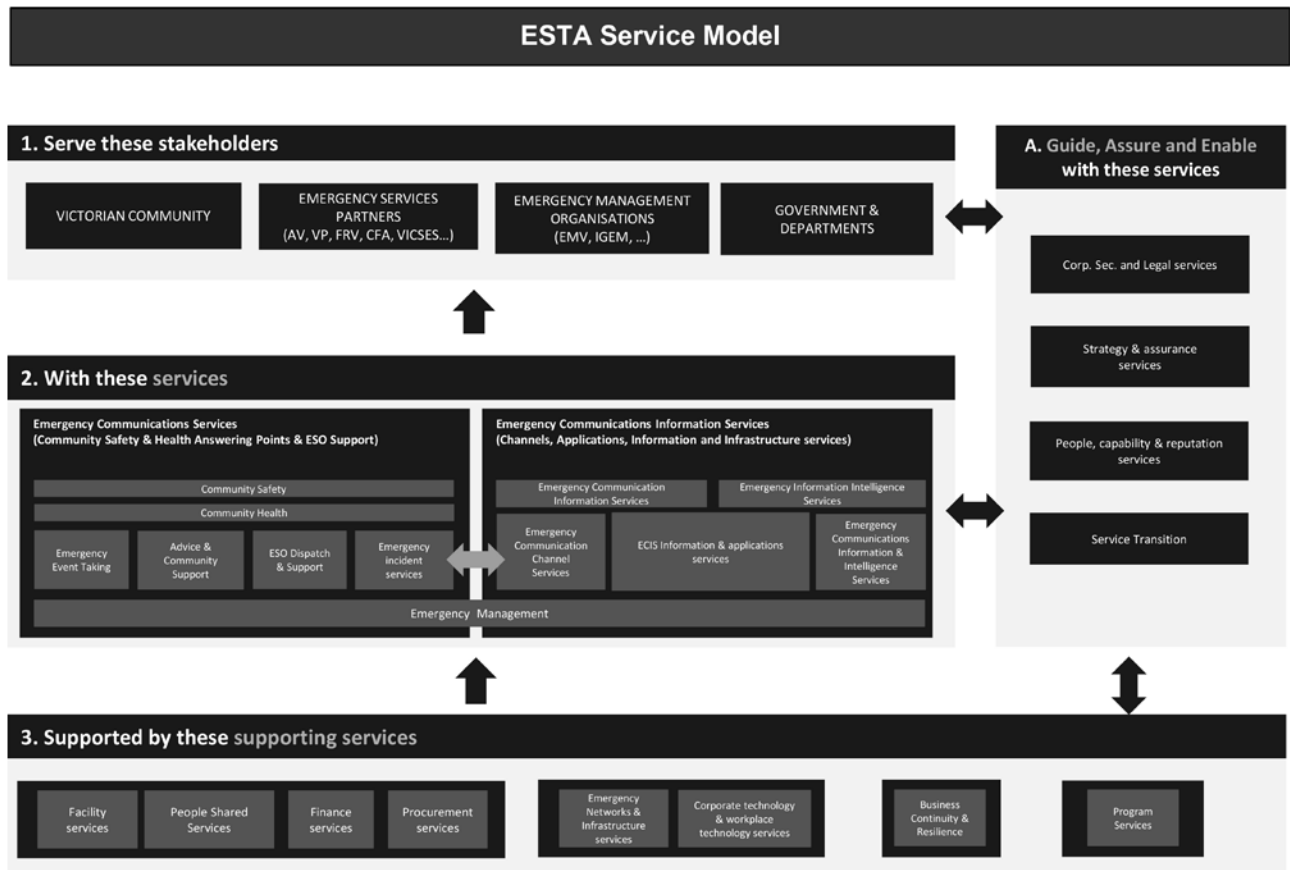
We:

- > implemented Advanced Mobile Location (AML), which enable our call-takers to locate mobile callers automatically in many cases.
- > implemented Artificial Intelligence-assisted dashboard and coaching tools to support live insights on ESTA's demand, risks, and improvement opportunities
- > began designing a cloud platform that will enable ESTA to deliver new digital capabilities.
- > began replacing the internal audit systems with an industry standard call-monitoring and analytics system to improve service delivery and quality outcomes.

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ESTA Executive Leadership Team at 30 June 2021

- CEO – Marty Smyth
- Executive Director Emergency Communications Services – Sarah Renner
- Chief Financial Officer – Jim Strilakos
- Executive Director People, Capability and Reputation – Ari Cassarchis
- Executive Director Strategy and Risk – Jerome Thevenon
- Chief Data Services Officer – Jas Singh
- Executive Director Service Transition and Programs – Aline Coulson
- General Counsel and Board Secretary – Felicity Walsh (Acting)





About ESTA

ESTA provides the critical link between the Victorian community and the state's emergency services agencies. It provides Victoria's 24-hour emergency call-taking and dispatch services for police, fire, ambulance and VICSES. ESTA answered more than 2.8 million calls for assistance in 2020-21; on average, this is a call every 11 seconds or more than 7700 a day.

More than 1.9 million of these calls come via the triple zero emergency call service. During the same period, ESTA dispatched close to 2.3 million events, an average of more than 6200 each day.

ESTA also manages the provision of advanced, operational communications for Victoria's emergency services. These operational communications support police, fire, ambulance and VICSES personnel in the field by carrying more than 23 million radio calls over the Metropolitan Mobile Radio Service (MMR), more than 570,000 data transactions on the Mobile Data Network (MDN) and delivering 1.4 million messages to CFA/Fire Rescue Victoria (FRV), VICSES and Ambulance Victoria volunteers and staff via the state-wide Emergency Alerting System (EAS).

This integration of emergency services communications within ESTA is unique in Australia. It reflects the Victorian Government's vision for centralised emergency management including the alignment of strategy, planning and investment across emergency service agencies and the promotion of unified information systems.

ESTA has a key role in facilitating interoperability for multi-agency response and is committed to providing the operational communications services and support that the emergency services need, when and where it is needed. ESTA's staff are deeply committed to the community they serve and are among the most dedicated and highly skilled in their field. Call-taking and dispatch services are delivered from three State Emergency Communications Centres (SECCs) at Ballarat, Burwood East and Williams Landing.

Operating in an environment of increasing community expectations for seamless and transparent emergency services, ESTA pursues continuous improvement across all areas of its service delivery.



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Performance

ESTA is proud to have provided a high-quality call-taking and dispatch service for all emergency services in Victoria. This has provided Victorian communities with consistent public health and safety services, keeping our communities safe and well.

ESTA's performance standards comprise qualitative and quantitative measures and benchmarks for the provision of call-taking and dispatch services to Ambulance Victoria, the Country Fire Authority, Fire Rescue Victoria, Victoria Police and the Victoria State Emergency Service.

In 2020-21, ESTA answered more than 2.8 million calls, an increase of 1.2 per cent on last year and 8.6 per cent over the past four years; this represents a call every 11 seconds or more than 7700 a day. More than 1.9 million of these calls come via the triple zero emergency call service. ESTA dispatched close to 2.3 million events for all emergency services, which represents an increase of 1.8 per cent on last year.

Call-taking and dispatch (CTD) service performance

The Inspector-General for Emergency Management (IGEM) monitors ESTA's performance against the determined standards for ESTA's call-taking and dispatch operations.

Quantitative performance

ESTA improved its police and fire services call-taking and dispatch performance in 2020-21, but a sustained increase in community demand for ambulance services after the easing of COVID-19 restrictions contributed significantly to a decline in ESTA's ambulance call-answer speed and time-to-dispatch key performance measures. Similarly, an increase in major weather events – especially the storms and floods earlier this year – led to a decline in SES performance.

Victoria Police

ESTA:

- > exceeded the performance benchmark of answering 80 per cent of emergency calls within five seconds in all 12 months
- > answered 87.2 per cent of calls for the year within five seconds (an improvement over the past two years)
- > exceeded the dispatch performance benchmark on a state-wide basis in each of the 12 months
- > dispatched 94.4 per cent of priority one Victoria Police events within the state-wide benchmark time of 160 seconds (up from the past two years).

Ambulance Victoria

ESTA:

- > answered 87.7 per cent of state-wide emergency calls within five seconds. This was below the metropolitan benchmark of 90 per cent. The months from December 2020 to June 2021 have all been below target. The cause of this diminished performance has been a near 15 per cent growth in call volume from the second half of 2020 to the first half of 2021
- > answered 92.3 per cent of state-wide ambulance non-emergency calls within 30 seconds. This exceeds the metropolitan-only benchmark when overlaid state-wide.
- > dispatched 86.2 per cent of priority 0 and 1 events across the state within the metropolitan benchmark time of 150 seconds (under the 90 per cent benchmark)
- > dispatched 92.9 per cent of priority two events across the state within 300 seconds (exceeding the 90 percent benchmark).

CFA and FRV

ESTA:

- > exceeded the emergency call answer performance standard in each of the 12 months for CFA and for 11 months for FRV
- > answered 96.5 per cent (CFA) and 95.9 per cent (FRV) of emergency calls within five seconds
- > dispatched 94.8 per cent of FRV priority one events within the benchmark time and met the performance standard in all 12 months of the year
- > met the dispatch performance standard for CFA priority one in 10 months of the year, with a cumulative, 12-month performance of 92.6 per cent of CFA priority one events dispatched within the benchmark
- > met the CFA priority three dispatch standard in nine months, but the cumulative 12-month performance of 88.7 per cent is below the standard of 90 per cent of events dispatched within the benchmark. ESTA is working on several initiatives to address this underperformance.

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VICSES

ESTA:

- > complied with the emergency call answer speed performance benchmark in eight of the 12 months, but the cumulative, 12-month total of 64.4 per cent was well short of the benchmark of 90 per cent of calls answered within 20 seconds. This was largely impacted by two months: August 2020 (56.3 per cent) and June 2021 (29.5 per cent). August showed double the number of calls to a usual month, with June showing more than 6.5 times the usual activity for a month.
- > call activity to the VICSES storm queue is extremely dynamic, with adverse weather often resulting in significant surges in call volume, with limited notice as well as unpredictable surge activity; this is the main driver of monthly non-compliance.
- > the unprecedented storms in 2021 and the accompanying floods challenged all emergency services
- > in fact, over five days at the peak of the June 2021 emergency (9-13 June), ESTA received a total of 13,187 VICSES storm emergency calls via 132500 and 000, with the peak of 8464 on one day, representing 20 per cent of annual VICSES call activity.

Computer-Aided Dispatch (CAD) upgrade

On 25 November 2020, ESTA implemented the first of three phases to upgrade the Computer-Aided Dispatch (CAD) system, supporting triple zero and real-time data feeds to the sector.

As a result of the upgrade, ESTA realised immediate security benefits and continued vendor support, which was due to end in December 2020.

ESTA continues to deliver on the investment to stabilise and secure the CAD platform.

The CAD platform enables a significant number of transactions each year to support the Victorian community and ESOs (through dispatch, safety monitoring and duress response).

ESTA is delivering the investment in three key phases aligned with organisational readiness and with security priorities, which are:

- > *phase one: upgrade the core-system to the latest, more secure version before December 2020 – completed*
- > *phase two: implement a secondary back-up system and upgrade data feed*
- > *phase three: embed ongoing maintenance and security activities to minimise security risks and enhance stability.*

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CTD quality performance

The ESTA Quality Improvement Team (QIT) collects quality data and trend analytics to identify opportunities for continuous improvement.

Potential adverse events

ESTA's processes enable it to identify potential adverse events which require review and support continuous improvement. The QIT reviews all cases and assigns one or more risk categories in line with IGEM's risk methodology framework. Events with a high impact or critical risk assessment require reporting to IGEM. As shown in figure one below, of the 505 ESTA-generated Event of

Interest notifications received in 2020-21, six were classified as high risk and, therefore, required notification to IGEM.

The QIT manages agency-generated observation reports public complaints and internally raised events of interest through its adverse event framework. While the majority are not adverse, they highlight opportunities for improvement, which helps ESTA to drive quality and service improvement to the community and our agency partners. Pleasingly, in 2020-21, 688 observation reports were lodged with ESTA, which was fewer than the previous year.

Potential Adverse Events – 1 July 2020 - 30 June 2021

ESTA-generated Events of Interest – 505
Agency-generated observation report – 688
ESTA public complaints – 117

Triple zero and data governance

Requests for audio and related information – 787
Audio requests for Emergency Services Organisations (ESOs) – 894

CTD quality performance

The ESTA QIT collects quality data and trend analytics to identify opportunities for continuous improvement. IGEM has observed that in the past year, the quality of ESTA's services has improved, and its adverse event risk profile reduced.

Quality performance

Key performance indicator	Description	Number of audits	Compliant (%)	Target
All service delivery audits	% compliant	24,058	96.10	90
Ambulance emergency call-taking service delivery audits	% compliant (call-taking and call-backs)	2,982	95.74	90
Ambulance emergency dispatch service delivery audits	% compliant (dispatch and post-dispatch)	1,512	96.17	90
Ambulance non-emergency call-taking service delivery audits	% compliant (call-taking and call-backs)	942	94.29	90
Ambulance non-emergency dispatch service delivery audits	% compliant (dispatch and post-dispatch)	313	99.36	90
Police call-taking service delivery audits	% compliant	8,171	95.92	90
Police dispatch service delivery audits	% compliant	4,777	95.56	90
Fire call-taking service delivery audits	% compliant	1,859	92.95	90
Fire dispatch service delivery audits	% compliant (dispatch and turnout dispatch)	3,502	98.69	90

Note: the target is for internal benchmarking purposes only and may differ from the IGEM standards.

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Emergency Management 2020/21



CIRP LEVEL	DATE	Cause
1	27/08/20	Severe weather
1	02/09/20	Severe weather
2	11/11/20	Thunderstorm Asthma
1	16/11/20	Strong Winds
2	25/11/20	CAD
1	05/12/20	Thunderstorm Asthma/Winds/FDR
3	17/12/20	CAD – manual ops
1	17/12/20	Thunderstorm Asthma
1	27/12/20	Severe weather
1	24/01/21	Extreme FDRs
1	29/01/21	Severe weather
1	05/02/21	Severe Weather
2	09/06/21	Cyclogenesis Event

13 CIRPS Activated

Enterprise Safety Net
 Operations Duty Managers was activated 665 times, an increase of 253 from last year: provided 593 hours support, an increase of 224 : 42% BH; 58% AH
 - Top problem: CAD (118)
 - Top 2 non-technical: Escalations (149) and Ops Representation (247)
 - Busiest month: Nov, Dec, Jan (271 activations)

Emergency Management

Representation at Key Forums
 - EMLO representation for 252.5hrs at the State Control Centre
 - Secured another 6 EMLOs from across SO and CTD
 - State Emergency Management Team, State Control Team, Joint Intel Planning Group, and Water Safety Taskforce representation
 - Interstate review of the NSW Ambulance triple zero call answering time performance

State of Disaster
 Pandemic response and leadership
 - Incident management via ESTA Coordinated Response Group
 - Coordinated SO RTW
 - Managing information flow from state government

CIRP is Critical Incident Recovery Plan.

Enhancing community safety and care and preventing harm

In 2020-21, ESTA took a major step into the future by creating a parallel CAD environment to enable further system upgrades, instead of relying on planned manual outages. This changes the process that has been in place since CAD was created and removes a significant source of stress and risk for our operators.

Continuing the improvements in our redundancy provisions, our Williams Landing SECC - which focuses on police and SES event-taking and dispatch - successfully tested fire and ambulance service redundancy.

We managed significant storm surge events in August 2020 and June 2021 and improved our efficiency.

ESTA updated family violence call-taking procedures to better serve the community, redesigned ESTAs part of the Nurse On-Call process to ensure a smoother response and updated Standard Operating Procedures (SOPs) to enable numerous technology enhancements.

In a significant system improvement, we introduced automated burn-off notification technology so people can register burn-offs through digital platforms directly into our system.

We also introduced a secure, 'third screen' capability for our Emergency Communications Services team so they can access digital tools to better locate callers.

Ensuring our people are proud and well

In a year, which started and ended under COVID-19, ESTA implemented several measures to support our people's mental and physical health and wellbeing.

These included:

- > introducing a well-check program through our health and wellbeing partner to better support our people after challenging events. The program is Board approved and fully resourced with a Peer Support Lead and Mental Health and Wellbeing Lead
- > implementing a new intranet to ensure our people have access to all the right tools and necessary information
- > introducing performance coaching to ensure new team members are supported in their transition from training to operations
- > recruiting leaders from various other sectors to build on our leadership diversity
- > enabling leaders at all levels to participate in a Melbourne Business School Leadership Program
- > participating in the Royal Children's Hospital Good Friday Appeal to support our community further
- > introducing Ambulance Victoria (AV) support dogs to our SECCs to help relieve stress for our call-takers and dispatchers

Supporting our agency partners

Despite the many challenges of COVID-19 and an increase in demand, ESTA again focused much of its time, energy and expertise on supporting and enabling the outcomes of its agency partners. Most significantly, we delivered:

- > 76 COVIDSafe response enhancements to support and protect our partners
- > 31 process enhancements for AV, eight for VICSES, 18 for VicPol, eight for CFA and 21 for FRV
- > another eight all agency process enhancements.

ESTA also formed a new Service Design and Performance Team within the broader Emergency Communications Services group to focus on targeted call-taking and dispatch improvement; it is progressing a better ESO engagement model to streamline reporting and delivery.

We are working with AV to streamline Non-Emergency Patient Transfers to better meet community needs and have reformed and refocused the Multi-Agency Working Group to streamline initiatives for better community outcomes.

ESTA implemented a Fleet Monitor initiative to ensure better protection of our agency partners in duress situations, and drones have been included in our CAD dispatch units to better support VicPol operations.

ESTA also ensured it met the key fundamentals needed to undertake all its activities successfully. We did this by delivering the CAD upgrade, meeting our budget and establishing the guiding principles of our new Emergency Communications Services Operating Model.

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Advanced Mobile Location (AML)

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The introduction of Advanced Mobile Location (AML) in May 2021 was a significant development for ESTA and the Victorian community, requiring extensive coordination and collaboration between the Australian and Victorian governments, Telstra, mobile carriers, emergency service organisations (ESOs), and mobile operating system providers (Google and Apple).

AML automatically allows most android (Google) and Apple devices to send triple zero emergency caller's locations to Telstra 000, and then on to ESTA.

Because AML uses GPS, Wi-Fi or mobile phone tower location information to obtain the location, in most cases it provides a far more accurate location than Push MoLI data.

AML is a valuable addition to ESTA's already robust location verification processes, strengthening our ability to help provide an emergency response as quickly as possible.

What3words

A mapping system that enhances location information was integrated into the Emergency+ app in October 2020.

The system – what3words – assigns a three-metre square to every possible location in the world; three-word addresses are easy to say and share, and are as accurate as GPS coordinates, helping callers describe locations which are often difficult to identify.

With what3words available within the Emergency+ app, triple zero callers can confirm their exact location quickly and accurately, using just three words.

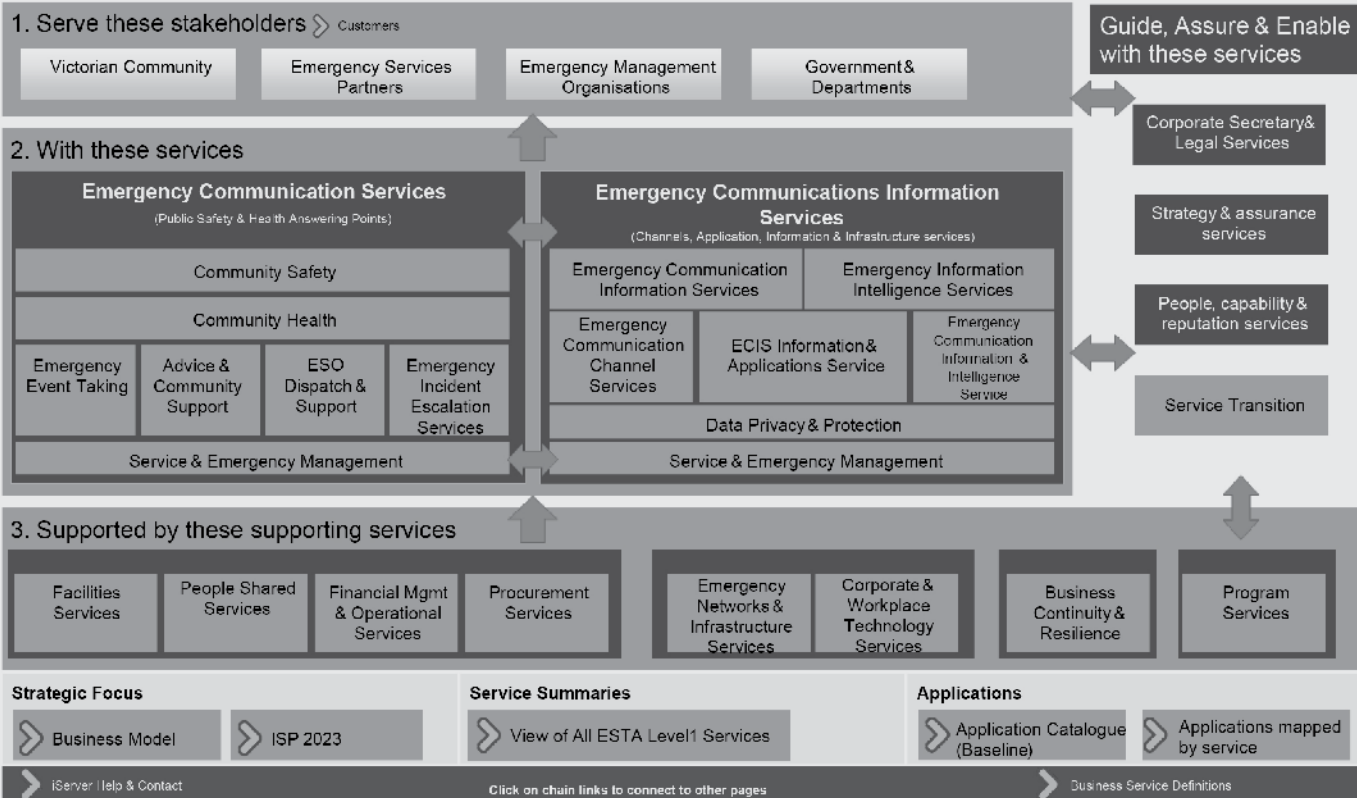
The revised Emergency+ app still provides a full street address and GPS coordinates, but also provides what3words information.

The what3words system also allows users of the Emergency+ to 'drop a pin' to fix their location on the app's map. This helps ESTA's people significantly when faced with unknown locations or obtaining rendezvous points in emergencies.



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ESTA'S ARCHITECTURAL MODEL



Strategy and risk

The Strategy and Risk team provides guiding and advisory services to ESTA as part of the following defined services.

Strategy and Architecture

The Strategy and Architecture team supports ESTA's long-term vision, including the development of the four-year, adaptive strategy that evolves and aligns with sector strategic directions.

In 2020-21, the team focused on reviewing ESTA's business architecture, driving the evolution of the operating model to be service-focused.

This model helps us focus on the activities in each service area, as we complete 'getting ready' activities and shift to priorities geared toward service delivery for the community and our ESOs.

Data Science

The Data Science team continued to provide independent strategic information and insights to aid decision making across the business.

In 2020-21, it focused on further migrating additional information data sources to the new PowerBI platform, with additional automation of a wider array of information support sources.

The team extended BI insights into multiple applications provided to Emergency Communications Service design and quality assurance teams, to improve operational performance.

Risk and Assurance

ESTA continued to improve ESTA's risk culture, expanding the number of risk champions and establishing them as a risk 'coaching' group, with dedicated risk training focusing on risk awareness and communication.

The risk team played a critical role in providing guidance, support and best practice as part of ESTA's COVID response plan. The risk team provided best practice expertise to key programs like CAD Sustain, cybersecurity, disaster recovery and information management, enabling them to reduce risk effectively.

The assurance team delivered key reviews to support independent assessment of services, programs and projects which are critical for the delivery of ESTA's service delivery performance and strategy.

Quality Improvement

The Quality Improvement Team conducts independent audits of calls and dispatch – reviewing several thousand events annually to support operators' continuous improvement.

The team also processes and investigates complaints or any type of event of interest from a service delivery performance perspective, whether from the public, an ESO partner or self-identified by ESTA team members.

The team works closely with the Inspector-General for Emergency Management on any matter relating to its monitoring and investigations of ESTA's performance.

This year the team started a project to review our quality management database to improve the collection and tracking of audits and examine opportunity for improvements.

Fire Rescue Victoria

ESTA continued to support the implementation of the new fire services authority – Fire Rescue Victoria (FRV).

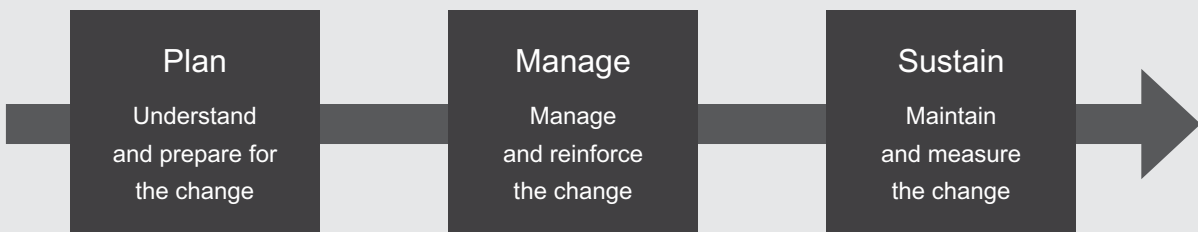
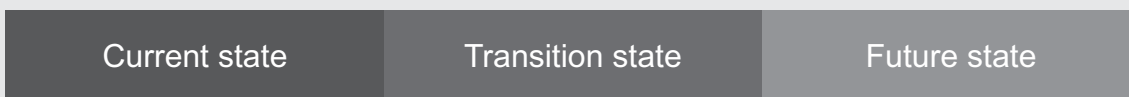
The first phase of the Fire Rescue Victoria project focused on combining the former Metropolitan Fire and Emergency Services (MFB) and CFA career firefighters into one organisation, serving metropolitan Melbourne and major regional centres. FRV now operates 85 stations across the state and supports volunteer response where required.

The 47 MFB fire stations and the paid staff members of the 38 integrated CFA fire stations transitioned to the new Fire Rescue Victoria. During this initial transition, 11 new FRV stations in areas directly abutting the old Metropolitan Fire District transitioned to being dispatched through the MFB's Greater Alarm Response System (GARS) principles.

These 58 FRV stations work under one set of principles, while the remaining 27 ex-CFA staffed stations work through a different set of dispatch principles. ESTA and FRV work together to bring consistency to FRV's response state-wide.

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Program management

The streamlined Program Management department is responsible for the planning, delivery and reporting of all project and program activity. It provides shared program management office services and integrated pipeline and portfolio management. The Service Delivery team processes and implements requests for changes to the Operational environment.

Project Management also enhanced its portfolio reporting process, which increased the visibility, transparency and accountability of all the projects in its remit.

The department's major achievements included overseeing the:

- > CAD Sustain go-live in November and subsequent patch releases in April and June
- > decommissioning of the former World Trade Centre SECC in July 2020 and the relocation project closure
- > roll-out of the new intranet
- > WorkForce Management upgrade
- > ProQA project training development, grid update and environment build
- > new contract management system
- > procurement of the CaPS system integration partner, design and configuration of SAP SuccessFactors
- > building fire alarms database
- > JIRA deployment
- > procurement and launch of a new professional services panel to fast-track project delivery
- > automatic burn-off forms being developed and integrated into CAD.





People

ESTA is partnering with Melbourne Business School to help its leaders at all levels develop their leadership capability. The initiative is part of a program that includes the creation of success profiles, other development programs and 360-degree assessments. We also had an intake of 10 Diploma of management and leadership students.

Meanwhile, our commitment to diversity and inclusion was evidenced in ESTA's participation in the Women in Leadership development program and International Women's Day, Pride and First Nations activities. ESTA also participated in the Workplace Gender Equality Agency voluntary reporting project, one of only six government agencies to complete the process.

ESTA also implemented a Human Resources Information System – Success Factors, to drive better people insight into talent and performance. We also developed partnerships with a new, pre-employment medical provider and applicant screening and assessment provider to further improve recruitment outcomes.

These significant investments in our people and environment achieved results, with a culture survey showing a 16 per cent decrease in cultural entropy - from 47 per cent to 31 per cent – just under the government benchmark of 32 per cent.

The ESTA Learning Centre (ELC) had an extremely busy year, supporting many significant initiatives through training, eLearning and coaching.

The centre's highlights included:

- > introducing a mental health training strategy
- > delivering training for corporate projects including Fire Rescue Victoria, CAD Sustain, mental health and Advanced Mobile Location (AML)
- > supporting broader projects including What3Words, Google Maps, Fleet Monitor, Information Management and Protective Markings
- > introducing performance coaching into ambulance and fire
- > securing funding for a flexible learning project
- > creating 64 new eLearning, LMS courses and instructional videos
- > making 304 changes to current material.

The ELC capped off the year with the Victorian Registration and Qualifications Authority re-affirming ESTA's Registered Training Organisation status for five years, to 2026

Accreditation qualification statistics

Qualification		Enrolment numbers					Awards from enrolments		
Code	Name	Clients	Total	Active	Completed	Cancelled	Certificate	Statement	Other
22456VIC	Certificate II in Emergency Communications	80	80	51	18	11	18	1	0
22457VIC	Certificate III in Emergency Communications	52	55	50	4	1	1	2	0
Total for 2 qualifications		132	135	101	22	12	19	3	0

Program name	Clients	Enrolments	Active	Completed	Cancelled
HLTAID001 – Provide cardiopulmonary resuscitation	131	137	37	95	5
HLTAID009 – Provide cardiopulmonary resuscitation	14	14	1	13	0
Total for 2 programs	145	151	38	108	5

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A focus on mental health

Understanding that our people need to be physically and psychologically safe and resilient, ESTA has determined that progressing towards a mentally healthy workplace is a focus for over the next four years.

An enterprise wide Health Safety and Wellbeing (HSW) Council was established in 2020, bringing together a coalition of representatives from the executive leadership, health and safety representatives, peer support officers and relevant subject matter experts to help drive a shared vision and promote initiatives for physical and mental health, safety and wellbeing within ESTA.

A Mental Health and Wellbeing Plan signals ESTA's commitment to supporting mental health by placing our people and their health, safety and wellbeing at the centre, and is based on the premise that we can positively influence the position of our people on the mental health continuum. ESTA's first Mental Health and Wellbeing Plan 2024 was developed in consultation with our people and approved by the Board in November 2020.

A new Mental Health and Wellbeing Program Lead began in 2021 to support ESTA with the implementation of this plan.

Mental health awareness e-learning modules were developed and released to our people and leaders as a year one action of this plan, with the development of a half day face-to-face training program for our call-takers and dispatchers.

ESTA also acknowledges the support of the Victorian Government in boosting mental health and wellbeing support for those who were involved in the 2019-20 Victorian bushfires, through the approval of a wellbeing grant that aims to develop ESTA's peer support program further so that it proactively supports and monitors our people.

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Community engagement

ESTA actively fosters a positive communication culture that supports its leaders and people to be open, informed and engaged.

Intranet

ESTA implemented a new intranet, providing a single source of truth for corporate information and an engaging platform for all its people to collaborate, communicate and share knowledge.

#Iam000 podcasts

ESTA continued its popular podcast series – 'I am 000 – stories from Victoria's emergency triple zero service' to highlight the critical work we do for the community and tell the stories behind some of the calls. Season two of the series continued to give rare access to real-life triple zero calls and the people behind them – the callers, patients, triple zero operators and emergency services, sharing their stories and experiences from each case.

Paramedics

ESTA continued partnering with Ambulance Victoria in the production of the television series *Paramedics*, which highlights the daily work of ambulance personnel but also reflects ESTA's critical role in the emergency response process.

Junior Triple Zero Hero Awards

COVID-19 restrictions forced ESTA to modify its flagship annual community engagement event – the Junior Triple Zero Hero Awards – for the second consecutive year.

The awards recognise young people for their bravery and clear thinking in emergencies, but the formal award ceremony could not be held because of the restrictions. Instead the young heroes received their medals and certificate in the mail, with recorded video messages from the Parliamentary Secretary for Police and Emergency Services Paul Edbrooke, the Emergency Management Commissioner Andrew Crisp and the ESTA call-takers who took their calls.

Enterprise social media

ESTA extended the use of the Workplace internal communications platform, with 144 groups formed to collaborate, access updates, chat and use instant messaging, and engage in conversations across the workplace.

Social media engagement

ESTA has continued to increase its social media activity to engage more with the community, media and agency partners. The effect of this emphasis is reflected by the improvement in the key engagement metrics across all platforms.

The number of ESTA Facebook followers grew by 15 per cent, to 8300; the number of Twitter followers grew by six per cent, to 1944, and Instagram by 36 per cent, to 1515. ESTA also increased its focus on using LinkedIn to tell ESTA stories, which resulted in a 32 per cent increase in subscribers, to 5098. That's following a 52 increase the previous year.

COVID-19 communications

ESTA issued 60 COVID-19 updates to its people in 2020-21, advising them of our responses to the pandemic, how to stay safe and what their leave and other entitlements were in the context of the pandemic.

Engaging with the community

ESTA engaged in several initiatives focusing on Culturally and Linguistically Diverse communities, with the main theme being ensuring access to information about the triple zero service. ESTA is also an active member of the Australia-wide Triple Zero Awareness Working Group and its people regularly conduct visits to schools and community groups to discuss the importance of knowing how and when to call triple zero. Additionally, ESTA leverages the community networks of its agency partners to maximise outreach.

Other activities

ESTA's CEO Marty Smyth promoted the organisation's work and the triple zero brand through various forums including the Hexagon Connect Global Conference and Canada IoT Intelligent Public Sector Insights conference. ESTA also continued its participation in the Royal Children's Hospital Good Friday Appeal telethon, taking calls and volunteering; this year ESTA's people contributed to the overall total of more than \$17 million raised.

COVID-19 response

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ESTA continued its successful response to COVID-19, with no team member contracting the virus in 2020-21.

ESTA maintained its cautious approach through a combination of measures, including creating distinct levels of special COVID leave, strengthening SECC access control and other pandemic protocols.

Using the DHHS advice as a minimum standard, ESTA implemented and followed its own 'roadmap to the new normal', sometimes exceeding the DHHS guidelines in the interests of keeping our people safe.

This included undertaking COVID-safe infrastructure works to ensure our SECCs supported social distancing.

Meanwhile, our support team transitioned successfully to working from home.

All these measures ensured our SECCs, call-takers and dispatchers (as well as support workers) were protected throughout the pandemic and that all centres remained operational for the community.

To support the effort, ESTA issued 60 COVID-19 updates to its people in 2020-21, advising them of our responses to the pandemic, how to stay safe and what their leave and other entitlements were in the context of the pandemic.



Emergency Communications Information Services (ECIS)

As community and stakeholder expectations are changing - in line with technological innovation and trends - ESTA is undergoing a significant digital transformation to ensure it is still serving its purpose and can continue to deliver on our service promises to the community and agency partners.

Guided by that principle and informed by a review of its then ITS department, ESTA changed its information technology operating model and established a new department - Emergency Communications Information Services.

The new ECIS department is focused on CAD integration and digital transformation, and is embracing a service model with four key functions:

- > an architecture and ICT roadmap
- > application and services
- > infrastructure and networking
- > service design and performance.

In what has been the busiest year for the department in recent memory, ITS/ECIS led the implementation of the CAD upgrade, ESTA's most significant project in 2020-21.

It also:

- > supported the introduction of FRV 1 changes, AML and burn-off automations
- > helped PAL improvements
- > improved disaster recovery capability for critical assets
- > began improving data strategy and information management
- > initiated a digital roadmap
- > improved our adherence to the Victorian Protective Data Security Framework
- > created a problem management action plan
- > undertook a culture review of the ECIS team.

ITS systems availability

ITS Service Line	ITS Application / System	2017/18 Availability	2018/19 Availability	2019/20 Availability	2020/21 Availability	2020/21 Target
ITS BS	Unplanned CAD Technical Service Availability	99.90%	100.00%	100.00%	99.94%	99.80%
ITS OPS	Wide Area Network (WAN)	100.00%	100.00%	100.00%	100.00%	99.80%
ITS OPS	Local Area Network (LAN)	100.00%	100.00%	100.00%	100.00%	99.80%
FCS - MS	MDN - 'CORE' Component Availability	99.984%	99.989%	99.990%	99.960%	99.90%
FCS - MS	EAS - Central Message Processing	99.996%	100.000%	99.996%	100.000%	99.999%
FCS - MS	NEC Genesys Telephony	100.000%	100.000%	100.000%	100.000%	99.80%
FCS - MS	MMR - Serv C - Central Equipment	100.000%	100.000%	100.000%	100.000%	99.995%

Whilst the router came back on-line and provided routing between the Motorola and ESTA networks, the router was incorrectly applying its Access Control List (ACL) and blocking traffic initiating from the ESTA side where the I/MDT servers are located.

On Sunday, 18 November 2018; an incident occurred where MDN access to the AVCAD1 service was not available for a period of 2 minutes.

On Wednesday, 8 May 2019, an incident occurred where MDN access to CAD services was unavailable following network interruptions as a result of ESTA's emergency network change (Nexus switches)





Managed Services

In 2020-21, the Operational Communications networks performed at an extremely high level, providing Victoria's first responders with consistent, reliable service availability.

The severe weather events in June affected transmitter sites at 40 different locations throughout regional Victoria. ESTA, working with Victoria's emergency service representatives and our service providers, was able to ensure minimal loss of service and operational impact while sites were gradually restored to full service.

Metropolitan Mobile Radio (MMR)

The MMR network operated at an extremely high level of service availability in 2020-21. Ongoing operational issues with the Motorola APX series of radio terminals are being analysed by Motorola's United States parent company for resolution. A major radio terminal remediation program throughout 2021-22 will see radio terminals replaced by new models operating on new firmware and improved configurations to improve the user experience.

Several MMR radio coverage enhancements/solutions were commissioned during 2020-21 including:

- > ESTA's Williams Landing SECC
- > Monash Hospital
- > VicPol's new headquarters at 311 Spencer St
- > various new police stations across the CBD.

Work on providing coverage in the Melbourne Underground Rail Loop continued and is expected to be completed in September 2021.

Emergency Alerting System (EAS)

The EAS network provided a highly reliable level of service performance in 2020-21 period. The EAS Capital Works program was finalised, including a \$25 million refreshing of ageing infrastructure/equipment.

Several new sites were also commissioned in known pager coverage blackspots including Eskdale, Frankston and the Bellarine Peninsula.

Further, all stakeholders agreed on an enhanced pager prototype to be manufactured and rolled out progressively for AV, CFA and the SES.

Regional Mobile Radio (RMR)

The RMR network also operated at a high level of performance in 2020-21.

ESTA has been working closely with Emergency Management Victoria (EMV) in preparing for the introduction of AV and DELWP on to the RMR network in 2021-22.

Several new sites were commissioned or upgraded to address coverage and capacity concerns raised by the CFA including:

- > Collins St site capacity upgrade
- > Tooradin
- > Beaconsfield
- > Hastings
- > Frankston/Carrum

Mobile Data Network (MDN)

The MDN network also provided a high level of service availability for the year.

The focus was the continuation of the extension work packages, including the upgrade of mobile data terminals so they could use dual, third-party network carriers. We also progressed in establishing a vehicle hub for ambulances, providing wi-fi hotspot capability for future connectivity of internet-based services.

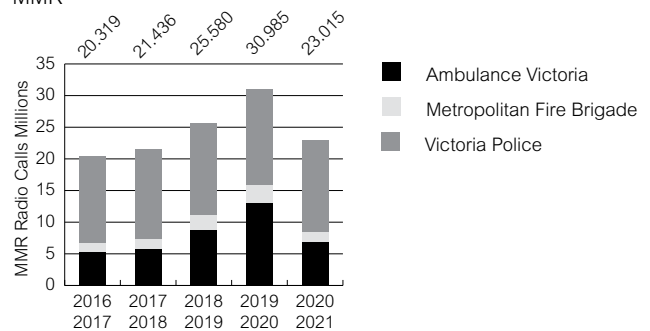
Managed Device Service (MDS)

Contract management of the MDS was formally transitioned from EMV to ESTA in October 2020. The transition has been seamlessly absorbed within the Managed Services portfolio and existing contract management framework.

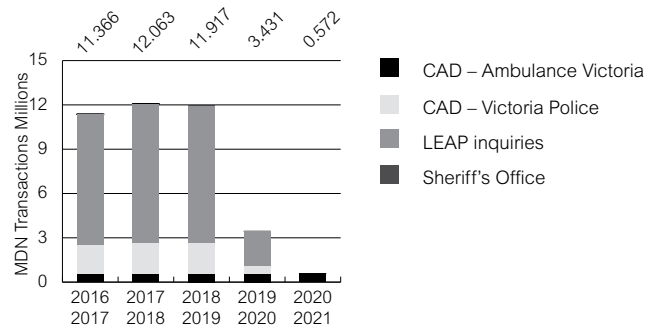
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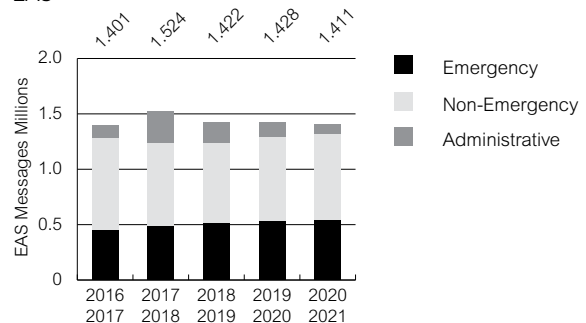
MMR



MDN



EAS





Financial Performance

ESTA's commitment to strong financial governance and support from government has seen its financial position continue to improve in 2020-21, and this has strengthened ESTA's capacity to provide critical services to the community.

In 2020-21 ESTA:

- > continued to support increased demand for its services while maintaining financial and prudent liquidity performance; this ensures ESTA can continue to meet future commitments and provide for investment in strategic initiatives to meet its long-term vision
- > consolidated its approach to sustain an efficient service delivery model with its partner agencies while responding to the COVID-19 crisis
- > continued to administer - on behalf of the state and agencies - critical managed services for operational communications
- > continued investment in transformational projects such as the major upgrade of the Computer-Aided Dispatch (CAD) platform.

Financial Results

For 2020-21, the net result is a surplus of \$4.5 million, which is \$4.5 million lower than in 2019-20 (surplus \$9.0 million). This result was largely impacted by increased expenses for employee expenses; increased depreciation and amortisation of operational communications assets held on behalf of the state, partially offset by increased revenue as a result of assets received free of charge related to new operational communications contracts from Department of Justice and Community Safety and lower funding for operational communications contracts (refer Table 1 below).

ESTA's net assets increased by \$14.9 million to \$110.4 million at 30 June 2021 (\$95.5 million at 30 June 2020), reflecting the operating result, operational communications services funding and investment by government in the CAD platform.

ESTA's financial statements for 2020-21 are included in this Annual Report. The organisation's consolidated net result reflects a combination of its three major service lines

- > call-taking and dispatch – emergency and non-emergency call-taking and dispatch operations and related support functions
- > operational communications – state service contracts managed by ESTA on behalf of the Department of Justice and Community Safety
- > projects – agency requested works that are recovered on a fee for service basis.

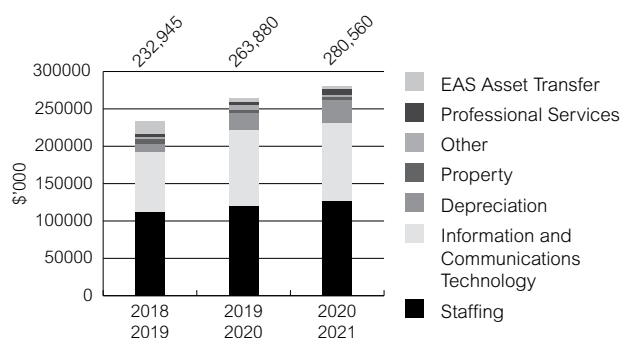
Table 1: Net Result by Service Line*

(\$'000)	2018-19	2019-20	2020-21
Call-taking and Dispatch	2,689	1,125	(1,606)
Operations Communications	(7,100)	7,374	3,159
Projects (fee for service)	3,042	474	2,900
Total Net Result	(1,369)	8,973	4,453

* The basis of identifying the service line is consistent with the notes to the accounts.

Total expenses in 2020-21 were \$279.1 million, and comprised mainly staffing and ICT-related costs. During the year, expenditure increased due to staffing costs associated with call-taking and dispatch activities and new contracted payments under state managed contracts for operational communications. Depreciation expenses increased due to increased operational communications assets held on behalf of the state. ESTA's underlying cost base is subject to significant year-on-year fluctuations in relation to the accounting of state managed contracts.

Chart 1: Total Expenses



Cash and Liquidity

ESTA's total cash position at 30 June 2021 was \$83.5 million and has increased by \$8.2 million from 30 June 2020.

The cash balance has increased for committed projects on the CAD system to improve call-taking and dispatch services with funding provided in 2020-21 and investment to continue in the next year.

Cash held for state-sponsored contract commitments has decreased mainly due to contingency funds being utilised for unplanned works, while blackspot remediation capital upgrade increased due to increased funding held for planned future works.

CTD cash held for employee entitlements, urgent and minor capital works and other operating costs has increased mainly due to the surplus CTD operating result and lower capital spend. The CTD cash balance is maintained at prudent levels that will enable ESTA to invest in infrastructure upgrade, people, processes and technology to deliver on its corporate plan goals, and to deliver consistent and reliable services for the community and its emergency services partners.

Table 2: Cash Balance and Liquidity

(\$'million)	June 2019	June 2020	June 2021
State-managed contracts and committed government project funding	32.0	38.5	33.4
ESTA committed projects	12.0	1.7	10.3
Call-taking and dispatch (CTD)	29.9	35.1	39.8
Cash Balance	73.9	75.3	83.5
Number of weeks of cash (CTD)	10.0	11.7	13.3

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Environment

The nature of ESTA's 24x7, year-round operations contributes to its energy consumption. ESTA relies heavily on electrical equipment to provide call-taking and dispatch services to the community. Maintaining its electrical and supplementary power sources helps improve these systems' efficiency and minimise unnecessary power consumption.

Due to COVID-19 restrictions, most Support Office team members worked from home for most of the year. However, to support the requirements for social distancing for Emergency Communications Services staff, facilities such as the kitchen and training rooms have been used as operational spaces; consequently, the base building air conditioning was used 24/7 for half the year.

Paper consumption

Paper usage continues to decrease, reflecting the change in habits around information storage. This is due to the clean desk policy and the implementation across all sites of 'follow-me printing', which enables printing only when the person is at the printer to collect it. Printing from devices is defaulted to black and white and double-sided. Additionally, having Support Office team members work from home has lessened the printing demand.

Energy and fuel consumption

Electricity and gas consumption have dropped overall this year, which is largely due to people working from home and the positive impact of environmental initiatives.

Water

Water consumption has increased this financial year because the new Williams Landing facility is a larger building and the air conditioning works on a chilled water loop that uses more water but less electricity than other systems.

Waste

Recycling improved from 28 per cent to 35 per cent, but there was a significant increase in landfill waste. The rise can be attributed to several facility and ICT projects such as social distancing works, carpet replacement, asset refresh, CAD upgrade and third screen projects.

Transport

ESTA employees use three corporate vehicles to travel between operating centres to attend meetings with suppliers or customers and to visit transceiver sites as part of their contract management obligations. All three of these vehicles have been replaced with hybrid-type vehicles with enhanced efficiencies. There was a large decrease in pool car usage due to support members working from home.

ESTA uses the State Government travel supplier when booking any air or rail travel. This usage is included in the calculations of this report. There was no air travel in the financial year due to minimal requirements and COVID restrictions.

ESTA employees are supported in their use of public transport between sites and continuous use of video calls to reduce travel demands between sites.

GHG emissions

ESTA's GHG emissions has decreased from 6.32 to 5.68 tonne per FTE. This can be attributed to COVID restrictions, with fewer employees on site and travelling and building efficiencies. This is the lowest level ESTA has had since the 2014 financial year.



Emissions report

Environment	Description	Unit of Measure	Fin. Year 2020 - 2021	Fin. Year 2019 - 2020
Paper	% Recycled	0-49%	100%	75%
	Use per FTE	Reams per FTE	1.54	2.06
	Total Use	Reams of A4	1,374	1,847
Energy (Electricity, Gas And Diesel)	Use per FTE	Mega joules per FTE	20,423	21,745
	Use per square metre of office space	Mega joules per m ²	1,343	1,435
	Total Use	Mega joules	18,268,311	19,510,028
	Total GHG emissions	Tonnes CO ₂ equivalent	4,973	4,486
	Green Power	% Purchased	0	25
Water	Consumption per FTE	Kilolitres per FTE	9.00	7.09
	Total Consumption	Kilolitres	8,048	6,365
		Kilolitres per m ²	0.59	0.47
Waste	Generated per FTE	Kilograms per FTE	94	72
	Total Recycled	%	35	28
	Waste Disposed of by Destination (KG)			
	<i>Landfill</i>		83,785	64,680
	<i>Commingled</i>		12,668	13,148
	<i>Organic</i>		4,732	2,469
	<i>Secure Document</i>		18,884	19,456
	<i>Sanitary</i>		275	332
	<i>Cardboard/paper</i>		12,655	12,941
	Total GHG emissions	Tonnes CO ₂ equivalent	108.92	57.05
Transport	Fuel (petrol)	Megajoules	83,174	161,044
	Fuel (petrol)	Litres	2,432	4,940
	Operational Kilometres travelled	Km	15,187	57,837
	Vehicle emissions	Tonnes CO ₂ equivalent/1000km	0.37	0.20
	Air Travel Kilometres travelled	Km	0	79,659.00
	Air Travel emissions	Tonnes CO ₂ equivalent/1000km	0	14
	Employees using sustainable transport to get to work	% of FTE	8.74	6.13
	Total Travel GHG emissions	Tonnes CO ₂ equivalent	0.37	1,117.35
GHG Emissions	Total GHG emissions for Fin. Year	Tonnes CO ₂ equivalent	5,082.33	5,667.17
	Total GHF emissions offset purchase	Tonnes CO ₂ equivalent	0.00	72
	Total GHG emissions per FTE	Tonnes CO ₂ equivalent	5.68	6.32
FTE	Total FTE count		894.5	897.2

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Procurement

All tenders undertaken within the year were consistent with the Victorian Government Purchasing Board policies and guidelines

Process improvement initiatives

ESTA implemented a new fit-for-purpose replacement contract management system (Zycus), providing dashboard reporting, greater visibility of contract and procurement pipelines and eProcurement efficiencies.

We reviewed supplier performance measures and benchmarks against best practice government metrics and investigated risk reduction opportunities to ensure better supplier credit compliance and financial due diligence.

ESTA created tools and templates to help contract managers, further embedded social procurement principles in the tendering process and began mapping internal procurement activities and capability, in line with the Victorian Government Purchasing Board's aim to standardise procurement services across all government entities.

Notable tender processes

ESTA tendered for:

- > pre-employment and early intervention medical services, key components in reducing costs associated with absenteeism, staff turnover and workers compensation costs.
- > a call-taker strategic recruitment partner to pre-screen suitable call-taker candidates, using evidence-based assessments to reduce early attrition and support an improved experience
- > a customer listening program, to collect feedback from people who've called ESTA, to inform service improvements
- > professional services, creating ESTA's first internal panel of pre-approved providers, established to ensure more effective resource management and improved capability
- > a delivery Partner for the Human Resources Information System (HRIS) – to support the implementation of a Whole of Victorian Government initiative for the SuccessFactors human resource management system
- > eCompliance learning, to refresh our online health, safety and regulatory training modules
- > technical refresh, to update legacy servers and ITS hardware across each ESTA site.

Social procurement in practice at ESTA

Procurement is a core business, and strategic function at ESTA and, as part of our responsibility as a government organisation, we are aligned with the Victorian Government's Social Procurement Framework (SPF). By aligning ESTA with the

framework, we are seeking to increase the value of procuring goods, services, and construction with outcomes greater than their monetary value.

Social procurement occurs when an organisation uses its buying power to generate social value above and beyond the value of the goods, services or construction being procured.

There are **direct** and **indirect** approaches to social procurement; ESTA follows both.

Direct social procurement occurs when buying goods, services, or construction from:

- > Victorian social enterprises
- > Victorian Indigenous businesses
- > other social benefit suppliers, such as Victorian Australian Disability Enterprises (ADEs).

In 2020-2021, ESTA was proactive in its approach to Social Procurement. Procuring goods and services from social suppliers has occurred more than in previous years and is now a regular discussion point among the different departments across the organisation.

Examples of ESTA's direct social procurement approaches include the 2021 Midsumma Pride March t-shirts. The indigenous business these t-shirts were procured from were able to design, develop and deliver the t-shirts not only on time, but at a reasonable price. Another direct approach example is the new and improved replacement of the ESTA mascot – the "Emmet" bears. The much-loved bear (still to be named) was also bought from a social provider.

Indirect social procurement occurs when using the invitation to supply process and clauses in contracts with the private sector to seek social and sustainable outcomes for all Victorians.

ESTA uses this approach when tendering via the Request for Quote (RFQ) or Request for Tender (RFT) process. The requirement to demonstrate commitment and compliance to social procurement practices is part of the evaluation criteria for responses; the percentage allocated is determined by the whole-of-life contract cost and is reported on throughout the contract's lifetime.

ESTA has recently released its first tender requiring the mandatory weighted criteria for social procurement; this will be included in next year's reporting as the contract begins in November 2021.

Social and sustainable practices don't always mean the more expensive option. The two direct approaches mentioned both saved ESTA a significant amount of money while also making a positive difference in the greater community.

Corporate governance

Emergency Services Telecommunications Authority and Committees

ESTA's corporate governance is overseen by its Board, supported by five specialist sub-committees. One new Member was appointed to the Board during the year.

ESTA membership during 2020-2021 comprised:

Ms Flavia Gobbo

(Chair)

Appointed a Member of ESTA in February and as Chair in August 2017, Flavia Gobbo is a highly experienced legal practitioner and company director. She currently serves as the Chair of WorkCover Queensland and was previously Chair of QComp, the former Workers Compensation Regulator in Queensland. Ms Gobbo is also the Deputy Chair of Rowing Australia, the Deputy Chair of SecondBite and holds a Directorship with WorkSafe (Victoria). Admitted as a legal practitioner of the Supreme Court of Victoria, Supreme Court of Queensland and the High Court of Australia, Ms Gobbo has extensive experience as a corporate lawyer. She is a graduate of the Australian Institute of Company Directors and was a member of Telstra Legal Services Senior Leadership team and held a number of senior roles at Telstra Corporation over 15 years. Ms Gobbo is the Chair of ESTA's Advisory Committee and is a Member of the Finance Committee and the People Culture and Capability Committee.

Ms Siobhan Boyd-Squires

(Member)

Appointed a Member of ESTA in November 2016, Siobhan Boyd-Squires has held senior roles in health services, insurance and public sector agencies with a focus on government relations, operational policy and the implementation of regulatory reform. She holds Masters degrees in both Law and Public Health, a Graduate Diploma in Health Education and a Bachelor of Applied Science (Physiotherapy). Ms Boyd-Squires serves as a Sessional Member on the Victorian Civil and Administrative Tribunal's Occupational and Business Regulation List and is Deputy Chair of the Patient Review Panel. Ms Boyd-Squires also consults to government agencies and business with a focus on health and human service regulation, dispute resolution, and injury management systems. She has also been an Independent Decision Maker for the National Redress Scheme, has previously held leadership positions with WorkSafe Victoria and the Commission for Children and Young People and served

as a statutory Conciliation Officer for 6 years, mediating and resolving workers compensation disputes. Ms Boyd-Squires is a Graduate of the Australian Institute of Company Directors and a nationally accredited mediator. She is a Member of ESTA's Audit and Risk Management and Compliance Committee.

Ms Christine Collin

(Member)

Appointed a Member of ESTA in May 2015, Christine Collin has held senior roles in operations and management consulting. She holds a Masters of Business Administration and is currently employed at Maurice Blackburn Lawyers where she has oversight of their operations nationally. She has led business units and also directed consulting engagements whilst with KPMG where she worked with a variety of government and non-government clients, assisting them with strategy, operations, digital innovation and business transformations. Prior to KPMG Ms Collin was with United Energy and then AGL for 12 years in various leadership positions including General Manager for AGL's Retail Operations. Ms Collin has served as a member of key energy industry organisations including as a Board member for the Energy and Water Ombudsman Victoria and the Energy and Water Ombudsman New South Wales. Ms Collin chairs ESTA's Information and Communications Technology Committee.

Ms Mary Delahunty

(Member)

Appointed a Member of ESTA in August 2015, Mary Delahunty has held senior roles in financial services and superannuation. She has a Masters of Applied Finance and is a Graduate of the Australian Institute of Company Directors, she is currently the Head of Impact at industry superannuation fund HESTA. Ms Delahunty was elected as a Councillor at the City of Glen Eira in 2012 and has served as Mayor of the municipality. Ms Delahunty has served as Chair of the Women's Ministerial Advisory Council on Gender Equality and as a Board Member and Chair at ReLink Australia, a national charitable organisation providing sporting, social and arts activities to support people experiencing disadvantage. Ms Delahunty is a 2015 Churchill fellow and in 2011, was the recipient of the Perpetual Foundation Company Directors Scholarship with the Australian Institute of Company Directors. Ms Delahunty chairs ESTA's Finance Committee.

Mr Luke Enright

(Member)

Luke Enright was appointed a Member of ESTA in July 2018, and completed his term of appointment on 3 July 2021.

Mr. Enright is a communications and issues management professional with experience across both the private sector and government. He has been with the Qantas Group since 2011 and is currently the Head of External Affairs and previously led the communications function at Jetstar across Australia, New Zealand and Asia. Earlier, he worked as a media adviser to Victorian Government Ministers across a range of portfolios, including Water, Finance, Tourism and Major Events. His early career was spent in the Victorian water industry. Mr Enright is a journalism graduate from RMIT University. Mr Enright is a Member of ESTA's People, Culture and Capability Committee.

Ms Fiona Green

(Member)

Appointed a Member of ESTA in July 2018, Fiona Green is an executive, Board Member and advisor with deep experience in technology, complex programs and digital and business transformation. Ms Green currently serves as a Board Member and Deputy Chair for the Cancer Council of Victoria and is also the Chair of the Cancer Council's Finance Risk and Audit Committee. She is Chair of the Audit and Risk Committee for the Commission for Children and Young People and a member of the WorkSafe Victoria's ICT Committee. Ms Green provides digital, technology and program management consulting services to a number of organisations, including the City of Boroondara and is also a member of its Finance, Audit and Risk Committee. Her previous roles include Australia and New Zealand Head of Delivery for DXC Technology (merger between Hewlett Packard Services and Computer Science Corporation), Director of Business and Process Improvement and Director of Professional Services at Telstra. She is a graduate of the Australian Institute of Company Directors and is also a member of ESTA's Information and Communications Technology Committee.

Mr Paul Henderson

(Member)

Appointed a Member of ESTA in May 2015. Paul Henderson is a lawyer of over 30 years' experience. He was a partner and director of Slater & Gordon Lawyers, retiring from the firm in February 2015. Paul is a partner and director at Gordon Legal and is an expert in personal injury law. Mr Henderson has served on the Specialist Board of Examiners, and various Law Institute and Court Committees. He was previously on the Board of the Western Bulldogs Football Club Community Foundation and is a board member of the AFLPA Injury and Hardship Fund. He is a director of several private companies and is a graduate of the Australian Institute of Company Directors. Mr Henderson chairs ESTA's Audit, Risk Management and Compliance Committee.

Mr Gary Rothville

(Member)

Gary Rothville was appointed a Member of ESTA in August 2017, and completed his term of appointment in August 2020, but continues his involvement with ESTA as a member of ESTA's People Culture and Capability Committee. Mr Rothville has operated a private legal practice, Gary Rothville and Associates since 2007 and he has more than 40 years' experience in the field of human resources and industrial relations, both in business and in legal practice, across both the public and private sectors. He also has broad commercial experience as a Director of national electrical services provider Oliver J Nilsen (Australia) Ltd. He previously established Arnold Bloch Leibler's Employment and Industrial Relations practice, and was also the foundation Partner of the national Employment and IR practices at Andersen Legal and Phillips Fox (now DLA Piper). Mr Rothville is a Life Member of the Industrial Relations Society of Victoria; and a former Committee Member of the Industrial Law Committee of the Law Council of Australia. He chairs the VicRoads Industrial Appeals Committee.



Dr Angela Williams

(Member)

Appointed a Board Member of ESTA in November 2017, Dr Angela Williams is a Consultant Forensic Physician at the Victorian Institute of Forensic Medicine. Dr Williams is a Senior Lecturer at Monash University's Department of Forensic Medicine and Chairs the Faculty of Clinical Forensic Medicine at the Royal College of Pathologists of Australasia. Dr Williams is Vice-President of the Board of Directors for OzChild and Chair of its Quality and Child Safety Committee. Dr Williams is a Member of the Eastern Health Board and Chair of the Quality & Safety Committee. She is also a member of the Victorian Post Sentence Authority and serves as a sessional member of both the Victorian Civil and Administrative Tribunal and Football Victoria Tribunal. She holds Masters in Public Health, Business Administration, Forensic Medicine and Health Management, as well as a Bachelor of Medicine/Bachelor of Surgery and a Graduate Diploma in Law. Dr Williams chairs ESTA's People, Culture and Capability Committee.

Mr Stephen Leane

(Member)

Stephen Leane was appointed to the ESTA Board for three years commencing September 2020. Stephen is also currently the Road Safety Camera Commissioner and Deputy President of the Police Registration and Services Board. Stephen was a sworn member of Victoria Police for 40 years before retiring in December 2019. During his career in policing Stephen worked in many frontline operational roles as well as corporate support areas. Stephen retired from Victoria Police as an Assistant Commissioner, a rank he held for more than six years. He held several command roles including Professional Standards, Road Policing with much of his time spent as the Regional Commander for North West Metro Region. Stephen holds a Bachelor of Laws, Graduate Diploma of Legal Practice and a Masters of Education. Stephen has also attended executive programs at the Warton Business School in Philadelphia, USA and the London Business School. He is a graduate of the Australian Institute of Company Directors and is also a member of the ESTA Finance Committee.

Committees

- > The Authority operated five Committees in 2020 - 2021:
- > ESTA Advisory Committee
- > Audit, Risk Management, and Compliance Committee
- > Finance Committee
- > Information and Communications Technology Committee
- > People, Culture, and Capability Committee.

ESTA Advisory Committee

The ESTA Advisory Committee is appointed by the Authority in accordance with Section 21 of the *Emergency Services Telecommunications Act 2004 (Vic)*. The functions of the Advisory Committee are to:

- (a) advise the Authority of any specific requirements of, or issues relating to, the organisations represented on the committee; and
- (b) carry out any other functions that are conferred on the committee by the Act, by the regulations or by the Authority.

In 2020-2021, the Advisory Committee comprised of members from each of the following organisations (with representatives holding the position of Chief Executive Officer or equivalent):

- > Ambulance Victoria
- > Country Fire Authority
- > Department of Environment, Land, Water and Planning
- > Fire Rescue Victoria
- > Victoria State Emergency Service
- > Victoria Police
- > Emergency Management Victoria
- > The Inspector-General Emergency Management (attending as an observer)

The Committee met four times during the year and was chaired by Ms Flavia Gobbo, Chair of the Authority.

Audit, Risk Management and Compliance Committee

The Audit, Risk Management and Compliance Committee's priorities are to:

- > Focus on ESTA's major areas of risk and to monitor and review the actions, systems and processes in place to manage those risks;
- > Oversee and advise on matters of accountability and internal control; and
- > Review, ratify and oversee ESTA's audit and compliance activities including the scope of work, performance and independence of the internal auditor and the scope of work and audit strategy of the external auditor.

In 2020-2021 the Audit, Risk Management and Compliance Committee members were:

- > Mr Paul Henderson (Chair and Board Member)
- > Ms Siobhan Boyd-Squires (Board Member)
- > Mr John Gibbins (External Committee Member)
- > Ms Kerryn O'Brien (External Committee Member)

Finance Committee

The priorities of the Finance Committee are:

- > the development of models to support forecasting, scenario planning;
- > building a comprehensive understanding of costs;
- > achieving savings where appropriate; and
- > monitoring major financial transactions.

In 2020-2021 the Finance Committee members were:

- > Ms Mary Delahunty (Chair and Board Member)
- > Ms Flavia Gobbo (Board Chair)
- > Professor Robert Officer (External Committee Member)
- > Mr Stephen Leane

The meetings were also attended by advisers from the Department of Justice & Community Safety including its Chief Financial Officer, and the EMV Chief Executive Officer.

Information and Communications Technology Committee

The priorities of the Information and Communications Technology Committee are:

- > identifying how ICT supports ESTA's strategy via a technical vision and roadmap, and what investments and forward planning are required to deliver on strategy and mitigate risk;
- > monitoring and overseeing technology and relevant system delivery to ensure ESTA's ICT is robust and productive;
- > monitoring and overseeing of ICT risks; and
- > understanding, monitoring and reviewing operational ICT costs and benchmarks, including endorsing investments.

In 2020-2021 the Information and Communications Technology Committee members were:

- > Ms Christine Collin (Chair and Authority Board Member)
- > Ms Fiona Green (Authority Board Member)
- > Ms Julie Fahey (External Committee Member)
- > Mr Bruce Moore (External Committee Member)

People Culture and Capability Committee

The priorities of the People Culture and Capability Committee are to:

- > To support systems in place within ESTA to monitor and improve the wellbeing, development and performance of its people
- > To monitor the identification and attention to staff health and safety issues at ESTA
- > To foster and support an inclusive collaborative and safe culture within ESTA
- > To support continuous improvement and capability development and effective resourcing levels.

In 2020-2021 the members of the People Culture and Capability Committee were:

- > Ms Angela Williams (Chair and Authority Board Member)
- > Ms Flavia Gobbo (Authority Board Chair)
- > Mr Luke Enright (Authority Board Member) (retired from the Committee December 2020)
- > Mr Gary Rothville (External Committee Member)



Authority and external Members meeting attendance

	Authority		ESTA Advisory Committee		Audit, Risk Management & Compliance Committee		Finance Committee		ICT Committee		People, Culture & Capability Committee	
	A	B	A	B	A	B	A	B	A	B	A	B
Authority Member Meeting Attendance												
Flavia Gobbo	7	6	4	3	5	5	4	3	4	4	4	4
Siobhan Boyd-Squires	7	7			5	5						
Christine Collin	7	7			5	1			4	4		
Mary Delahunty	7	6					4	3				
Luke Enright	7	5									4	2
Fiona Green	7	7			5	5			4	4		
Paul Henderson	7	6			5	4						
Gary Rothville	1	1									4	4
Angela Williams	7	7		1							4	4
Stephen Leane	5	5					2	1				
External Committee Member Meeting Attendance												
Julie Fahey									4	4		
John Gibbins					5	5						
Kerryn O'Brien					5	4						
Gary Rothville											4	4
Robert Officer							4	4				
Bruce Moore									4	3		

A – Number of meetings held during the time the Member held office during the period.

B – Number of meetings attended.

Statutory information

ESTA reports on a number of specific activities undertaken during the year in line with reporting requirements.

Publications

ESTA maintained a public website and also published information via Facebook, Twitter, LinkedIn, and Instagram throughout the year. An Annual Report for 2019-2020 was published and presented to Parliament. ESTA also produced and distributed a summary of its Integrated Strategic Plan 2023, and Corporate Plan, and internal publications for its employees.

National Competition Policy

ESTA complied with the Victorian Government's policy statement on competitive neutrality.

Consultants

In 2020-21, there were 31 consultancies where the total fees payable to the consultants were \$10 000 or greater. The total expenditure incurred during 2020-21 in relation to these consultancies is \$4.5 million (excluding GST). Details of individual consultancies are outlined overleaf.

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Consultancy expenditure

(\$'000)				
Consultant	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2020-21 (excl. GST)	Future expenditure (excl. GST)
ASG	Project management, change management and reporting for the Fire Rescue Victoria Phase 2 project	521	382	139
Circle T Industries Pty Ltd	Intranet review and implementation	128	128	-
CyberCX Pty Ltd	Network penetration testing and segmentation review	24	24	-
D&D Taxation Consulting Pty Ltd	FBT review	10	10	-
Deloitte Touche Tohmatsu	System integration and implementation of SAP	699	193	505
Ernst & Young	Funding model framework and Call-taking and Dispatch Sustain project review	190	190	-
FBG Group Pty Ltd	Psychosocial risk assessment and peer support program success metrics	40	40	-
FPL Advisory Pty Ltd	Government stakeholder engagement plan and organisational risk review	21	11	11
Hive Creative	Employee value proposition and career and recognition program	61	30	30
Infinitude Business Advisory (DT Infinity Solutions Pty Ltd)	Executive coaching, workload analysis, workforce management review, information technology review and role clarity review	177	157	-
IPSEC Pty Ltd	Governance, risk and compliance review	37	37	-
KPMG Australia	Call-taking and Dispatch Sustain upgrade project	3,506	1,489	-
Landell Consulting	Information technology team considerations and procurement template review	19	18	1
Landers & Rogers Lawyers	Legal services	103	71	-
Logical Tech Biztalk.Net Pty Ltd	Data transformation services interface advice and reporting infrastructure system discovery and documentation	52	39	13
Maddocks Lawyers	Legal services	27	27	-
Melbourne Business School Pty Ltd	Design and development of a customised leadership capability framework and the design and delivery of the leadership development programs	634	314	320
Mercer Consulting (Australia) Pty Ltd	Review of executive structure, role and portfolio realignment and people and culture role review	52	43	9
Mingara Australasia Pty Ltd	Technical advisory services and various other project consulting services	208	176	31
Minter Ellison	Legal services	179	171	8
Newgate Communications Pty Ltd	Review of public's perceptions and expectations of the triple zero service	41	41	-
The Nous Group	Cultural survey and analysis	26	26	-
Nova Systems Australia Pty Ltd	Managed services consulting, analysis and reporting	75	69	6
Pinnacle Group Australia Pty Ltd	Initiation, design and delivery of strategy	35	35	-
Power Projects	Information technology business planning and team alignment, strategy development and people, culture and reputation business planning	32	25	-

(\$000)				
Consultant	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2020-21 (excl. GST)	Future expenditure (excl. GST)
PriceWaterhouseCoopers	Internal audit services and managed services compliance review	744	569	175
Richard Hobson	Legal services	50	27	23
Trusted Impact Pty Ltd	Legal services	30	30	-
Wallis Consulting Group Pty Ltd	Customer listening tracking project, review of operational processes and development of statistical reporting	135	79	56
Wisely Trust Trading as Wise Workplace Solutions	Workplace relations advice and reviews	66	45	21
Victorian Government Solicitor	Legal services	66	41	19
Total		7,988	4,537	1,367

Details of consultancies under \$10,000

In 2020-21, there were nine consultancies engaged during the year, where the total fees payable to the individual consultancies were less than \$10 000. The total expenditure incurred during 2020-21 in relation to these consultancies was \$48k (excluding GST).

Consultancies under \$10,000

(\$000)				
Consultant	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2020-21 (excl. GST)	Future expenditure (excl. GST)
ADP Employer Services	Payroll data integration	9	2	7
Arcord Pty Ltd	Security consulting	9	9	-
Insync Technology Pty Ltd	Corporate telephony environment report	9	9	-
Julie A Fahey	Call-taking and Dispatch Sustain project control board consultation	24	7	17
Julius Roe	Enterprise bargaining agreement review independent chairperson	11	8	4
Lucid Consulting Engineers (Vic) Pty Ltd	Facility consultation	4	4	-
Pixel Perfect Pty Ltd	Probity services	1	1	-
Protecht.erm Pty Ltd	Development and delivery of risk management training	17	5	12
Regcentric Pty Ltd	Data and insight capability uplift services	10	4	6
Total		94	49	46

Information and communication technology expenditure

Details of information and communication technology (ICT) expenditure

For the 2020-21 reporting period, ESTA had a total ICT expenditure of \$168.4 million, with the details shown below.

All operational ICT expenditure		ICT expenditure related to projects to create or enhance ICT capabilities		
Business as Usual (BAU) ICT expenditure	Non-Business as Usual (Non-BAU) ICT expenditure	Operational expenditure	Capital expenditure	
(Total)	(Total = Operational expenditure and capital expenditure)			
129,847	38,548	10,090	28,458	

(\$000)

ICT expenditure refers to ESTA's costs in providing business enabling ICT services within the current reporting period. It comprises Business as Usual (BAU) ICT expenditure and Non-Business as Usual (Non-BAU) ICT expenditure. Non-BAU ICT expenditure relates to extending or enhancing ESTA's current ICT capabilities. BAU ICT expenditure is all remaining ICT expenditure that primarily relates to ongoing activities to operate and maintain the current ICT capability.

Freedom of Information

ESTA is subject to the *Freedom of Information Act 1982 (Vic)* and made documents and information available to the community in accordance with the Act.

The designated person for the purpose of the Act was the ESTA Chief Executive Officer.

People wanting access to ESTA documentation under the *Freedom of Information Act 1982 (Vic)* should write to:

General Counsel and Board Secretary
Emergency Services Telecommunications Authority
Level 1, 33 Lakeside Drive
East Burwood VIC 3151

General inquiries about Freedom of Information can be made by telephoning the General Counsel and Board Secretary on (03) 8656 1200 between 8.30 am and 5.00 pm, Monday to Friday or via email info@esta.vic.gov.au

ESTA responded to 47 FOI requests during 2020-21 compared with 49 in 2019-20.

Ministerial authorisation

ESTA also relies on Ministerial Authorisations to release information that would otherwise be confidential under the *Emergency Services Telecommunications Authority Act 2004 (Vic)* (ESTA Act). The Authorisations allow ESTA, in certain circumstances, to release triple zero call audio, and information for the purposes of:

- > educating the community or any section of the community about the role of and the services offered by, the Authority;
- > promoting public health and safety;
- > responding to complaints, enquiries or compliments about or relating to the Authority, a member of or acting member of the Authority or an employee of the Authority;
- > support for the staff of the Authority, which may include commendations or other recognition; and
- > responding to requests for access to records under the FOI Act so far as the exemptions contained in that Act (other than that contained in s 38 of that Act) do not apply to the information.

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Victoria's Charter of Human Rights and Responsibilities

ESTA seeks to act consistently with the human rights set out in the Victorian Charter of Human Rights and Responsibilities. The Charter sets out the basic rights, freedoms and responsibilities of all people in Victoria. It recognises that in some circumstances, some rights may be limited, and ESTA aims to ensure its provision of emergency services communications assistance to the community is consistent with the Charter and exceptions are limited to those that are necessary and reasonable.

Privacy legislation

ESTA is subject to the *Privacy and Data Protection Act 2014 (Vic)* and the *Health Records Act 2001 (Vic)* and is committed to protecting the privacy of all personal and health information it collects and handles.

ESTA uses personal information provided for responding to emergencies and related activities. This information may also be used for research and statistical analysis purposes.

ESTA operates telephone call recording equipment. Recordings may be provided to emergency services agencies, law enforcement bodies, the Courts and judicial officers or may be used for purposes authorised by the *Telecommunications Act*, the *ESTA Act*, the *Emergency Management Act 2013* and Ministerial Authorisations.

Information about ESTA's privacy policies and practices is available on its website esta.vic.gov.au. ESTA welcomes any queries about its approach to privacy. People wanting to make a privacy inquiry may write to:

General Counsel and Board Secretary
Emergency Services Telecommunications Authority
Level 1, 33 Lakeside Drive
East Burwood VIC 3151

Public Interest Disclosure Act 2012 (Vic)

ESTA is not a public sector body prescribed under the Act to receive a public interest disclosure. Disclosures about ESTA, its employees, officers or members should be made directly to the Independent Broad-Based Anti-Corruption Commission (IBAC).

Address: IBAC, GPO Box 24234, Melbourne, Victoria, 3001
Website: www.ibac.vic.gov.au
Phone: 1300 735 135

Discrimination

ESTA and its employees will not discriminate, directly or indirectly, in relation to:

- > employment, including recruitment, selection, promotion, transfer, assessments, remuneration, conditions of service, training, performance management, staff discipline and termination of employment;
- > the opportunity for employees to compete and apply their abilities, aptitude and knowledge; or
- > the conduct of its business.

Bullying and harassment

ESTA will not tolerate any bullying or harassing behaviour towards another person or a group of people, or any behaviour that is unwanted or unwelcome and uninvited and is likely to offend, embarrass, insult, humiliate or intimidate another person or a group of people.

ESTA has policies and procedures in place that detail arrangements for the reporting of any discrimination, bullying or harassment to line managers, more senior managers, or People and Culture representatives, and for the investigation and resolution of these matters. ESTA has a zero-tolerance bullying program in place, including the policy, manager toolkits, communication and reference materials for all employees. A customised training package is delivered to employees.

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People with a disability

ESTA values diversity within its workforce and the community it serves, including responding to the needs of people with a disability.

ESTA's commitment to people with a disability and our responsibilities under the *Disability Discrimination Act 1992* includes:

- > promoting its Reasonable Adjustment Policy to improve access to employment opportunities within ESTA and the ongoing employment of employees with a disability
- > our ongoing review of employment and other organisation policies and procedures, to ensure they are compliant with the Disability Discrimination Act
- > ensuring access to all ESTA workplaces
- > providing a website that satisfies disability access standards
- > providing access to publicly available ESTA documents in formats suitable for people with a disability.

Attestation

Attestation for financial management compliance with Standing Direction 5.1.4

Emergency Services Telecommunications Authority Financial Management Compliance Attestation Statement

I, Flavia Gobbo, Chair on behalf of the Authority, certify that the Emergency Services Telecommunications Authority has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Flavia Gobbo
Chair

Acronyms

ACMA – Australian Communications & Media Authority

ATO – Australian Taxation Office

CAD – Computer Aided Dispatch

CALD – Culturally and Linguistically Diverse

CFA – Country Fire Authority

CTD – Call-taking and Dispatch

DELWP – Department of Environment, Land, Water & Planning

DRUP – Digital Radio Upgrade Program

EAS – Emergency Alerting System

ECSAC – Emergency Call Service Advisory Committee

EMOC – Emergency Management Operational Communications

EMV – Emergency Management Victoria

ESOs – Emergency Services Organisations

ESTA – Emergency Services Telecommunications Authority

FRD – Financial Reporting Directions

FRV - Fire Rescue Victoria FTE – Full Time Equivalents

GHG – Greenhouse Gas

GPS – Global Positioning System

GST – Goods and Services Tax

HRIS – Human Resources Information System

IGEM – Inspector-General for Emergency Management

LEAP – Law Enforcement Assistance Program

LSL – Long Service Leave

MACG – Multi-Agency Communications Gateway

MDN – Mobile Data Network

MDS – Managed Device Service

MFB – Metropolitan Fire Brigade

MMR – Metropolitan Mobile Radio

MMR – Metropolitan Mobile Radio

MOLI - Mobile Origin Location Information

MURL – Melbourne Underground Rail Loop

PMO – Program Management Office

PPP – Public Private Partnership

PSO – Protective Service Officers

RMR – Regional Mobile Radio

SECCs – State Emergency Communications Centres

VAGO – Victorian Auditor-Generals Office

VICSES – Victoria State Emergency Service

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Financial statements

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Declaration in the financial statements

The attached financial statements for the Emergency Services Telecommunications Authority have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2021 and financial position of the Emergency Services Telecommunications Authority at 30 June 2021.

At the time of signing, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 9 September 2021.



Flavia Gobbo
Chair
Melbourne
9 September 2021



Marty Smyth
Chief Executive Officer
Melbourne
9 September 2021



Jim Strilakos
Chief Financial Officer
Melbourne
9 September 2021

Comprehensive operating statement

for the financial year ended 30 June 2021	Notes	2021 \$'000	2020 \$'000
Revenue and income from transactions			
Revenue	2.1	277,656	273,037
Fair value of assets received free of charge	2.1.2	4,844	-
Total revenue and income from transactions		282,501	273,037
Expenses from transactions			
Employee expenses	3.1.1	121,900	113,930
Depreciation and amortisation	4.1.2	30,510	23,806
Payments under state service contracts		90,174	88,506
Contractors and professional services		10,428	10,233
Other operating expenses	3.2	22,128	20,308
Interest expense	6.1.1	2,710	2,771
Fair value of assets transferred free of charge	3.3	1,226	4,326
Total expenses from transactions		279,076	263,880
Net result from transactions (net operating balance)		3,425	9,157
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	8.1	13	-
Other gains/(losses) from other economic flows	8.1	1,015	(184)
Total other economic flows included in net result		1,028	(184)
Net result		4,453	8,973
Comprehensive result		4,453	8,973

The above comprehensive operating statement should be read in conjunction with the accompanying notes.

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Balance sheet

as at 30 June 2021	Notes	2021 \$'000	2021 \$'000
Assets			
Financial assets			
Cash and deposits	6.3.1	83,455	75,316
Receivables	5.1	10,501	13,121
Total financial assets		93,956	88,437
Non-financial assets			
Other non-financial assets	5.2	6,265	7,190
Non-financial physical assets classified as held for sale	8.3	-	21
Property, plant and equipment	4.1	54,931	51,216
Intangible assets	4.2	5,016	787
Right-of-use assets	4.3	81,528	99,225
Total non-financial assets		147,740	158,439
Total assets		241,696	246,876
Liabilities			
Payables	5.3	19,867	24,221
Lease liabilities	6.1	85,311	101,665
Provisions	3.1.2, 5.4	26,090	25,442
Liabilities directly associated with assets classified as held for sale	8.3	-	21
Total liabilities		131,268	151,349
Net assets		110,428	95,527
Equity			
Accumulated surplus/(deficit)		(18,299)	(27,709)
Contributed capital		113,142	102,694
Contract contingency reserve		15,585	20,542
Net worth		110,428	95,527

The above balance sheet should be read in conjunction with the accompanying notes.

Cash flow statement

for the financial year ended 30 June 2021	Notes	2021 \$'000	2020 \$'000
Cash flows from operating activities			
Receipts			
Grants		67,537	102,017
Receipts from customers		234,078	186,262
Interest received		286	842
Total receipts		301,901	289,121
Payments			
Payments to suppliers and employees		(265,762)	(251,011)
Goods and Services Tax paid to the ATO		(1,350)	(2,078)
Total payments		(267,112)	(253,089)
Net cash flows from/(used in) operating activities	6.3.2	34,789	36,032
Cash flows from investing activities			
Purchases of non-financial assets		(13,084)	(31,949)
Net cash flows from/(used in) investing activities		(13,084)	(31,949)
Cash flows from financing activities			
Repayment of lease liabilities		(24,014)	(16,623)
Owner contributions by State Government – appropriation for capital expenditure purposes		10,448	13,910
Net cash flows from/(used in) financing activities		(13,566)	(2,713)
Net increase/(decrease) in cash and cash equivalents		8,139	1,370
Cash and cash equivalents at the beginning of the financial year		75,316	73,946
Cash and cash equivalents at the end of the financial year	6.3.1	83,455	75,316

The above cash flow statement should be read in conjunction with the accompanying notes.

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Statement of changes in equity

for the financial year ended 30 June 2021	Notes	Accumulated surplus/ (deficit) \$'000	Contributed Capital \$'000	Contract Contingency Reserve \$'000	Total \$'000
Balance at 1 July 2019		(25,022)	88,784	8,882	72,644
Net result for the year		8,973	-	-	8,973
Capital appropriations		-	13,910	-	13,910
Transfer to/from Contract contingency reserve	8.4	(11,660)	-	11,660	-
Balance at 30 June 2020		(27,709)	102,694	20,542	95,527
Balance at 1 July 2020		(27,709)	102,694	20,542	95,527
Net result for the year		4,453	-	-	4,453
Capital appropriations		-	10,448	-	10,448
Transfer to/from Contract contingency reserve	8.4	4,957	-	(4,957)	-
Balance at 30 June 2021		(18,299)	113,142	15,585	110,428

The above statement of changes in equity should be read in conjunction with the accompanying notes.

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Notes to the financial statements

1. About this report

The Emergency Services Telecommunications Authority (ESTA) is a statutory authority created by the *Emergency Services Telecommunications Act 2004* and commenced operations on 1 July 2005.

ESTA's principal address is:

33 Lakeside Drive
Burwood East VIC 3151

A description of the nature of ESTA's operations and its principal activities is included in the Report of Operations which does not form part of these financial statements.

1.1 Basis of preparation

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of ESTA.

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

Transfers of net assets arising from administrative restructurings are treated as distributions to or contributions by owners. Transfers of net liabilities arising from administrative restructurings are treated as distributions to owners.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying AAS that have significant effects on the financial statements and estimates are disclosed in the notes under the heading: 'Significant judgement or estimates'.

Consistent with AASB 13 *Fair Value Measurement*, ESTA determines the policies and procedures for both recurring fair value measurements such as plant and equipment and financial instruments and for non-recurring fair value measurements such as non-financial physical assets held for sale, in accordance with the requirements of AASB 13 and the relevant Financial Reporting Directions.

These financial statements cover ESTA as an individual reporting entity and include all the controlled activities of ESTA.

The financial statements have been prepared on a going concern basis, which contemplates the continuity of normal business activity and the settlement of liabilities in the normal course of business.

The accounting policies set out below have been applied in preparing the statements for the year ended 30 June 2021 and the comparative information presented for the year ended 30 June 2020.

Where required by Accounting Standards, or when deemed appropriate by the Board for financial reporting clarity, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

All amounts in the financial statements have been rounded to the nearest \$1,000 unless otherwise stated.

Coronavirus (COVID-19) impact

COVID-19, which is a respiratory illness caused by a new virus, was declared a worldwide pandemic by the World Health Organisation in March 2020. Since that date, the Australian Government together with State and Territory Premiers announced a series of measures aimed at preventing the spread of COVID-19. These measures had the subsequent effect of impacting the state of the Australian economy (i.e. impact on supply chain, customers, availability of finance, consumer confidence etc) in the ensuing months.

On a macro-economic level, the community spread of COVID-19 has presented a range of medical, social and economic challenges for the State of Victoria and Australia resulting in the following impact:

- > higher unemployment rate, reduced consumer and business confidence, having flow on effect impacting the financial markets, valuation of property, plant and equipment, credit rating and worthiness of business and borrowers
- > the move to remote working and learning across a range of sectors and consequential impact on productivity
- > reduced level of revenue/profitability for those affected most by the impact of lock-down (i.e. tourism operators, hospitality sector, etc).

1. About this report (continued)

ESTA's operations continue as per normal. ESTA implemented strategies to address risks associated with the transmission of COVID-19 throughout the organisation and this has resulted in increases in certain types of expenditure (refer to Note 3.2).

As a consequence of COVID-19 and in preparing these financial statements, further disclosures have been made regarding management judgement and estimates for:

- > receivables and expected credit loss provision in Note 7.1.3
- > fair value of non-financial assets in Note 7.3.2
- > impairment of non-financial assets in Note 4.1.1
- > subsequent events in Note 8.8.

Management has reviewed budgets, cashflows and forecasts to reflect expectations and measures required to be implemented as a result of COVID-19 and assess whether the going concern

assumption remains appropriate. As an emergency services organisation, ESTA believes that it will continue as a going concern and have prepared the financial statements on this basis.

1.2 Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994 (FMA)* and applicable AASs which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of the AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. Funding of our services

ESTA is predominantly funded by service charges levied upon the emergency services organisations. These charges are approved annually by the Minister for Police and Emergency Services.

Revenue and income that fund delivery of ESTA's services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

ESTA's main purpose is to provide the critical link between the community and emergency services for triple zero and partner with agencies to improve service delivery to the community.

2.1 Revenue and income from transactions

	Note	2021 \$'000	2020 \$'000
Call-taking and dispatch (CTD) services revenue	2.1.1	136,089	137,052
Project revenue	2.1.1	12,307	1,025
State service contracts revenue	2.1.1	122,366	128,799
Other operating revenue	2.1.1	6,609	5,319
Fair value of assets received free of charge	2.1.1, 2.1.2	4,844	-
Interest on deposits		286	842
Total Revenue and income from transactions		282,501	273,037

2.1.1 Revenue and income from transactions – split between sale of services, grants, interest and fair value of assets received free of charge

	2021 \$'000	2020 \$'000
Sale of services	209,834	170,178
Grants	67,537	102,017
Fair value of assets received free of charge	4,844	-
Interest on deposits	286	842
Total	282,501	273,037

Revenue and income that fund delivery of the ESTA's services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

CTD revenue

Revenue is recognised when CTD services are provided over time to emergency services organisations.

2. Funding of our services (continued)

Project revenue

Project revenue is recognised when, or as, the performance obligations (e.g. milestones and scope of work) in relation to the project are satisfied. Income from the rendering of services is recognised at a point in time when the performance obligation is satisfied and the service is completed.

State service contracts revenue

State service contracts revenue is recognised upon completion and delivery of Emergency Altering System (EAS), Mobile Data Network (MDN), Metropolitan Mobile Radio (MMR), Regional Mobile Radio (RMR) and Managed Device Service (MDS) services to emergency services organisations. ESTA is responsible for providing telecommunication services over time and revenue is recognised as services are delivered.

Other operating revenue

Other operating revenue is recognised when services are provided over time to another organisation.

Interest revenue

Interest revenue includes interest received on the bank deposits. Interest revenue is recognised using the effective interest method which allocates the interest over the relevant period.

Net realised and unrealised gains and losses on the revaluation of investments do not form part of income from transactions, but are reported as part of income from other economic flows in the net result or as unrealised gains and losses taken direct to equity, forming part of the total change in net worth of the comprehensive result.

Sale of services

The sale of services are transactions that ESTA has determined to be classified as revenue from contracts with customers in accordance with AASB 15 *Revenue from Contracts with Customers*.

Performance obligations and revenue recognition policies

Revenue is measured based on the consideration specified in the contract with the customer. ESTA recognises revenue when it transfers control of a good or service to the customer, i.e. when, or as, the performance obligations for the sale of services to the customer are satisfied.

Revenue from the rendering of services is recognised at a point in time when the performance obligation is satisfied when the service is completed; and over time when the customer simultaneously receives and consumes the services as it is provided.

Customers are invoiced and revenue is recognised when the services are accepted by customers. In rare circumstance where there may be a change in the scope of services provided, the customer will be provided with a new contract for the additional services to be rendered and revenue is recognised consistent with accounting policy above.

Consideration received in advance of recognising the associated revenue from the customer is recorded as a contract liability. Where the performance obligations is satisfied but not yet billed, a contract asset is recorded.

Grants

ESTA has determined that all grant income is recognised as income of not-for-profit entities in accordance with AASB 1058 *Income of Not-for-Profit Entities*. Grant income has been earned under arrangements that are either not enforceable and/or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when ESTA has an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, ESTA recognises any related contributions by owners, increases in liabilities, decreases in assets, and revenue ('related amounts') in accordance with other Australian Accounting Standards. Related amounts may take the form of:

- > contributions by owners, in accordance with AASB 1004 *Contributions*
- > revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15 *Revenue from Contracts with Customers*
- > a lease liability in accordance with AASB 16 *Leases*
- > a financial instrument, in accordance with AASB 9 *Financial Instruments*
- > a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

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2. Funding of our services (continued)

2.1.2 Fair value of assets received free of charge

	2021	2020
	\$'000	\$'000
Assets		
Communications equipment (including right-of-use assets)	4,844	-
Total fair value of assets received free of charge	4,844	-

Contributions of resources provided free of charge or for nominal consideration are recognised at their fair value when the recipient obtains control over the resources, irrespective of whether restrictions or conditions are imposed over the use of the contributions.

Managed Device Service assets of \$4.8m were received free of charge from the Department of Justice and Community Safety in 2021.

3. The cost of delivering services

Introduction

Expenses from transactions are recognised as they are incurred and reported in the financial year to which they relate.

Structure

- 3.1 Expenses incurred in the delivery of services
- 3.2 Other operating expenses
- 3.3 Fair value of assets transferred or liability received free of charge

3.1 Expenses incurred in the delivery of services

	2021	2020
	\$'000	\$'000
Employee expenses	121,900	113,930
Payments under state service contracts	90,174	88,506
Contractors and professional services	10,428	10,233
Other operating expenses	22,128	20,308
Fair value of assets transferred free of charge	1,226	4,326
Total expenses incurred in the delivery of services	245,856	237,303

3.1.1 Employee expenses in the comprehensive operating statement

		2021	2020
	Note	\$'000	\$'000
Defined contribution superannuation expense	3.1.3	9,255	8,609
Termination benefits		555	453
Salaries and wages, annual leave and long service leave		112,090	104,868
Total employee expenses		121,900	113,930

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3. The cost of delivering services (continued)

Employee expenses comprise all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments, WorkCover premiums and superannuation contributions. These are recognised when incurred.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of defined contribution superannuation plans that are paid or payable during the reporting period.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when ESTA is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

3.1.2 Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave, time in lieu and long service leave for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

Employee expenses and provision for outstanding employee benefits

	2021 \$'000	2020 \$'000
Current		
Annual leave and time in lieu:		
Unconditional and expected to be settled within 12 months	6,468	5,807
Unconditional and expected to be settled after 12 months	1,705	1,485
Long service leave:		
Unconditional and expected to be settled within 12 months	1,640	1,599
Unconditional and expected to be settled after 12 months (i)	9,210	8,990
On-costs:		
Unconditional and expected to be settled within 12 months	1,204	1,100
Unconditional and expected to be settled after 12 months (i)	1,692	1,621
Total current employee benefits and on-costs	21,919	20,602
Non-current		
Conditional long service leave (i)	1,615	1,663
On-costs (i)	253	260
Total non-current provisions	1,868	1,923
Total provisions for employee benefits	23,787	22,525

(i) The unconditional long service leave classification has been amended to align with the respective Enterprise Agreements which entitles an employee to long service leave after five years if their employment is ended for any reason.

Reconciliation of movement in on-costs provision

	2021 \$'000
Opening balance	2,981
Additional provisions recognised	3,261
Additions due to transfer in	2
Reductions arising from payments/other sacrifices of future economic benefits	(2,070)
Unwind of discount and effect of changes in the discount rate	(1,019)
Reduction due to transfer out	(6)
Closing balance	3,149
Current	2,896
Non-current	253

3. The cost of delivering services (continued)

Wages and salaries, annual leave and time in lieu

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave, time in lieu and long service leave for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

Liabilities for wages and salaries, including non monetary benefits annual leave, time in lieu and on-costs, are all recognised in the provision for employee benefits as 'current liabilities', because ESTA does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages are recognised in the balance sheet at remuneration rates which are current at the reporting date. As ESTA expects the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave and time in lieu liabilities are classified as current liabilities and measured at the undiscounted amount expected to be paid, as ESTA does not have an unconditional right to defer settlement of the liabilities for at least 12 months after the end of the reporting period.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive operating statement as it is taken.

Employment on-costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Long Service Leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Unconditional LSL is disclosed as a current liability even where ESTA does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of current LSL liability are measured at:

- > nominal value – if ESTA expects to wholly settle within 12 months, or
- > present value – if ESTA does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to the changes in bond interest rates; for which it is then recognised as an 'other economic flow' in the next result.

3.1.3 Superannuation expenses

All ESTA employees are entitled to benefits under accumulation funds. Employees are covered under Vic Super, Australian Super or another superannuation scheme. Employees have the opportunity to make personal contributions to the funds at a self-nominated rate or amount. The employer contributions to the fund, pursuant to the Superannuation Guarantee Charge, was 9.5 per cent for the period 1 July 2020 and 30 June 2021.

	2021	2020
	\$'000	\$'000
Employer contributions		
Australian Super	1,074	867
Vic Super	5,918	5,761
Other superannuation funds	2,237	1,981
Total employer contributions	9,229	8,609
Outstanding contributions	26	-
Total	9,255	8,609

Note: ESTA has no unfunded liability at the end of the period. There were no loans made between any of the superannuation funds and ESTA during the period.

3. The cost of delivering services (continued)

3.2 Other operating expenses

	2021	2020
	\$'000	\$'000
Staff costs other	2,151	1,544
Communications	4,383	3,932
Information technology and infrastructure	10,752	9,094
Outgoings and utilities	2,876	2,231
Lease rental expenses - operating lease payments		
Low value lease assets	70	300
Office equipment	570	1,736
Travel and accommodation	73	220
Stationery	123	195
Finance and insurance costs	513	458
Audit services	552	454
Other	65	144
Total other operating expenses	22,128	20,308

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and includes supplies and services costs, which are recognised as an expense in the reporting period in which they are incurred.

The following lease payment are recognised on a straight-line basis:

- > short-term leases – leases with a term less than 12 months
- > low value leases – leases with the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10 000.

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 and which are not, in substance fixed) such as those based on performance or usage of the underlying asset, are recognised in the comprehensive operating statement (except for payments which has been included in the carrying amount of another asset). These payments are recognised in the period in which the event or condition that triggers those payments occur.

Audit fees of \$35 400 in 2021 (\$34 500 in 2020) were paid or payable to the Victorian Auditor-General's Office for the audit of the Annual Financial Report of ESTA.

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3. The cost of delivering services (continued)

COVID-19

ESTA implemented a number of measures to address risks associated with COVID-19 during 2020-21. These have resulted in additional costs which form part of employee expenses, other operating expenses and property, plant and equipment.

	2021	2020
	\$'000	\$'000
24/7 cleaning and cleaning supplies	964	466
24/7 thermal screening	709	159
Dedicated staff on COVID-19 response	70	153
Special leave and work from home allowances	345	68
IT and office equipment, licenses, support, contractors and professional services	291	216
Other	27	47
Total COVID-19 related expenditure	2,406	1,109
Accommodation social distancing works	722	-
Thermal body temperature detection system	118	-
Total COVID-19 related capital expenditure	840	-
Total	3,246	1,109

3.3 Fair value of assets transferred free of charge

	2021	2020
	\$'000	\$'000
Fair value of EAS assets transferred free of charge	1,226	4,326
Total fair value of assets transferred free of charge	1,226	4,326

Under the EAS operate and maintain contract that commenced in November 2012 (previously under a Public Private Partnership contract), the State now owns the assets. ESTA funded the construction of EAS assets during 2020 and 2021. This was transferred to the Department of Justice and Community Safety (DJCS) as assets given free of charge.

The transaction aligns to DJCS's treatment of free of charge transfers.

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4. Key assets available to support activities

Introduction

This section outlines those assets that ESTA controls, reflecting investing activities in the current and prior years.

Structure

- 4.1 Property, plant and equipment
- 4.2 Intangible assets
- 4.3 Right-of-use assets

4.1 Property, plant and equipment

Classified as 'Public safety and environment' Purpose Group - Carrying amounts

2021	Gross Carrying Amount	Accumulated Depreciation	Carrying Amount
	\$'000	\$'000	\$'000
Computers and communications equipment at fair value	110,843	(78,249)	32,594
Plant and equipment at fair value	1,582	(266)	1,316
Leasehold improvements at fair value	36,506	(18,082)	18,425
Capital works in progress at cost	2,596	-	2,596
Total Property, plant and equipment	151,527	(96,596)	54,931

2020	Gross Carrying Amount	Accumulated Depreciation	Carrying Amount
	\$'000	\$'000	\$'000
Computers and communications equipment at fair value	88,825	(71,164)	17,661
Plant and equipment at fair value	638	(453)	185
Leasehold improvements at fair value	37,647	(17,504)	20,143
Capital works in progress at cost	13,229	-	13,229
Total Property, plant and equipment	140,339	(89,122)	51,218

Initial recognition

Items of property, plant and equipment, are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or their estimated useful lives.

Subsequent measurement

Property, plant and equipment are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised on the following page by asset category.

Fair value for **plant and equipment** that are specialised in use (such that it is rarely sold other than as part of a going concern) is determined using the current replacement cost method.

Refer to Note 7.3 for additional information on fair value determination of property, plant and equipment.

4. Key assets available to support activities (continued)

4.1.1 Impairment

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 *Impairment of Assets* does not apply to such assets that are regularly revalued.

ESTA has considered the impact of COVID-19 on its property, plant and equipment and determined that there is no estimation uncertainty with regards to property, plant and equipment. ESTA's operations continue along with the on-going use of all property, plant and equipment.

4.1.2 Depreciation and amortisation

	2021	2020
	\$'000	\$'000
Buildings (including right-of-use assets)	12,790	11,854
Computers and communications equipment (including right-of-use assets)	15,089	10,253
Motor vehicles (including right-of-use assets)	26	28
Plant and equipment	141	18
Leasehold improvements	1,909	1,459
Software	555	194
Total Depreciation and amortisation	30,510	23,806

All buildings, plant and equipment and other non-financial physical assets that have finite useful lives are depreciated. Leasehold improvements are depreciated over the shorter of the remaining term of the lease or the estimated useful life of the improvements using the straight-line method. Assets held for sale are not depreciated.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated remaining useful life. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

The following useful lives of assets are used in the calculation of depreciation and amortisation for the current year and prior years, unless otherwise stated:

Asset	Useful life
Buildings (including right-of use assets)	1 - 15 years (i)
Computers and communications equipment (including right-of-use assets)	2 - 7 years (i)
Motor vehicles (including right-of-use assets)	1 - 3 years
Plant and equipment	5 - 10 years
Leasehold improvements	5 - 10 years
Software (Intergraph)	9 years
Software (Other)	3 - 9 years

- (i) Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where ESTA obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the entity will exercise a purchase option, the entity depreciated the right-of-use asset over its useful life.

4. Key assets available to support activities (continued)

4.1.3 Classified as 'Public Order and Safety' Purpose Group (i) – Movement in carrying amounts

2021	Computers and communications equipment at fair value	Plant and equipment at fair value	Leasehold improvements at fair value	Capital work in progress at cost	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	17,661	185	20,143	13,229	51,218
Additions	4,874	-	-	20,165	25,040
Assets constructed on behalf of DJCS (ii)	-	-	-	1,226	1,226
Assets transferred to DJCS free of charge (ii)	-	-	-	(1,226)	(1,226)
Depreciation/amortisation expense	(7,460)	(141)	(1,909)	-	(9,511)
Disposal	-	-	(615)	-	(615)
Transfer to expense	-	-	-	(6,426)	(6,426)
Capitalisation of software	-	-	-	(4,784)	(4,784)
Capitalisation of works in progress	17,520	1,272	806	(19,598)	-
Closing balance	32,594	1,315	18,425	2,586	54,921

2020	Computers and communications equipment at fair value	Plant and equipment at fair value	Leasehold improvements at fair value	Capital work in progress at cost	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	14,859	56	3,075	6,499	24,489
Additions	-	-	-	42,694	42,694
Assets constructed on behalf of DJCS (ii)	-	-	-	4,326	4,326
Assets transferred to DJCS free of charge (ii)	-	-	-	(4,326)	(4,326)
Depreciation/amortisation expense	(3,764)	(18)	(1,459)	-	(5,241)
Transfer to expense	-	-	-	(10,724)	(10,724)
Capitalisation of works in progress	6,566	147	18,527	(25,240)	-
Closing balance	17,661	185	20,143	13,229	51,218

ESTA classifies all of its assets within one purpose group – Public Order and Safety

- (i) Fair value assessments have been performed for all classes of assets in this purpose group.
- (ii) ESTA purchased assets on behalf of the State. These assets were transferred free of charge to the State (Department of Justice and Community Safety).

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4. Key assets available to support activities (continued)

4.2 Intangible Assets

	CAD software licences		Other		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Gross carrying amount						
Opening balance	5,200	5,200	19,119	19,119	24,319	24,319
Additions	4,353	-	431	-	4,784	-
Disposals	-	-	-	-	-	-
Closing balance	9,553	5,200	19,550	19,119	29,103	24,319
Accumulated amortisation and impairment						
Opening balance	(5,200)	(5,200)	(18,332)	(18,138)	(23,532)	(23,338)
Amortisation	(290)	-	(265)	(194)	(555)	(194)
Impairment	-	-	-	-	-	-
Closing balance	(5,490)	(5,200)	(18,597)	(18,332)	(24,087)	(23,532)
Net book value at the end of the financial year	4,063	-	953	787	5,016	787

Initial recognition

Purchased intangible assets are initially recognised at cost. When the recognition criteria in AASB 136 Intangible Assets is met, internally generated intangible assets are recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Depreciation and amortisation begins when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, the following are demonstrated:

- > the technical feasibility of completing the intangible asset so that it will be available for use or sale
- > an intention to complete the intangible asset and use or sell it
- > the ability to use or sell the intangible asset
- > the intangible asset will generate probable future economic benefits
- > the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- > the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Subsequent measurement

Intangible produced assets with finite useful lives are depreciated as an 'expense from transactions' on a straight line basis over their useful lives.

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4. Key assets available to support activities (continued)

Impairment of intangible assets

Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified. The policy in connection with testing for impairment is outlined in section 4.1.1.

Significant intangible assets

ESTA has capitalised the computer aided dispatch (CAD) software. The carrying amount of the software is \$9.5 million. Its useful life was 9 years. It was upgraded during 2021.

4.3 Right-of-use assets

Classified as 'Public safety and environment' Purpose Group – Carrying amounts

2021	Gross Carrying Amount	Accumulated Depreciation	Carrying Amount
	\$'000	\$'000	\$'000
Buildings at fair value	75,515	(24,174)	51,341
Computers and communications equipment at fair value	44,186	(14,117)	30,069
Motor vehicles at fair value	137	(19)	118
Net carrying amount	119,838	(38,310)	81,528

2020	Gross Carrying Amount	Accumulated Depreciation	Carrying Amount
	\$'000	\$'000	\$'000
Buildings at fair value	76,632	(11,854)	64,778
Computers and communications equipment at fair value	40,816	(6,489)	34,327
Motor vehicles at fair value	131	(11)	120
Net carrying amount	117,579	(18,354)	99,225

Right-of-use asset acquired by lessees – initial measurement

ESTA recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- > any lease payments made at or before the commencement date; plus
- > any initial direct costs incurred; and
- > an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Right-of-use asset – subsequent measurement

ESTA depreciates the right-of-use assets on a straight line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The right-of-use assets are also subject to revaluation.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

Vehicles are valued using the current replacement cost method. ESTA acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

4. Key assets available to support activities (continued)

4.3.1 Impairment

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 *Impairment of Assets* does not apply to such assets that are regularly revalued.

ESTA has considered the impact of COVID-19 on its right-of-use assets and determined that there is no estimation uncertainty with regards to right-of-use assets. ESTA's operations continue along with the on-going use of all right-of-use assets.

4.3.2 Classified as 'Public Order and Safety' Purpose Group (i) – Movement in carrying amounts – right-of-use assets

2021	Computers and communications equipment at fair value	Motor vehicles at fair value	Buildings at fair value	Total
	\$'000	\$'000	\$'000	\$'000
Opening balance	34,327	120	64,779	99,226
Additions (ii)	3,371	33	4,256	7,660
Depreciation/amortisation expense	(7,629)	(26)	(12,790)	(20,445)
Disposal	-	(9)	(4,904)	(4,913)
Closing balance	30,069	118	51,341	81,528

2020	Computers and communications equipment at fair value	Motor vehicles at fair value	Buildings at fair value	Total
	\$'000	\$'000	\$'000	\$'000
Opening balance	36,422	138	-	36,560
Additions	4,394	32	76,633	81,059
Depreciation/amortisation expense	(6,489)	(29)	(11,854)	(18,372)
Transfer to disposal group held for sale	-	(21)	-	(21)
Closing balance	34,327	120	64,779	99,226

ESTA classifies all of its assets within one purpose group - Public Order and Safety

- (i) Fair value assessments have been performed for all classes of assets in this purpose group.
- (ii) ESTA received right-of-use assets from the Department of Justice and Community Safety as a result of the transfer to ESTA of Managed Device Services in October 2020 of \$2.9m. The associated lease liability of \$2.9m has been recognised in Note 6.2.

5. Other assets and liabilities

Introduction

This section sets out other assets and liabilities that arise from the ESTA's operations.

Structure

- 5.1 Receivables
- 5.2 Other non-financial assets
- 5.3 Payables
- 5.4 Other provisions

5.1 Receivables

	2021 \$'000	2020 \$'000
<i>Contractual</i>		
Services	3,027	2,827
Provision for doubtful contractual receivables	-	-
Advance to the Department of Treasury and Finance	-	1,381
Other receivables	5,450	6,607
	8,477	10,815
<i>Statutory</i>		
GST input tax credit recoverable	2,024	2,306
	2,024	2,306
Total receivables	10,501	13,121
Represented by:		
Current receivables	10,501	13,121
Non-current receivables	-	-

Receivables comprise almost exclusively amounts due from Victorian Government agencies. Receivables consist of:

- > Contractual receivables - classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. ESTA holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less any impairment.
- > Statutory receivables - which do not arise from contracts and are recognised and measured similarly to contractual receivable (except for impairment), but are not classified as financial instruments for disclosure purposes. ESTA applies AASB 9 *Financial Instruments* for initial measurement of the statutory receivables and as a result statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

Trade terms for general receivables are either 30 or 14 days from date of invoice and 10 days for invoices related to the State Services contracts managed by ESTA. The latter terms are set out in Agency Agreements made between the Minister, the Emergency Service Organisations and ESTA.

ESTA's impairment policies, its exposure to credit risk and the calculation of the loss allowance are set out in Note 7.1.3.

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5. Other assets and liabilities (continued)

5.2 Other non-financial assets

	2021	2020
	\$'000	\$'000
Current		
Prepayments	5,086	4,517
Total current other non-financial assets	5,086	4,517
Non-current		
Prepayments	1,179	2,673
Total non-current other non-financial assets	1,179	2,673
Total other non-financial assets	6,265	7,190

Other non-financial assets include prepayments which represent payments in advance of receipt of goods and services or that part of expenditure made in one accounting period covering a term extending beyond that period.

5.3 Payables

	2021	2020
	\$'000	\$'000
Contractual		
Supplies and services	3,783	3,814
Unearned income	29	38
Accrued expenses	13,986	18,187
	17,798	22,039
Statutory		
Payroll tax payable	580	537
GST payable	1,489	1,645
	2,069	2,182
Total payables	19,867	24,221
Represented by:		
Current payables	19,867	24,221
Non-current payables	-	-

Payables consist of:

- > Contractual payables, such as accounts payable and unearned income. Contractual payables are classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to ESTA prior to the end of the financial year that are unpaid, and arise when ESTA becomes obliged to make future payments in respect of the purchase of those goods and services.
- > Statutory payables, such as goods and services tax and fringe benefits tax payable. Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost because they do not arise from contracts.

Payables for supplies and services have an average credit period of 30 days.

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5. Other assets and liabilities (continued)

5.3.1 Maturity analysis of contractual payables

	Carrying amount	Nominal amount	Maturity dates			
			Less than 1 month	1 - 3 months	3 months - 1 year	1 - 5 years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021						
Supplies and services	3,783	3,783	3,783	-	-	-
Other payables	13,986	13,986	13,986	-	-	-
Total	17,769	17,769	17,769	-	-	-
2020						
Supplies and services	3,814	3,814	3,751	63	-	-
Other payables	18,187	18,187	17,786	166	235	-
Total	22,001	22,001	21,537	229	235	-

The carrying amounts disclosed here exclude statutory amounts (e.g. payroll tax payable and GST payable).

5.4 Other provisions

	2021	2020
	\$'000	\$'000
Non-current		
Make-good provision (i)	2,303	2,917
Total non-current provisions	2,303	2,917
Total other provisions	2,303	2,917

- (i) In accordance with the lease agreement at 33 Lakeside Drive, Burwood East and 107 Overton Road, Williams Landing ESTA must restore the premises and all services in the premises back to base building condition at the end of the lease term. A provision has been recognised for this purpose.

Provisions are recognised when ESTA has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cashflows estimated to settle the present obligation, its carrying amount is the present value of those cashflows, using a discount rate that reflects the time value of money and risks specific to the provision.

5.4.1 Reconciliation of movements in other provisions

	Make-good provision	Total
	\$'000	\$'000
Opening balance	2,917	2,917
Reduction arising from lease termination	(342)	(342)
Unwind of discount and effect of changes in the discount rate	(272)	(272)
Closing balance	2,303	2,303

6. How we financed our operations

Introduction

ESTA's operations are financed through a variety of sources. Recurrent operations are generally financed from cash flows from operating activities (see cash flow statement). Asset investment operations are generally financed from a combination of surplus cash flows from operating activities, finance leases and contributions from owners.

This section provides information on the balances related to the financing of ESTA's operations, including financial commitments at year-end.

Structure

- 6.1 Lease liabilities
- 6.2 Leases
- 6.3 Cash flow information and balances
- 6.4 Commitments for expenditure

6.1 Lease liabilities

	2021	2020
	\$'000	\$'000
Current lease liabilities		
Lease liabilities (i)		
- Right-of-use lease liability	19,737	18,806
Total current lease liabilities	19,737	18,806
Non-current lease liabilities		
Lease liabilities (i)		
- Right-of-use lease liability	65,574	82,859
Total non-current lease liabilities	65,574	82,859
Total lease liabilities	85,311	101,665

- (i) Secured by the assets leased. Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

Lease liabilities interest bearing liabilities mainly raised from lease of assets.

Lease liabilities are classified as financial instruments. Interest bearing liabilities are classified at amortised cost unless ESTA elects to irrevocably designate them at fair value through the profit or loss at initial recognition. The election depends on the nature and purpose of the interest bearing liabilities.

Interest bearing lease liabilities are initially recognised at the fair value of the consideration received less directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method. For financial liabilities designated at fair value through net result, all transaction costs are expensed as incurred. And they are subsequently measured at fair value with changes in fair value relating to ESTA's own credit risk recognised in other comprehensive income and the remaining amount of changes in fair value recognised in net result. Amounts in other comprehensive income related to credit risk are not subject to recycling in profit loss but are transferred to retained earnings when realised.

6.1.1 Interest expense

	2021	2020
	\$'000	\$'000
Interest on lease liabilities	2,710	2,771
Total interest expense	2,710	2,771

Interest expense includes costs incurred in connection with the lease of assets and includes the interest component of lease repayments.

Interest expenses are recognised in the period in which it is incurred.

6. How we financed our operations (continued)

6.1.2 Maturity analysis of borrowings

	Carrying amount	Nominal amount	Maturity dates				
			Less than 1 month	1 - 3 months	3 months - 1 year	1 - 5 years	5 + years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021							
Lease liabilities	85,311	85,311	2,009	2,897	14,831	50,823	14,751
Total	85,311	85,311	2,009	2,897	14,831	50,823	14,751
2020							
Lease liabilities	101,665	101,665	1,886	2,726	14,194	66,378	16,481
Total	101,665	101,665	1,886	2,726	14,194	66,378	16,481

6.2 Leases

6.2.1 Leases

Information about leases for which ESTA is a lessee is presented below.

ESTA's leasing activities

ESTA leases various properties, plant and equipment and motor vehicles. The lease contracts are typically made for fixed periods of 1 - 15 years with an option to renew the lease after that date. Lease rentals are renegotiated periodically to reflect market rentals.

ESTA received Managed Device Service assets from the Department of Justice and Community Safety in October 2020 of \$2.9m. The associated right-of-use asset of \$2.9m has been recognised in Note 4.3.

Leases at significantly below-market terms and conditions

ESTA leases State owned sites throughout Victoria to facilitate EAS paging coverage. The lease contract specifies lease payments of \$1 per annum. The leased sites must be used by ESTA to provide emergency services telecommunication.

The Department of Treasury and Finance mandated that ESTA apply the temporary option to not apply the fair value assessment requirements for right-of-use assets arising from leases with significantly below-market terms and conditions.

During 2020-21 ESTA leased computer equipment with contract terms ranging from one to five years. These leases were leases of low value items. ESTA has elected not recognise right-of-use assets and lease liabilities for these leases.

At 30 June 2021, ESTA did not have any short term lease commitments.

6.2.1(a) Right-of use Assets

Right-of-use assets are presented in note 4.3.

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6. How we financed our operations (continued)

6.2.1(b) Amounts recognised in the Comprehensive Operating Statement

The following amounts are recognised in the Comprehensive Operating Statement relating to leases:

	2021	2020
	\$'000	\$'000
Interest expense on lease liabilities	2,710	2,771
Expenses relating to leases of low-value assets	70	300
Total amount recognised in the comprehensive operating statement	2,780	3,071

6.2.1(c) Amounts recognised in the Statement of Cashflows

The following amounts are recognised in the Statement of Cashflows for the year ended 30 June 2021 relating to leases:

	2021	2020
	\$'000	\$'000
Total cash outflow for leases	(24,014)	(16,623)

For any new contracts entered into on or after 1 July 2020, ESTA considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition, ESTA assesses whether the contract meets three key evaluations which are whether:

- > the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to ESTA and for which the supplier does not have substantive substitution rights
- > ESTA has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and ESTA has the right to direct the use of the identified asset throughout the period of use
- > ESTA has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

This policy is applied to contracts entered into, or changed on or after 1 July 2020.

Separation of lease and non-lease components

At inception of or reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

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6. How we financed our operations (continued)

Recognition and measurement of leases as a lessee

Lease liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or ESTA's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- > fixed payments
- > variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- > amounts expected to be payable under a residual value guarantee
- > payments arising from purchase and termination options reasonably certain to be exercised.

Lease liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low value assets

ESTA has elected to account for short-term leases and leases of low value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight line basis over the lease term.

Below market/Peppercorn lease

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable ESTA to further its objectives, are initially and subsequently measured at cost.

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.

Presentation of right-of-use assets and lease liabilities

ESTA presents right-of-use assets unless they meet the definition of investment property, in which case they are disclosed as 'investment property' in the balance sheet. Lease liabilities are presented as such in the balance sheet.

	Minimum future lease payments (i)		Present value of minimum future lease payments	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Other lease liabilities payable (i)				
Not longer than 1 year	21,915	21,504	19,737	18,806
Longer than 1 year but not longer than 5 years	54,616	71,802	50,823	66,378
Longer than 5 years	16,482	18,608	14,751	16,481
Minimum lease payments	93,013	111,914	85,311	101,665
Less future finance charges	(7,702)	(10,249)	-	-
Present value of minimum lease payments	85,311	101,665	85,311	101,665
Included in the financial statements as:				
Current lease liabilities (Note 6.1)			19,737	18,806
Non-current lease liabilities (Note 6.1)			65,574	82,859
Total			85,311	101,665

(i) Minimum future lease payments include the aggregate of all lease payments and any guaranteed residual.

6. How we financed our operations (continued)

6.3 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank which are subject to an insignificant risk of changes in value.

6.3.1 Reconciliation of cash and cash equivalents

	2021	2020
	\$'000	\$'000
Cash at bank and on hand	83,455	75,316
Balance as per cash flow statement (i)	83,455	75,316

(i) Balance as per cash flow statement include:

- > Provisions held for employee entitlements and funds held for specific funded projects.
- > Short term investments include non discretionary funds held for third parties. These are funds held in contingency reserves for the State managed contracts: EAS, MDN, MDS, MMR and RMR. The funds in reserves are quarantined specifically for the purpose under which these reserves has been established for State managed contracts. The balance of these reserves at 30 June 2021 is \$15.59 million (\$20.54 million in 2020).

6.3.2 Reconciliation of net result for the period to net cash flow from operating activities

	2021	2020
	\$'000	\$'000
Net result for the period	4,453	8,973
Non-cash movements:		
Depreciation and amortisation	30,510	23,806
(Gain)/loss on sale or disposal of non-current assets	(13)	-
Movements in assets and liabilities:		
Decrease (increase) in receivables	2,620	(1,828)
Decrease (increase) in prepayments	925	(706)
Increase (decrease) in payables	(4,345)	
Increase (decrease) in unearned income	(9)	3
Increase (decrease) in provisions	648	2,431
Net cash flows from/(used in) operating activities	34,789	36,032

6.3.3 Non-cash financing and investing activities

During the reporting period ESTA acquired one new motor vehicles through a lease arrangement for \$33k (\$32k in 2020).

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6. How we financed our operations (continued)

6.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed by way of a note at their nominal value and inclusive of the GST payable. In addition, where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

6.4.1 Total commitments

	2021	2020
	\$'000	\$'000
(a) Capital expenditure commitments		
Total capital expenditure contracted for the purchase and implementation of infrastructure at balance date but not provided for in the accounts.		
Not longer than 1 year	814	475
Longer than 1 year and not longer than 5 years	-	-
Longer than 5 years	-	-
	814	475
(b) Software licence and services commitments (i)		
A commitment exists in relation to software licensing with various vendors and the software licensing and support agreement for Call-Taking and Dispatch held with Intergraph Corporation Pty Ltd.		
Not longer than 1 year	4,054	5,651
Longer than 1 year and not longer than 5 years	982	2,218
Longer than 5 years	-	-
	5,036	7,869
(c) State managed operation and service commitments (ii)		
Not longer than 1 year	78,888	63,962
Longer than 1 year and not longer than 5 years	241,778	264,858
Longer than 5 years	621	11,097
	321,287	339,917
(d) Operate and maintain contract commitments (iii)		
Not longer than 1 year	11,762	11,400
Longer than 1 year and not longer than 5 years	4,214	15,885
Longer than 5 years	-	-
	15,976	27,285
(e) Other expenditure commitments		
Not longer than 1 year	1,690	4,082
Longer than 1 year and not longer than 5 years	2	1,283
Longer than 5 years	-	-
	1,692	5,365
Total commitments for expenditure (exclusive of GST)	344,805	380,911
Plus GST recoverable from the Australian Taxation Office	34,481	38,091
Total commitments for expenditure (inclusive of GST)	379,286	419,002

(i) The agreement with Intergraph Corporation Pty Ltd is renewed annually.

(ii) This expenditure is offset by equivalent amounts in revenue.

(iii) This expenditure is offset by equivalent amounts in revenue under the EAS Operate and Maintain contract. The EAS contract was renewed on 8 November 2017 for 5 years.

7. Risks, contingencies and valuation judgements

Introduction

ESTA is exposed to risks from both its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements.

This section presents information on financial instruments, contingent assets and liabilities, and fair value determinations on ESTA's assets and liabilities.

Structure

- 7.1 Financial instruments
- 7.2 Contingent assets and contingent liabilities
- 7.3 Fair value determination

7.1 Financial instruments

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of ESTA's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- > the assets are held by ESTA to collect the contractual cash flows
- > the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

ESTA recognises the following assets in this category:

- > cash and deposits
- > receivables (excluding statutory receivables)

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method. ESTA recognises the following liabilities in this category:

- > payables (excluding statutory payables)
- > lease liabilities.

7. Risks, contingencies and valuation judgements (continued)

Offsetting financial instruments

Financial instrument assets and liabilities are offset and the net amount presented in the consolidated balance sheet when, and only when, ESTA has a legal right to offset the amounts and intend either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Some master netting arrangements do not result in an offset of balance sheet assets and liabilities. Where ESTA does not have a legally enforceable right to offset recognised amounts, because the right to offset is enforceable only on the occurrence of future events such as default, insolvency or bankruptcy, they are reported on a gross basis.

Derecognition of financial assets

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 rights to receive cash flows from the asset have expired; or
- > ESTA retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement; or
- > ESTA has transferred its rights to receive cash flows from the asset and either:
 - has transferred substantially all the risks and rewards of the asset; or
 - has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred the control of the asset.

Where ESTA has retained substantially all the risks and rewards and not transferred control, the asset is recognised to the extent of ESTA's continuing involvement in the asset.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, 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 a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

Reclassification of financial instruments

Subsequent to initial recognition reclassification of financial liabilities is not permitted. Financial assets are required to be reclassified between fair value through net result, fair value through other comprehensive income and amortised cost when and only when the ESTA's business model for managing its financial assets has changes such that its previous model would no longer apply.

If under rare circumstances an asset is reclassified, the reclassification is applied prospectively from the reclassification date and previously recognised gains, losses or interest should not be restated. If the asset is reclassified to fair value, the fair value should be determined at the reclassification date and any gain or loss arising from a difference between the previous carrying amount and fair value is recognised in the net result.

The carrying amounts of ESTA's financial assets and financial liabilities by category are in the following table.

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7. Risks, contingencies and valuation judgements (continued)

7.1.1 Categorisation of financial instruments

	Cash and deposits	Financial assets at amortised cost	Financial liabilities at amortised cost	Total
2021	\$'000	\$'000	\$'000	\$'000
Contractual financial assets				
Cash and deposits	83,455	-	-	83,455
<i>Receivables: (i)</i>				
Services	-	3,027	-	3,027
Other	-	5,450	-	5,450
Advance to the Department of Treasury and Finance	-	-	-	-
Total contractual financial assets	83,455	8,477	-	91,932
Contractual financial liabilities				
<i>Payables: (i)</i>				
Supplies and services	-	-	3,783	3,783
Accruals	-	-	13,986	13,986
Lease liabilities	-	-	85,311	85,311
Total contractual financial liabilities	-	-	103,080	103,080
	Cash and deposits	Financial assets at amortised cost	Financial liabilities at amortised cost	Total
2020	\$'000	\$'000	\$'000	\$'000
Contractual financial assets				
Cash and deposits	75,316	-	-	75,316
<i>Receivables: (i)</i>				
Services	-	2,827	-	2,827
Other	-	6,607	-	6,607
Advance to the Department of Treasury and Finance	-	1,381	-	1,381
Total contractual financial assets	75,316	10,815	-	86,131
Contractual financial liabilities				
<i>Payables: (i)</i>				
Supplies and services	-	-	3,814	3,814
Accruals	-	-	18,187	18,187
Lease liabilities	-	-	101,665	101,665
Total contractual financial liabilities	-	-	123,666	123,666

(i) The total amounts disclosed here exclude statutory amounts (i.e. GST input tax credit recoverable and taxes payable).

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7. Risks, contingencies and valuation judgements (continued)

7.1.2 Financial risk management

As a whole, ESTA's financial risk management program seeks to manage financial risks and the associated volatility of its financial performance.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset, financial liability and equity instrument are disclosed in Note 7.3.

The main purpose in holding financial instruments is to prudentially manage ESTA's financial risks within the government policy parameters, and as a requirement for managing State Contracts.

ESTA's main financial risks include credit risk, liquidity risk and interest rate risk. ESTA manages its financial risks in accordance with its risk management policy. ESTA uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with ESTA's Chief Executive Officer.

7.1.3 Credit risk

ESTA's exposure to credit risk arises from the potential default of counterparties on their contractual obligations resulting in financial loss to ESTA. Credit risk is measured at fair value and is monitored on a regular basis.

"Credit risk associated with ESTA's contractual financial assets is considered minimal due to receivables comprising almost exclusively amounts due from Victorian government agencies.

In addition, ESTA does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash and deposits, which are mainly cash at bank. ESTA's policy is to only deal with banks with credit ratings higher than AA-.

Provision for impairment for contractual financial assets is recognised when there is objective evidence that ESTA will not be able to collect a receivable. Objective evidence includes financial difficulties of the debtor, default payments, debts that are more than 90 days overdue and changes in debtor credit ratings.

Contract financial assets are written off against the carrying amount when there is no reasonable expectation of recovery. Bad debt written off by mutual consent is classified as a transaction expense. Bad debt written off following a unilateral decision is recognised as other economic flows in the net result.

Except as otherwise detailed in the following table, the carrying amount of contractual financial assets recorded in the financial statements, net of allowances for losses, represents ESTA's maximum exposure to credit risk.

Currently ESTA does not hold any collateral as security nor credit enhancements relating to any of its financial assets. There has been no material change to the ESTA's credit risk profile in 2020-21.

7. Risks, contingencies and valuation judgements (continued)

Credit quality of financial assets

	Financial institutions (AA- credit rating)	Government agencies (AAA credit rating)	Other	Total
	\$'000	\$'000	\$'000	\$'000
2021				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash	83,453	-	2	83,455
Contractual receivables	-	7,943	534	8,477
Total financial assets	83,453	7,943	536	91,932

Credit quality of financial assets

	Financial institutions (AA- credit rating)	Government agencies (AAA credit rating)	Other	Total
	\$'000	\$'000	\$'000	\$'000
2020				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash	75,314	-	2	75,316
Contractual receivables	-	10,489	326	10,815
Total financial assets	75,314	10,489	328	86,131

Impairment of financial assets

ESTA has been recording the allowance for expected credit loss for the relevant financial instruments in accordance with AASB 9's expected credit loss approach. Subject to the AASB 9 impairment assessment are ESTA's contractual receivables and statutory receivables. The impairment loss has been assessed to be immaterial.

While cash and cash equivalents are also subject to the impairment requirements of AASB 9, the identified impairment loss was immaterial.

The above judgements and associated assumptions have been made within the context of the impact of COVID-19 and reflect historical experience and other factors that are considered to be relevant, including expectations of future events that are believed to be reasonable under the circumstances.

Contractual and statutory receivables at amortised cost

ESTA's contractual receivables are composed mainly of transactions with other government entities.

ESTA's non-contractual receivables arising from statutory requirements are not financial instruments. However, they are nevertheless recognised and measured in accordance with AASB 9 requirements as if those receivables are financial instruments.

Both the contractual and statutory receivables are considered to have low credit risk, taking into account the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term. As a result, the loss allowance method used for these financial assets during the period was limited to 12 months expected losses. No loss allowance recognised at 30 June 2020 or 30 June 2021.

7. Risks, contingencies and valuation judgements (continued)

7.1.4 Liquidity risk

Liquidity risk arises when ESTA is unable to meet its financial obligations as they fall due. ESTA operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, makes payments within 30 days from the date of resolution. It also continuously manages risk through monitoring future cash flows.

ESTA is exposed to liquidity risk mainly through the financial liabilities as disclosed in the face of the balance sheet. ESTA manages its liquidity risk by:

- > maintaining an adequate level of uncommitted funds that can be drawn at short notice to meet short-term obligations
- > holding investments and other contractual financial assets that are readily tradeable in the financial markets
- > careful maturity planning of its financial obligations based on forecasts of future cash flows.

ESTA's exposure to liquidity risk is deemed insignificant based on prior period data and current assessment of the risk.

Refer to Note 5.3.1 and 6.1.2 for the carrying amount of financial liabilities and the maturity analysis of those financial liabilities.

7.1.5 Interest rate risk

ESTA is exposed to interest rate risk through finance leases and investments in interest bearing financial assets, such as deposits. Interest rate risk could be in the form of fair value risk or cash flow risk:

- > Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. It relates to financial instruments with fixed interest rates, measured at fair value and represents the most significant interest rate risk for ESTA.
- > Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Only a small portion of ESTA's financial instruments are exposed to cash flow interest rate risk and these arise from financial assets and financial liabilities with floating interest rates, which are measured at amortised cost.

The interest rate exposure table provides details of the carrying amounts of financial assets and liabilities that expose ESTA to either interest rate fair value risk or interest rate cash flow risk.

Interest rate exposure of financial instruments

Exposure to interest rate risk is insignificant and might arise primarily through ESTA's interest bearing liabilities. Minimisation of risk is achieved by mainly undertaking fixed rate or non-interest bearing financial instruments. For financial liabilities, ESTA mainly undertakes financial liabilities with relatively even maturity profiles.

ESTA's exposure to interest rate risk and the effective weighted average interest rate for each class of financial assets and liabilities is shown in the following table.

Exposures arise predominantly from assets and liabilities bearing variable interest rates.

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7. Risks, contingencies and valuation judgements (continued)

Interest rate exposure as at 30 June

	Weighted avg. annual effective interest rate %	Carrying amount \$'000	Fixed interest rate \$'000	Variable interest rate \$'000	Non- interest bearing \$'000
2021					
Financial assets					
Cash	0.40%	83,455	-	83,453	2
<i>Receivables (i):</i>					
Services		3,027	-	-	3,027
Other receivables		5,450	-	-	5,450
Advance to the Department of Treasury and Finance		-	-	-	-
Total contractual financial assets		91,932	-	83,453	8,479
Financial liabilities					
<i>Payables (i):</i>					
Supplies and services		3,783	-	-	3,783
Other payables		13,986	-	-	13,986
Lease liabilities	3.32%	85,311	85,311	-	-
Total contractual financial liabilities		103,080	85,311	-	17,769
2020					
Financial assets					
Cash	1.06%	75,316	-	75,314	2
<i>Receivables (i):</i>					
Services		2,827	-	-	2,827
Other receivables		6,607	-	-	6,607
Advance to the Department of Treasury and Finance		1,381	-	-	1,381
Total contractual financial assets		86,131	-	75,314	10,817
Financial liabilities					
<i>Payables (i):</i>					
Supplies and services		3,814	-	-	3,814
Other payables		18,187	-	-	18,187
Lease liabilities	3.06%	101,665	101,665	-	-
Total contractual financial liabilities		123,666	101,665	-	22,001

(i) The carrying amounts disclosed here exclude statutory amounts (e.g. GST input tax credit recoverable and taxes payable).

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7. Risks, contingencies and valuation judgements (continued)

Interest rate risk sensitivity

	Carrying amount	-50 basis points Net result	+50 basis points Net result
	\$'000	\$'000	\$'000
2021			
Contractual financial assets			
Cash (i)	83,455	(417)	417
Total impact	83,455	(417)	417
2020			
Contractual financial assets			
Cash (i)	75,316	(377)	377
Total impact	75,316	(377)	377

(i) Cash includes funds in the operating account that is exposed to floating rate movements. Sensitivities to these movements are calculated as follows:

- > 2021: \$83,455 thousand x -0.005 = (\$417) thousand; and \$83,455 thousand x 0.005 = \$417 thousand.
- > 2020: \$75,316 thousand x -0.005 = (\$377) thousand; and \$75,316 thousand x 0.005 = \$377 thousand.

7.1.6 Net holding gain/(loss) on financial instruments by category

	Net holding gain/(loss)	Total interest income/(expense)	Fee income/(expense)	Total
	\$'000	\$'000	\$'000	\$'000
2021				
Contractual financial assets				
Financial assets at amortised cost	-	286	-	286
Total contractual financial assets	-	286	-	286
Contractual financial liabilities				
Financial liabilities at amortised cost	-	2,710	-	2,710
Total contractual financial liabilities	-	2,710	-	2,710
2020				
Contractual financial assets				
Financial assets at amortised cost	-	842	-	842
Total contractual financial assets	-	842	-	842
Contractual financial liabilities				
Financial liabilities at amortised cost	-	2,771	-	2,771
Total contractual financial liabilities	-	2,771	-	2,771

The net gains or losses on financial assets and liabilities are determined as follows:

- > for loans and receivables, the net gain or loss is calculated by taking the interest revenue, plus or minus fee income or expense, and minus any impairment recognised in the net result
- > for financial assets at amortised cost, the net gain or loss is calculated by taking the movement in the fair value of the asset, the interest income, plus or minus foreign exchange gains or losses arising from revaluation of the financial assets, and minus any impairment recognised in the net result
- > for financial liabilities measured at amortised cost, the net gain or loss is calculated by taking the interest expense, plus or minus losses arising from the revaluation of financial liabilities measured at amortised cost.

7. Risks, contingencies and valuation judgements (continued)

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

7.2.1 Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within ESTA's control. These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

ESTA has no contingent asset as of 30 June 2021 (Nil 2020).

7.2.2 Contingent liabilities

Contingent liabilities are:

- > possible obligations that arise from past events, whose existence will be confirmed only the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- > present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or
 - the amount of the obligation cannot be measured with sufficient reliability.

ESTA has no contingent liability as at 30 June 2020 and 30 June 2021.

7.3 Fair value determination

This section sets out information on how ESTA determines fair value for financial reporting purposes. 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.

Fair values are determined for the following assets and liabilities:

- > financial assets and liabilities at fair value through operating result
- > leasehold improvements, property, plant and equipment.

In addition, the fair values of other assets and liabilities are determined for disclosure purposes (financial assets and liabilities carried at amortised cost).

ESTA determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

For the purpose of fair value disclosures, ESTA has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability.

Fair value hierarchy

In determining fair values a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- > Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- > Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- > Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

ESTA determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

How this section is structured

For those assets and liabilities for which fair value determination is applied, the following disclosures are provided:

- > carrying amount and the fair value (which would be the same for those assets measured at fair value);
- > which level of the fair value hierarchy was used to determine the fair value;
- > in respect of those assets and liabilities subject to fair value determination using Level 3 inputs:
 - a reconciliation of the movements in fair values from the beginning of the year to the end; and
 - details of significant unobservable inputs used in the fair value determination.

This section is divided between financial instruments (refer to Note 7.3.1) and non-financial physical assets (refer to Note 7.3.2).

7. Risks, contingencies and valuation judgements (continued)

7.3.1 Fair value determination of financial assets and liabilities

The fair values of ESTA's financial assets and liabilities are determined as follows:

- > Level 1 – the fair value of the financial instruments with standard terms and conditions and traded in an active liquid market are determined with reference to quoted market prices;
- > Level 2 – the fair value of financial instruments is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly; and
- > Level 3 – the fair value of financial instruments is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using unobservable market inputs.

ESTA currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to their short-term nature or with the expectation that they will be paid in full by the end of the 2020-21 reporting period.

Fair value of financial instruments

	2021		2020	
	Carrying amount	Net fair value	Carrying amount	Net fair value
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Cash	83,455	83,455	75,316	75,316
<i>Receivables (i):</i>				
Services	3,027	3,027	2,827	2,827
Other receivables	5,450	5,450	6,607	6,607
Advance to the Department of Treasury and Finance	-	-	1,381	1,381
Total financial assets	91,932	91,932	86,131	86,131
Financial liabilities				
<i>Payables (i):</i>				
Supplies and services	3,783	3,783	3,814	3,814
Other payables	13,986	13,986	18,187	18,187
Lease liabilities	85,311	85,311	101,665	101,665
Total financial liabilities	103,080	103,080	123,666	123,666

(i) The carrying amounts disclosed here exclude statutory amounts (e.g. GST input tax credit recoverable and taxes payable).

There have been no transfers between levels during the period.

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

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7. Risks, contingencies and valuation judgements (continued)

7.3.2 Fair value determination of non-financial physical assets

	Carrying amount	Fair value measurement at the end of reporting period using:		
		Level 1 (i)	Level 2 (i)	Level 3 (i)
	\$'000	\$'000	\$'000	\$'000
2021				
Computers and communications equipment (ii)				
Communications equipment at fair value	110,843	-	-	110,843
Less: accumulated amortisation	(78,249)	-	-	(78,249)
	32,594	-	-	32,594
Plant and equipment (iii)				
Plant and equipment at fair value	1,582	-	-	1,582
Less: accumulated depreciation	(266)	-	-	(266)
	1,316	-	-	1,316
Leasehold improvements (iii)				
Leasehold improvements at fair value	36,506	-	-	36,506
Less: accumulated amortisation	(18,082)	-	-	(18,082)
	18,424	-	-	18,424
Net carrying amount of plant and equipment	52,334	-	-	52,334

	Carrying amount	Fair value measurement at the end of reporting period using:		
		Level 1 (i)	Level 2 (i)	Level 3 (i)
	\$'000	\$'000	\$'000	\$'000
2020				
Computers and communications equipment (ii)				
Communications equipment at fair value	88,824	-	-	88,824
Less: accumulated amortisation	(71,165)	-	-	(71,165)
	17,659	-	-	17,659
Plant and equipment (iii)				
Plant and equipment at fair value	638	-	-	638
Less: accumulated depreciation	(453)	-	-	(453)
	185	-	-	185
Leasehold improvements (iii)				
Leasehold improvements at fair value	37,647	-	-	37,647
Less: accumulated amortisation	(17,504)	-	-	(17,504)
	20,143	-	-	20,143
Net carrying amount of plant and equipment	37,987	-	-	37,987

(i) Classified in accordance with the fair value hierarchy.

(ii) **Computers and communications equipment**

ESTA's computers and communications equipment is generally modified and specialised in use such that it is rarely sold. Fair value is determined using the current replacement cost method.

(iii) **Plant and equipment and Leasehold improvement**

Plant and equipment and Leasehold improvement assets are valued using the current replacement cost method. This cost represents the replacement cost of the building fitouts or component after applying depreciation rates on a useful life basis.

7. Risks, contingencies and valuation judgements (continued)

7.3.2.1 Fair value determination of right-of-use non-financial physical assets

	Carrying amount	Fair value measurement at the end of reporting period using:		
		Level 1 (i)	Level 2 (i)	Level 3 (i)
	\$'000	\$'000	\$'000	\$'000
2021				
Buildings (ii)				
Buildings at fair value	75,515	-	-	75,515
Less: accumulated amortisation	(24,174)	-	-	(24,174)
	51,341	-	-	51,341
Computers and communications equipment (iii)				
Computers and communications equipment at fair value	44,186	-	-	44,186
Less: accumulated depreciation	(14,117)	-	-	(14,117)
	30,068	-	-	30,068
Motor vehicles (iii)				
Motor vehicles at fair value	137	-	-	137
Less: accumulated amortisation	(19)	-	-	(19)
	118	-	-	118
Net carrying amount of plant and equipment	81,528	-	-	81,528

	Carrying amount	Fair value measurement at the end of reporting period using:		
		Level 1 (i)	Level 2 (i)	Level 3 (i)
	\$'000	\$'000	\$'000	\$'000
2020				
Buildings (ii)				
Buildings at fair value (ii)	76,632	-	-	76,632
Less: accumulated amortisation	(11,854)	-	-	(11,854)
	64,778	-	-	64,778
Computers and communications equipment (iii)				
Computers and communications equipment at fair value	40,816	-	-	40,816
Less: accumulated depreciation	(6,489)	-	-	(6,489)
	34,327	-	-	34,327
Motor vehicles (iii)				
Motor vehicles at fair value	131	-	-	131
Less: accumulated amortisation	(11)	-	-	(11)
	120	-	-	120
Net carrying amount of plant and equipment	99,225	-	-	99,225

7. Risks, contingencies and valuation judgements (continued)

(i) Classified in accordance with the fair value hierarchy.

(ii) **Buildings**

Valuation of buildings was determined using specialist management knowledge and comparison of market rentals, where appropriate.

(iii) **Computers and communications equipment**

ESTA's computers and communications equipment is generally modified and specialised in use such that it is rarely sold. Fair value is determined using the current replacement cost method.

(iv) **Motor vehicles**

Vehicles are valued using the current replacement cost method. The process of acquisition, use and disposal in the market is managed by experienced fleet managers at the Department of Treasury and Finance, on ESTA's behalf, who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

There was no change to the valuation technique of non-financial physical assets and right-of-use non-financial physical assets during the period to 30 June 2021.

For all assets measured at fair value, the current use is considered the highest and best use.

ESTA has determined that there is no impact on the fair value of its non-financial physical assets and right-of-use non-financial physical assets as a result of COVID-19. ESTA continues to utilise its non-financial physical assets and right-of-use non-financial physical assets as part of its continuing operations.



7. Risks, contingencies and valuation judgements (continued)

7.3.3 Reconciliation of Level 3 fair value movements

	Computers and communications equipment	Plant and equipment	Leasehold improvements	Total
	\$'000	\$'000	\$'000	\$'000
2021				
Opening balance	17,659	185	20,143	37,987
Purchases (sales)	22,394	1,272	191	23,857
Depreciation	(7,460)	(141)	(1,909)	(9,510)
Impairment loss	-	-	-	-
Subtotal	32,593	1,316	18,425	52,334
Gains or losses recognised in other economic flows – other comprehensive income				
Revaluation	-	-	-	-
Subtotal	-	-	-	-
Closing balance	32,593	1,316	18,425	52,334
Unrealised gains/(losses) on non-financial assets	-	-	-	-
2020				
Opening balance	14,859	56	3,076	17,992
Purchases (sales)	6,566	147	18,526	25,239
Depreciation	(3,766)	(18)	(1,459)	(5,243)
Impairment loss	-	-	-	-
Subtotal	17,659	185	20,143	37,987
Gains or losses recognised in other economic flows - other comprehensive income				
Revaluation	-	-	-	-
Subtotal	-	-	-	-
Closing balance	17,659	185	20,143	37,987
Unrealised gains/(losses) on non-financial assets	-	-	-	-

7. Risks, contingencies and valuation judgements (continued)

7.3.3 Reconciliation of Level 3 fair value movements – right-of-use assets

	Computers and communications equipment	Plant and equipment	Leasehold improvements	Total
	\$'000	\$'000	\$'000	\$'000
2021				
Opening balance	34,327	64,779	120	99,225
Purchases (sales)	3,370	(648)	24	2,746
Depreciation	(7,629)	(12,790)	(26)	(20,443)
Impairment loss	-	-	-	-
Subtotal	30,068	51,341	118	81,528
Gains or losses recognised in other economic flows – other comprehensive income				
Revaluation	-	-	-	-
Subtotal	-	-	-	-
Closing balance	30,068	51,341	118	81,528
Unrealised gains/(losses) on non-financial assets	-	-	-	-
2020				
Opening balance	36,422	-	138	36,560
Purchases (sales)	4,394	76,633	11	81,037
Depreciation	(6,489)	(11,854)	(29)	(18,371)
Impairment loss	-	-	-	-
Subtotal	34,327	64,779	120	99,226
Gains or losses recognised in other economic flows – other comprehensive income				
Revaluation	-	-	-	-
Subtotal	-	-	-	-
Closing balance	34,327	64,779	120	99,225
Unrealised gains/(losses) on non-financial assets	-	-	-	-

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7. Risks, contingencies and valuation judgements (continued)

7.3.4 Description of significant unobservable inputs to Level 3 valuations

	Valuation technique	Range (weighted average)	Significant unobservable inputs
Computers and communications equipment	Current replacement cost	\$5,124-\$7.6 million (\$143,750 per unit) 2-7 years (3 years)	Cost per unit Useful life of computers and communications equipment
Plant and equipment	Current replacement cost	\$5,342-\$1.1 million per unit (\$52,455 per unit) 5-10 years (7 years)	Cost per unit Useful life of plant and equipment
Leasehold improvements	Current replacement cost	\$5,010-\$17.3 million per unit (\$464,906 per unit) 5-10 years (6 years)	Cost per unit Useful life of leasehold improvements

Significant unobservable inputs have remained unchanged since 2020 for all asset classes.

7.3.4.1 Description of significant unobservable inputs to Level 3 valuations – right-of-use assets

	Valuation technique	Range (weighted average)	Significant unobservable inputs
Computers and communications equipment	Current replacement cost	\$10,137-\$2 million per unit (\$308,031 per unit) 2-7 years (7 years)	Cost per unit Useful life of computers and communications equipment
Buildings	Current replacement cost	\$314-\$409 per sq metre (\$340 per sq metre) 1-15 years (15 years)	Cost per sq metre Useful life of buildings
Motor Vehicles	Current replacement cost	\$31,546-\$41,827 per unit (\$36,300 per unit) 1-3 years (3 years)	Cost per unit Useful life of motor vehicles

Significant unobservable inputs have remained unchanged since 2020 for all asset classes.

7.3.5 Non-financial physical assets classified as held for sale

The following table provides the fair value measurement hierarchy of ESTA's non-financial physical assets held for sale.

	Carrying amount as at 30 June	Fair value measurement at end of reporting period using:		
		Level 1 (i)	Level 2 (i)	Level 3 (i)
	\$'000	\$'000	\$'000	\$'000
2021				
Motor vehicles (ii)	-	-	-	-
2020				
Motor vehicles (ii)	21	-	21	-

(i) Classified in accordance with the fair value hierarchy.

(ii) Motor vehicles held for sale is reported in Note 8.3.

8. Other disclosures

Introduction

This section includes those additional disclosures required by accounting standards or otherwise, that are material, for the understanding of this financial report.

Structure

- 8.1 Other economic flows included in the net result
- 8.2 Disaggregated information
- 8.3 Non-current assets held for sale
- 8.4 Equity and reserves
- 8.5 Responsible persons
- 8.6 Remuneration of executives
- 8.7 Related parties
- 8.8 Subsequent events
- 8.9 Other accounting policies
- 8.10 Australian Accounting Standards issued that are not yet effective
- 8.11 Glossary of technical accounting terms

8.1 Other economic flows included in the net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions.

Other gains/(losses) from other economic flows include the gains and losses from the revaluation of the present value of the long service leave liability due to changes in the bond interest rates.

	2021	2020
	\$'000	\$'000
Net gain/(loss) on non-financial assets		
Net gain/(loss) on disposal of plant and equipment	13	-
Total net gain/(loss) on non-financial assets	13	-
Other gains/(losses) from other economic flows		
Net gain/(loss) arising from revaluation of long service liability	1,015	(184)
Total other gains/(losses) from other economic flows	1,015	(184)

8.2 Disaggregated information

Certain emergency communication services are managed by ESTA on behalf of the State. While ESTA is accountable for the transactions involving such items, it does not have the discretion to deploy the resources for its own benefit or the achievement of its objectives. Accordingly, transactions and balances relating to State Contract items are recognised using segment accounting principles and reported as a 'line of business' under the term 'Operational Communications'.

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8. Other disclosures (continued)

8.2.1 Comprehensive operating statement – Lines of business

	CTD Operations and Corporate Overheads (i)		Operational Communications (ii)		Projects (iii)			Total
	2021	2020	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue and income from transactions								
Service revenue	149,562	150,637	115,788	121,375	-	-	265,350	272,012
Project revenue	8,774	-	-	-	3,533	1,025	12,307	1,025
Fair value of assets received free of charge	-	-	4,844	-	-	-	4,844	-
Total Revenue and income from transactions	158,336	150,637	120,632	121,375	3,533	1,025	282,501	273,037
Expenses from transactions								
Employee expenses	119,275	111,573	2,543	2,140	82	217	121,900	113,930
Depreciation and amortisation	9,546	7,421	20,963	16,385	-	-	30,509	23,806
Other operating expenses	31,244	29,985	90,936	88,728	551	334	122,731	119,047
Interest expense	873	356	1,837	2,415	-	-	2,710	2,772
Fair value of assets transferred free of charge	-	-	1,226	4,326	-	-	1,226	4,326
Total Expenses from transactions	160,938	149,335	117,505	113,994	633	551	279,076	263,880
Net result from transactions (net operating balance)	(2,602)	1,302	3,127	7,381	2,900	474	3,425	9,157
Other economic flows included in net result								
Net gain/(loss) on non-financial assets	13	-	-	-	-	-	13	-
Other gains/(losses) from other economic flows	983	(177)	32	(7)	-	-	1,015	(184)
Total other economic flows included in net result	996	(177)	32	(7)	-	-	1,028	(184)
Net result	(1,606)	1,125	3,159	7,374	2,900	474	4,453	8,973
Comprehensive result	(1,606)	1,125	3,159	7,374	2,900	474	4,453	8,973

(i) CTD (Call-Taking and Dispatch) Operations

Based on the objectives of ESTA departments, their costs are largely allocated to CTD Operations. The functions provided by these departments are directed to support CTD Operations.

(ii) Operational Communications

Operational Communications represents revenue and expenses for the State service contracts managed by ESTA on behalf of the Department of Justice and Community Safety. Across the contracts there are different contract terms, and different financing and depreciation cycles.

(iii) Projects

ESTA manages various projects funded by the State, Emergency Services Organisations and State Contract Contingency reserves. Accordingly, revenue and expenditures related to projects and the Project Management Office responsible for project delivery are allocated to the Projects line of business.

8. Other disclosures (continued)

8.3 Non-financial assets held for sale

	2021	2020
	\$'000	\$'000
<i>Current assets</i>		
Motor vehicles	-	21
Total non-financial physical assets classified as held for sale	-	21
<i>Current liabilities</i>		
Motor vehicles	-	21
Total liabilities directly associated with assets classified as held for sale	-	21

Non-financial physical assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use.

This condition is regarded as met only when:

- > the asset is available for immediate use in the current condition; and
- > the sale is highly probable and the asset's sale is expected to be completed within 12 months from the date of classification.

These non-financial physical assets and related liabilities are measured at the lower of the carrying amount and fair value less costs to sell and are not subject to depreciation and amortisation.

8.4 Equity and reserves

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions or distributions have also been designated as contributed capital.

"Since the establishment of ESTA, a progressive transition of responsibility for the management and delivery of three Private Public Partnership projects from the Department of Justice and Community Safety has been completed. The transition included the transfer and recognition of revenues that are specific purpose funding. The funding may only be applied by the recommendation of multi agency contract management committees and may only be applied for the purpose of the project to which it was allocated. ESTA holds no discretion over the funds and may not apply them to operational purposes.

ESTA has determined that in order to best present its discretionary financial reserves and contributed capital that these amounts be identified as non discretionary service contract specific contingency reserves.

8.5 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

The persons who held the positions of Minister, Board Members and Accountable Officer at ESTA are as follows:

Minister for Police and Emergency Services - The Hon. Lisa Neville, MP	1 July 2020 to 30 June 2021
Acting Minister for Police and Emergency Services - The Hon. Danny Pearson MP	20 February 2021 to 25 June 2021
Acting Minister for Police and Emergency Services - The Hon. Jaclyn Symes, MP	26 June 2021 to 30 June 2021
Chair - Ms Flavia Gobbo	1 July 2020 to 30 June 2021
Chief Executive Officer - Mr Marty Smyth	1 July 2020 to 30 June 2021
Board Member - Ms Mary Delahunty	1 July 2020 to 30 June 2021
Board Member - Mr Paul Henderson	1 July 2020 to 30 June 2021
Board Member - Ms Christine Collin	1 July 2020 to 30 June 2021
Board Member - Ms Siobhan Boyd-Squires	1 July 2020 to 30 June 2021
Board Member - Mr Gary Rothville	1 July 2020 to 9 August 2020
Board Member - Dr Angela Williams	1 July 2020 to 30 June 2021
Board Member - Mr Luke Enright	1 July 2020 to 30 June 2021
Board Member - Ms Fiona Green	1 July 2020 to 30 June 2021
Board Member - Mr Stephen Leane	29 September 2020 to 30 June 2021

8. Other disclosures (continued)

The total remuneration received or receivable by the Accountable Officer in connection with the management of ESTA during the reporting period was in the following range:

	2021	2020
	No.	No.
\$340,000 - \$349,999	-	1
\$370,000 - \$379,999	1	-

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories:

- > Short-term employee benefits - includes amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.
- > Post-employment benefits - includes pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.
- > Other long-term benefits - include long service leave, other long service benefits or deferred compensation.
- > Termination benefits - includes termination of employment payments, such as severance packages.

8.5.1 Remuneration of Board Members and the Accountable Officer

	2021	2020
	\$'000	\$'000
Short-term benefits	661	645
Post-employment benefits	62	61
Other long-term benefits	8	8
Termination benefits	-	-
Total remuneration	731	714
Total number of Board Members and the Accountable Officer (i)	10	10
Total annualised employee equivalents (ii)	9.1	10.0

(i) The total number of Board Members and the Accountable Officer includes persons who meet the definition of Key Management Personnel of the entity under AASB 124 Related Party Disclosures and are also reported within the related parties note disclosure (refer to Note 8.6).

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period.

The remuneration of the Minister is reported in the financial statements of the Department of Premier and Cabinet.

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8. Other disclosures (continued)

8.6 Remuneration of executives

The number of executive officers, other than the Ministers, Accountable Officer and Board Members, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

The total remuneration payable to executives over the year was lower as a result of executive roles being vacant for a number of months and a lower number of executive terminations.

8.6.1 Remuneration of executive officers

	2021	2020
	\$'000	\$'000
Short-term benefits	1,752	1,878
Post-employment benefits	162	182
Other long-term benefits	48	52
Termination benefits	76	192
Total remuneration	2,038	2,304
Total number of executives (i)	9	10
Total annualised employee equivalents (ii)	7.6	8.6

(i) The total number of executive officers includes persons who meet the definition of Key Management Personnel of the entity under AASB 124 *Related Party Disclosures* and are also reported within the related parties note disclosure (refer to Note 8.6).

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period.

8.7 Related parties

ESTA is a wholly owned and controlled entity of the State of Victoria.

8.7.1 Significant transactions with government related entities

During the year ESTA had the following Victorian government-related entity transactions:

Department of Environment, Land, Water and Planning

ESTA provides emergency alerting system services to the Department of Environment, Land, Water and Planning.

Department of Justice and Community Safety

ESTA received government funding for the management of state contracts for emergency operational communications, which has been recognised as revenue, through the Department of Justice and Community Safety.

Department of Treasury and Finance

ESTA provided an advance to the Department of Treasury and Finance (DTF) to draw down on with regards to ESTA's World Trade Centre relocation project. ESTA also leases a commercial site and a number of vehicles with VicFleet that is managed by DTF.

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8. Other disclosures (continued)

Ambulance Victoria

Ambulance Victoria (AV) provides pre-hospital treatment and ambulance transport for people in urgent medical emergencies. ESTA provides call taking and dispatch services to AV which is recognised as revenue. AV provided ESTA with process and script change services which was recognised as an expense.

Country Fire Authority

Country Fire Authority (CFA) is a volunteer and community based fire and emergency services organisation. ESTA provides call taking and dispatch services to CFA which is recognised as revenue. ESTA has equipment at a number of CFA sites which was recognised as an expense.

Fire Rescue Victoria

Fire Rescue Victoria (FRV) provides fire and emergency management services. ESTA provides call taking, dispatch and alarm monitoring services to FRV which is recognised as revenue.

Major Transport Infrastructure Authority

The Level Crossing Removal Project was established under the Major Transport Infrastructure Authority to oversee one of the largest rail infrastructure projects in Victoria. ESTA supplied and installed radio enhancement technology at a railway station which was recognised as revenue.

Monash Health

Monash Health is Victoria's largest public health service. ESTA supplied and installed radio equipment at Monash Health which was recognised as revenue.

Victoria Police

Victoria Police provides policing services to the Victorian community. ESTA provides call taking and dispatch services to Victoria Police which is recognised as revenue.

Victoria State Emergency Service

Victoria State Emergency Service (VicSES) is a volunteer based emergency service that responds to floods, severe storms, earthquakes, tsunamis, road rescue and search and rescue. ESTA provides call taking and dispatch services to VicSES which is recognised as revenue.

Victorian Managed Insurance Authority

ESTA is insured by the Victorian Managed Insurance Authority (VMIA). Insurance payments to VMIA are recognised as an expense.

Victorian Ombudsman

The Victorian Ombudsman purpose is to ensure fairness for Victorians in their dealing with the public sector and to improve public administration. An ESTA staff member was seconded to the Victorian Ombudsman during this period.

Victorian Rail Track

Victorian Rail Track (VicTrack) provides core services to the transport sector. Its specialist delivery groups include property, telecommunications and project delivery. ESTA uses VicTrack's communication services which is recognised as an expense.

8. Other disclosures (continued)

	2021 \$'000	2020 \$'000
Receipts recognised as revenue		
Department of Justice and Community Safety	120,783	102,017
Ambulance Victoria	32,608	34,684
Country Fire Authority	40,752	40,483
Fire Rescue Victoria	11,227	10,947
Major Transport Infrastructure Authority	532	-
Monash Health	177	-
Victoria Police	70,885	77,066
Victoria State Emergency Service	3,589	3,636
Victorian Ombudsman	-	155
	280,553	268,988
Payments recognised as expense		
Ambulance Victoria	34	96
Country Fire Authority	313	-
Department of Justice and Community Safety	1,260	4,338
Department of Treasury and Finance	587	19,721
Fire Rescue Victoria	-	26
Victoria Police	2	-
Victorian Managed Insurance Authority	1,373	546
Victorian Rail Track	112	127
Victoria State Emergency Service	17	-
	3,698	24,854
Receivables		
Ambulance Victoria	2,149	3,158
Country Fire Authority	562	123
Department of Justice and Community Safety	100	2,983
Department of Treasury and Finance	-	1,380
Fire Rescue Victoria	2,073	299
Monash Health	21	-
Victoria State Emergency Service	57	-
Victoria Police	2,981	2,546
	7,943	10,489
Payables		
Ambulance Victoria	500	-
Country Fire Authority	-	259
Department of Treasury and Finance	-	461
Victoria Police	20	-
Victoria State Emergency Service	1	-
Victorian Government Solicitor's Office	1	-
Victorian Rail Track	8	18
	530	738

All other transactions with Victorian government related party entities were made on normal commercial terms and conditions.

8. Other disclosures (continued)

8.7.2 Key management personnel

Key management personnel of ESTA includes the Ministers, Board members, the Chief Executive Officer and the members of the Executive Leadership Team, which includes:

Executive Director, Emergency Communications Services - Ms Sarah Renner	31 August 2020 to 30 June 2021
Executive Director, Emergency Management Services - Dr Ameer Morgans	1 July 2020 to 11 December 2020
Chief Financial Officer - Mr Jim Strilakos	1 July 2020 to 30 June 2021
Chief Information Officer - Mr Graeme Dunn	1 July 2020 to 19 March 2021
Executive Director, Emergency Communications Information Services - Mr Jas Singh	10 December 2020 to 30 June 2021
Executive Director, People, Capability and Reputation - Mr Ari Cassarchis	1 July 2020 to 30 June 2021
Executive Director, Strategy and Risk - Mr Jerome Thevenon	1 July 2020 to 30 June 2021
Executive Director, Service Transition and Programs - Ms Aline Coulson	1 July 2020 to 30 June 2021
General Counsel and Board Secretary - Ms Amy Kelly (i)	1 July 2020 to 4 September 2020
General Counsel and Board Secretary - Ms Felicity Walsh	5 September 2020 to 30 June 2021

(i) Ms Amy Kelly is on leave and Ms Felicity Walsh is the General Counsel and Board Secretary until Ms Amy Kelly's return.

Remuneration for the Board Members and the Accountable Officer is disclosed in Note 8.5.1.

Remuneration for the executive officers is disclosed in Note 8.6.1.

8.7.3 Transactions and balances with key management personnel and other related parties

Given the breadth and depth of the Victorian government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with ESTA, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

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8. Other disclosures (continued)

8.8 Subsequent events

COVID-19 continues to have an impact on ESTA's operations.

In addressing the operational risks posed by COVID-19, management implemented a number of strategies. These include:

- > reviewing budgets, cashflows and forecasts with an emphasis on COVID-19 related costs. COVID-19 related costs (refer to Note 3.2) are expected to continue into 2022 and possibly beyond.
- > facilitating the on-going ability of support office staff to work from home
- > enhanced social distancing by increasing the operational footprint, implementing 24/7 cleaning (as and when required) and temperature testing and providing appropriate personal protective equipment
- > enhanced mental health and wellbeing strategies and programs
- > working with suppliers and vendors to ensure they have appropriate business continuity arrangements in place and their ability to provide on-going supply of essential goods and/or services
- > continuing to review contracts for critical and mission-critical systems and obtain agreements confirming the vendor's approach to information security management, business continuity, disaster recovery and cyber security
- > continued monitoring of the financial sustainability of vendors and their ability to deliver goods and/or services that meet ESTA's requirements
- > modelling the impacts of potential major events overlaying ESTA's COVID-19 response and developing operational plans
- > continuing to work with partner agencies to implement agency specific and sector-wide responses.

Management recognises that the situation associated with COVID-19 continues to evolve on a daily basis and it is difficult to estimate with a degree of certainty the resulting impact (financial and operational) the pandemic will continue have on ESTA, its operations, its future results and financial position.

ESTA made similar subsequent event disclosures at 30 June 2020 as a result of COVID-19.

No other matter or circumstances has arisen since 30 June 2021 that has significantly affected, or may significantly affect ESTA's operations, the results of those operations, or ESTA's state of affairs in future financial years.

8.9 Other accounting policies

8.9.1 Contributions by owners

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of ESTA.

Additions to net assets that have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

Transfers of net assets arising from administrative restructurings are treated as distributions to or contributions by owners.

Transfers of net liabilities arising from administrative restructurings are treated as distributions to owners.

8.9.2 Foreign currency transactions

All foreign currency transactions during the financial year are brought to account using the exchange rate in effect at the date of the transaction. Foreign monetary items existing at the end of the reporting period are translated at the closing rate at the date of the end of the reporting period.

8.10 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2020-21 reporting period. These accounting standards have not been applied. The State is reviewing its existing policies and assessing the potential implications of these accounting standards which include:

AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non Current

This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted however the AASB has recently issued *AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date* to defer the application by one year to periods beginning on or after 1 January 2023. ESTA will not early adopt the Standard.

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8. Other disclosures (continued)

The amendments refine and clarify the definition of material in AASB 101 and its application by improving the wording aligning the definition across AASB Standards and other publications. The amendments also include some supporting requirements in AASB 101 in the definition to give it more prominence and clarify the explanation accompanying the definition of material.

ESTA is in the process of analysing the impacts of this Standard. However, it is not anticipated to have a material impact.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods but are considered to have limited impact on ESTA's reporting. These include:

- > AASB 17 *Insurance Contracts*
- > AASB 1060 *General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (Appendix C)*
- > AASB 2020-2 *Amendments to Australian Accounting Standards - Removal of Special Purpose Financial Statements for Certain For-Profit Private Sector Entities*
- > AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018-2020 and Other Amendments*
- > AASB 2020-7 *Amendments to Australian Accounting Standards – Covid-19-Rent Related Concessions: Tier 2 Disclosures*
- > AASB 2020-8 *Amendments to Australian Accounting Standards - Interest Rate Benchmark Reform – Phase 2*
- > AASB 2020-9 *Amendments to Australian Accounting Standards – Tier 2 Disclosures: Interest Rate Benchmark Reform (Phase 2) and Other Amendments.*

8.11 Glossary of technical accounting terms

Amortisation

The expense that results from the consumption, extraction or use over time of a non-produced physical or intangible asset. This expense is classified as an 'other economic flow'.

Commitments

Include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result

The amount included in the operating statement representing total change in net worth other than transactions with owners as owners.

Current grants

Are amounts payable or receivable for current purposes for which no economic benefit of equal value are receivable or payable in return.

Depreciation

Is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Effective interest method

Is the method used to calculate the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset or, where appropriate, a shorter period.

Employee benefits expenses

Includes all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments, defined benefits superannuation plans, and defined contribution superannuation plans.

Ex-gratia expenses

Mean the voluntary payment of money or other non-monetary benefit (e.g. a write-off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

Finance lease

Is a lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset.

Financial asset

Is any asset that is:

- (a) cash;
- (b) an equity instrument of another entity;
- (c) a contractual right:
 - to receive cash or another financial asset from another entity; or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- (d) a contract that will or may be settled in the entity's own equity instruments and is:
 - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

8. Other disclosures (continued)

Financial instrument

Is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial liability

Is any liability that is:

- (a) a contractual obligation:
 - to deliver cash or another financial asset to another entity; or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or
- (b) a contract that will or may be settled in the entity's own equity instruments and is:
 - a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose, the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

Financial statements

Comprises:

- (a) a balance sheet as at the end of the period;
- (b) a comprehensive operating statement for the period;
- (c) a statement of changes in equity for the period;
- (d) a cash flow statement for the period;
- (e) notes, comprising a summary of significant accounting policies and other explanatory information;
- (f) comparative information in respect of the preceding period as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements*; and
- (g) a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraph 41 of AASB 101.

Grant expenses and other transfers

Are transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can either be operating or capital in nature.

While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. For this reason, grants are referred to by the AASB as involuntary transfers and are termed non-reciprocal transfers. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits, in the form of goods or services, to particular taxpayers in return for their taxes.

Grants can be paid as general purpose grants, which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants, which are paid for a particular purpose and/or have conditions attached regarding their use.

General government sector

Comprises all government departments, offices and other bodies engaged in providing services free of charge or at prices significantly below their cost of production. General government services include those that are mainly non-market in nature, those that are largely for collective consumption by the community and those that involve the transfer or redistribution of income. These services are financed mainly through taxes, or other compulsory levies and user charges.

Interest expense

Represents costs incurred in connection with lease liabilities. It includes the interest components of lease repayments.

Interest income

Includes unwinding over time of discounts on financial assets and interest received on bank term deposits and other investments.

Leases

Are rights conveyed in a contract, or part of a contract, the right to use an asset (the underlying asset) for a period of time in exchange for consideration.

Lease liabilities

Represents the obligation to make lease payments and is measured at the present value of future lease payments.

8. Other disclosures (continued)

Net acquisition of non-financial assets

Are purchases (and other acquisitions) of non-financial assets less sales (or disposals) of non-financial assets less depreciation plus changes in inventories and other movements in non-financial assets. Includes only those increases or decreases in non-financial assets resulting from transactions and therefore excludes write-offs, impairment write-downs and revaluations.

Net financial liabilities

Is calculated as liabilities less financial assets. This measure is broader than net debt as it includes significant liabilities, other than borrowings (e.g. accrued employee liabilities such as superannuation and long service leave entitlements).

Net financial worth

Is equal to financial assets minus liabilities. It is a broader measure than net debt as it incorporates provisions made (such as superannuation, but excluding depreciation and bad debts) as well as holdings of equity. Net financial worth includes all classes of financial assets and liabilities, only some of which are included in net debt.

Net lending/borrowing

Is the financing requirement of government, calculated as the net operating balance less the net acquisition of non-financial assets. It also equals transactions in financial assets less transactions in liabilities. A positive net result reflects a net lending position and a negative result reflects a net borrowing position.

Net operating balance or net result from transactions

Is a key fiscal aggregate and is revenue from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net result

Is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those classified as 'other non-owner movements in equity'.

Net worth

Is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets

Are all assets that are not financial assets. It includes prepayments, plant and equipment and intangibles.

Operating result

Is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other non-owner movements in equity'. Refer also 'net result'.

Other economic flows included in net result

Are changes in the volume or value of an asset or liability that do not result from transactions. In simple terms, other economic flows are changes arising from market remeasurements. They include gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets; fair value changes of financial instruments and agricultural assets; and depletion of natural assets (non-produced) from their use or removal.

Other economic flows – other comprehensive income

Comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards. They include changes in physical asset revaluation surplus; share of net movement in revaluation surplus of associates and joint ventures; and gains and losses on remeasuring available-for-sale financial assets.

Payables

Includes short and long-term trade debt and accounts payable, grants, taxes and interest payable.

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8. Other disclosures (continued)

Receivables

Include amounts owing from government through appropriation receivable, short and long-term trade credit and accounts receivable, accrued investment income, grants, taxes and interest receivable.

Sales of goods and services

Refers to income from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services and work done as an agent for private enterprises. It also includes rental income under operating leases and on produced assets such as buildings and entertainment, but excludes rent income from the use of non-produced assets such as land. User charges includes sale of goods and services income.

Supplies and services

Generally represent cost of goods sold and the day to day running costs, including maintenance costs, incurred in the normal operations of ESTA.

Taxation

Expense represents funds paid to the State Revenue Office and includes:

- > payroll tax, land tax and duties
- > motor vehicle taxes, including registration fees and duty on registrations and transfers.

Transactions

Are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows into an entity such as depreciation, where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the Government.

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Independent Auditor's Report

To the Board of the Emergency Services Telecommunications Authority

Opinion	<p>I have audited the financial report of the Emergency Services Telecommunications Authority (the Authority) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • financial statements declaration. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2021 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
The Board members' responsibilities for the financial report	<p>The Board of the Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

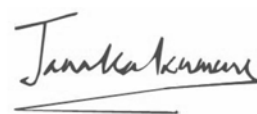
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
17 September 2021



Janaka Kumara
as delegate for the Auditor-General of Victoria

Appendix

ESTA 12 Month Rolling Staff Turnover

Staff Turnover: excluding the board, transfers between operations and support office and contractors from agencies.

Jun-21	Current Employees	Voluntary	Redundant/Terminated	12 Month Attritions	Turnover - Voluntary	Turnover - Redundant/Terminated	Total Turn-over	Gender - F	Gender - M
Operations	824	55	19	74	6.7%	2.3%	9.0%	592	232
Support	228	22	15	37	9.6%	6.6%	16.2%	128	100
ESTA Total	1052	77	34	111	7.3%	3.2%	10.5%	720	332

The following table discloses the annualised total salary for senior employees of ESTA, categorised by classification. The salary amount is reported as the full-time annualised salary.

Annualised total salary, by \$20,000 bands, for executives and senior employees

Income band (salary)	Executives	Band 7	Senior Managers
Less than \$160 000	0	0	0
\$160 000 - \$179 999	0	2	4
\$180 000 - \$199 999	2	1	5
\$200 000 - \$219 999	1	0	0
\$220 000 - \$239 999	3	0	0
\$240 000 - \$259 999	1	0	0
\$260 000 - \$279 999	0	0	0
\$280 000 - \$299 999	0	0	0
\$300 000 - \$319 999	1	0	0
Total	8	3	9

Executives Executive leadership team

Senior Managers All other senior employees who are on GSERP employment contracts

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Details of employment levels in June 2020 and 2021

	Jun-21						
	All employees		Ongoing			Fixed term and Casual	
	(headcount)	Number FTE	Full-time (headcount)	Part-time (headcount)	FTE	(headcount)	Number FTE
Gender							
Male	332	312	287	22	296	23	17
Female	720	583	522	160	564	38	19
Self-described	0	0	0	0	0	0	0
Age							
15-24	52	47	48	2	46	2	1
25-34	399	330	324	64	325	11	5
35-44	283	234	199	63	224	21	10
45-54	216	195	167	37	185	12	10
55-64	90	78	61	15	70	14	9
65+	12	11	10	1	10	1	1
Operations Grades	824	680	634	165	677	25	3
Call-taker 1	82	64	80	0	64	2	0
Call-taker 2	80	74	76	3	74	1	0
Call-taker 3	123	81	68	47	80	8	1
Call-taker 4	56	46	42	11	46	3	0
Dispatcher 1	26	26	26	0	26	0	0
Dispatcher 2	23	20	19	3	20	1	1
Dispatcher 3	271	218	183	78	217	10	1
Dispatcher 4	56	49	39	17	49	0	0
Assistant TL	65	61	61	4	61	0	0
Team leader 1	0	0	0	0	0	0	0
Team leader 2	42	41	40	2	41	0	0
Support Grades	208	195	173	17	180	18	15
Band 1	10	7	6	2	7	2	0
Band 2	46	43	36	6	39	4	4
Band 3	38	36	32	4	34	2	2
Band 4	56	53	50	2	50	4	3
Band 5	45	43	39	3	40	3	3
Band 6	13	13	10	0	10	3	3
Senior employees	20	20	2	0	2	18	18
Executives	8	8	0	0	0	8	8
Band 7	3	3	2	0	2	1	1
Senior Managers	9	9	0	0	0	9	9
Total employees	1052	895	809	182	859	61	36

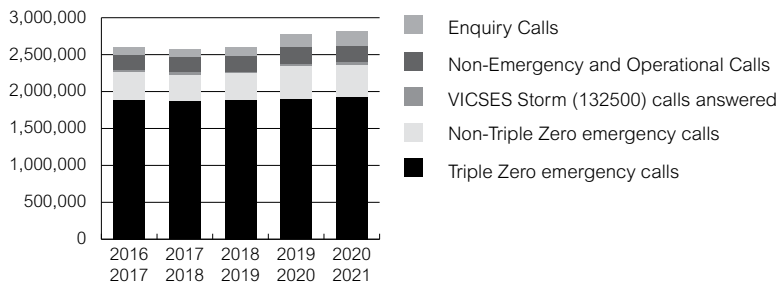
Jun-20

	All employees		Ongoing			Fixed term and Casual	
	(headcount)	Number FTE	Full-time (headcount)	Part-time (headcount)	FTE	(headcount)	Number FTE
Gender							
Male	340	319	299	19	301	22	18
Female	709	578	518	159	563	32	15
Self-described	0	0	0	0	0	0	0
Age							
15-24	75	56	71	3	56	1	0
25-34	399	343	334	58	341	7	2
35-44	268	225	186	64	213	18	12
45-54	206	188	157	36	177	13	11
55-64	92	79	65	15	72	12	6
65+	9	6	4	2	5	3	1
Operations Grades	816	681	639	159	679	18	2
Call-taker 1	112	94	112	0	94	0	0
Call-taker 2	60	54	51	8	54	1	0
Call-taker 3	110	75	66	38	75	6	0
Call-taker 4	52	45	37	13	44	2	1
Dispatcher 1	30	29	29	1	29	0	0
Dispatcher 2	55	51	52	3	51	0	0
Dispatcher 3	259	204	167	83	203	9	1
Dispatcher 4	34	28	24	10	28	0	0
Assistant TL	62	61	61	1	61	0	0
Team leader 1	22	21	21	1	21	0	0
Team leader 2	20	18	19	1	18	0	0
Support Grades	213	196	176	19	183	18	13
Band 1	10	7	6	2	7	2	0
Band 2	47	42	37	5	38	5	4
Band 3	40	36	31	6	33	3	3
Band 4	50	47	46	3	47	1	0
Band 5	51	49	41	3	43	7	6
Band 6	15	15	15	0	15	0	0
Senior employees	20	20	2	0	2	18	18
Executives	7	7	0	0	0	7	7
Band 7	2	2	2	0	2	0	0
Senior Managers	11	11	0	0	0	11	11
Total employees	1049	897	817	178	864	54	33

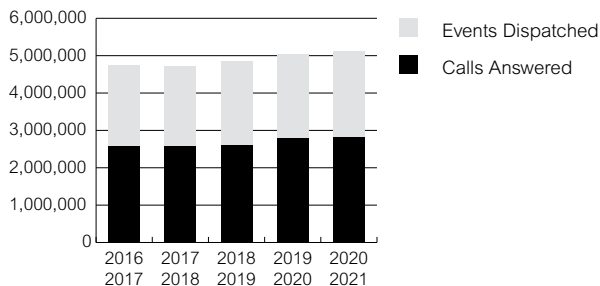
Five-Year Summary Statistics

Activity	2016-17	2017-18	2018-19	2019-20	2020-21	Growth on LY	Four Year CAGR	Four Year Growth
Calls Answered	2,595,126	2,570,282	2,605,574	2,785,425	2,819,452	1.2%	2.1%	8.6%
Triple Zero emergency calls	1,884,077	1,864,504	1,883,991	1,891,724	1,929,545	2.0%	0.6%	2.4%
Non-Triple Zero emergency calls	373,426	360,365	362,970	449,016	425,965	-5.1%	3.3%	14.1%
VICSES Storm (132500) calls answered	32,345	29,275	22,175	31,591	36,310	14.9%	2.9%	12.3%
Non-Emergency and Operational Calls	201,734	210,412	216,369	223,834	225,842	0.9%	2.9%	12.0%
Enquiry Calls	103,544	105,726	120,069	189,260	201,790	6.6%	18.2%	94.9%
<i>Average calls per day</i>	<i>7110</i>	<i>7042</i>	<i>7139</i>	<i>7610</i>	<i>7725</i>	<i>1.5%</i>	<i>2.1%</i>	<i>8.6%</i>
<i>Average Triple Zero emergency calls per day</i>	<i>5162</i>	<i>5108</i>	<i>5162</i>	<i>5169</i>	<i>5286</i>	<i>2.3%</i>	<i>0.6%</i>	<i>2.4%</i>
Events Dispatched	2,161,706	2,145,038	2,232,116	2,247,794	2,287,410	1.8%	1.4%	5.8%
Emergency Calls – Triple Zero, Direct and Storm	2,289,848	2,254,144	2,269,136	2,372,331	2,391,820	0.8%	1.1%	4.5%

ESTA total calls answered



CTD volumes



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Calls answered per agency

Agency	2016-17	2017-18	2018-19	2019-20	2020-21	Growth on LY	Four Year CAGR	Four Year Growth
Victoria Police	1,428,728	1,369,121	1,369,893	1,442,824	1,412,496	-2.1%	-0.2%	-1.1%
Ambulance Victoria	914,453	945,757	979,379	1,009,047	1,074,839	6.5%	3.3%	17.5%
CFA	149,362	156,669	169,879	234,996	238,009	1.3%	9.8%	59.4%
VICSES	69,498	64,125	52,526	67,696	68,719	1.5%	-0.2%	-1.1%
MFB/FRV	33,085	34,610	33,897	30,862	25,389	-17.7%	-5.2%	-23.3%
Total	2,595,126	2,570,282	2,605,574	2,785,425	2,819,452	1.2%	1.7%	8.6%

Agency	2019-20	% of total
Victoria Police	1,412,496	50.1%
Ambulance Victoria	1,074,839	38.1%
CFA	238,009	8.4%
VICSES	68,719	2.4%
FRV	25,389	0.9%
Total	2,819,452	100.0%

Dispatch events per agency

Agency	2016-17	2017-18	2018-19	2019-20	2020-21	Growth on LY	Four Year CAGR	Four Year Growth
Victoria Police	1,366,105	1,321,165	1,373,308	1,360,477	1,365,865	0.4%	0.0%	0.0%
Ambulance Victoria	676,237	705,069	742,255	761,068	796,394	4.6%	4.2%	17.8%
CFA	44,876	48,531	50,297	49,832	26,357	-47.1%	-12.5%	-41.3%
MFB/FRV	41,244	42,017	41,931	41,143	59,975	45.8%	9.8%	45.4%
VICSES	33,244	28,256	24,325	35,274	38,819	10.0%	4.0%	16.8%
ESTA TOTAL Events Dispatched	2,161,706	2,145,038	2,232,116	2,247,794	2,287,410	1.8%	1.4%	5.8%

Agency	2020-21	% of total
Victoria Police	1,365,865	59.7%
Ambulance Victoria	796,394	34.8%
CFA	26,357	1.2%
FRV	59,975	2.6%
VICSES	38,819	1.7%
ESTA TOTAL Events Dispatched	2,287,410	100%

AV Emergency includes ERT C3 from 2013-14.

Events Dispatched	FY2018	FY2019	FY2020	FY2020 Variance
AV - Code 1 - Emergency	295,702	303,405	311,712	2.74%
AV - Code 2 - Emergency	224,045	228,829	232,811	1.7%
ERTCOMM - Code 3	42,255	38,114	44,631	17.1%
VICPOL - Priority 1	134,545	129,759	128,590	-0.9%
VICPOL - Priority 2	833,352	820,907	833,247	1.5%
VICPOL - Priority 3	405,411	409,811	404,028	-1.4%
VicSES - Other Agency Priority 1	2512	2498	2916	16.7%
VicSES - Other Agency Priority 2	4263	6331	6969	10.1%
VicSES - Other Agency Priority 3	3804	4761	4813	1.1%
VicSES - Rural Priority 2	1580	2491	2785	11.8%
VicSES - Rural Priority 3	2165	3068	3090	0.7%
VicSES - Urban Priority 2	2422	3823	4402	15.1%
VicSES - Urban Priority 3	7579	12,302	13,844	12.5%
MFB/FRV - Priority 1 - Alarms	12,398	12,928	15,405	19.2%
MFB/FRV - Priority 1 - EMR	5855	5784	9327	61.3%
MFB/FRV - Priority 1 - Telephone Events	12,170	10,894	10,909	0.1%
MFB/FRV - Priority 1 - Other Agency	11,508	11,537	24,334	110.9%
CFA - Priority 1 - Alarms	6393	6498	2861	-56.0%
CFA - Priority 1 - EMR	4111	4841	121	-97.5%
CFA - Priority 1 - Rural	6125	5608	4138	-26.2%
CFA - Priority 1 - Urban	9793	8858	4333	-51.1%
CFA - Priority 3 - Rural	1861	1569	1133	-27.8%
CFA - Priority 3 - Urban	3377	2897	1588	-45.2%
CFA - Priority 1 - Other Agency	18,637	19,561	12,183	-37.7%
Ambulance Victoria - Patient Transport	180,253	190,720	207,240	8.7%
Total Events Dispatched	2,232,116	2,247,794	2,287,410	1.8%

Events Dispatched by Agency	FY2018	FY2019	FY2020
VICPOL	61.5%	60.5%	59.7%
AMBULANCE	33.3%	33.9%	34.8%
MFB/FRV	1.9%	1.8%	2.6%
CFA	2.3%	2.2%	1.2%
VICSES	1.1%	1.6%	1.7%
Total Events Dispatched	2,232,116	2,247,794	2,287,410

Calls Answered											
Category	FY 2018	FY 2019	FY 2020	FY2020 Variance	% of total	Agency	FY2018	FY2019	FY2020	FY2020 Variance	% of total
A	362,970	449,016	425,965	-5.1%	15.1%	CFA	169,879	234,996	238,009	1.3%	8.4%
B	1,883,991	1,891,724	1,929,545	2.0%	68.4%	ERTCOMM	804,565	831,674	884,756	6.4%	31.4%
						MFB/FRV	33,897	30,862	25,389	-17.7%	0.9%
C	22,175	31,591	36,310	14.9%	1.3%	NETCOMM	174,814	177,373	190,083	7.2%	6.7%
N	174,814	177,373	190,083	7.2%	6.7%	VICPOL	1,369,893	1,442,824	1,412,496	-2.1%	50.1%
O	41,555	46,461	35,759	-23.0%	1.3%	VICSES	52,526	67,696	68,719	1.5%	2.4%
Q	120,069	189,260	201,790	6.6%	7.2%	Total	2,605,574	2,785,425	2,819,452	1.2%	100.0%
Total	2,605,574	2,785,425	2,819,452	1.2%							
TZ %	72.3%	67.9%	68.4%	0.8%							
Call every X seconds	12.1	11.3	11.2	-1.2%							
Calls Per Day	7138.6	7610.5	7724.5	1.5%							
000 Calls Per Day	5161.6	5182.8	5286.4	2.0%							

PERF_CATEGORY_ID	Description	Description_ESTA
A	Emergency - Direct to ESTA	Emergency - Direct to ESTA
B	Emergency - Triple Zero	Emergency - Triple Zero
C	Storm Emergency	Storm 132500
F	Facsimile	Fax Calls
N	Non Emergency	Non Emergency
O	Operational / Field	Calls to Dispatchers
Q	Enquiry / Notifications	Notifications / Burnoffs

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Call Answer Performance (Emergency Calls)¹

Agency	Benchmark	2019-2020	2020-2021	Change	Answer Time (secs)		
					Average	50th Percentile	90th Percentile
Victoria Police	80 per cent answered within 5 seconds ²	84.6%	87.2%	2.6%	5.9	1	13
Ambulance	90 per cent answered within 5 seconds ³	93.6%	87.7%	-5.9%	6.4	1	14
CFA	90 per cent answered within 5 seconds	95.5%	96.5%	1.0%	4.1	1	2
MFB/FRV	90 per cent answered within 5 seconds	94.9%	95.9%	1.0%	4.2	1	2
VicSES	90 per cent answered within 20 seconds	80.8%	64.4%	-16.4%	150.5	2	450

Time to Dispatch Performance (Emergency Events)

Agency	Benchmark	2019-2020	2020-2021	Change	Dispatch Time (secs)		
					Average	50th Percentile	90th Percentile
Victoria Police (state-wide) priority one events	80 per cent dispatched within 160 seconds ⁴	92.6%	94.4%	1.8%	59.2	36	120
Ambulance (state-wide) code one events	90 per cent dispatched within 150 seconds ⁵	85.8%	86.2%	0.4%	114.7	100	164
CFA priority one events ⁶	90 per cent dispatched within benchmark	93.3%	92.6%	-0.7%			
P1 Urban					78.9	66	126
P1 Rural					96.4	80	167
Alarms					7.8	7	10
Other Agency					39.4	21	52
EMR					9.4	7	11
MFB/FRV priority one events ⁷	90 per cent dispatched within benchmark	93.9%	94.8%	0.9%			
Telephone					91.0	73	145
Alarms					11.1	7	11
Other Agency					38.6	19	43
EMR					8.4	7	10
VicSES priority one events	90 per cent dispatched within 60 seconds	89.2%	88.9%	-0.3%	44.0	23	63

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Time to Dispatch Performance⁸ (Lower Priority Events)

Agency	Benchmark	2019-2020	2020-2021	Change	Dispatch Time (secs)		
					Average	50th Percentile	90th Percentile
Victoria Police (state-wide) priority two events	80 per cent dispatched within 300 seconds ⁹	87.3%	88.1%	0.8%	148.0	85	331
Victoria Police (state-wide) priority three events	80 per cent dispatched within 900 seconds ¹⁰	98.0%	98.1%	0.1%	248.2	134	692
Ambulance (state-wide) code two events	90 per cent dispatched within 300 seconds ¹¹	93.7%	92.9%	-0.8%	164.8	127	265
CFA priority three events ¹²	90 per cent dispatched within benchmark	88.2%	88.7%	0.5%			
Urban					129.1	91	186
Rural					123.9	100	206
VicSES priority two and three events ¹³	90 per cent dispatched within benchmark	96.1%	89.3%	-6.8%			
Urban					305.7	216	465
Rural					277.6	213	422
Other Agency					164.2	37	331

Footnotes

- 1 Technical limitations within ESTA's Emergency Telephone System prevent accurate determination of call answer time where Triple Zero calls to ESTA via the Emergency Call Service calls are subject to re-presentation. ESTA uses a mathematical formula to estimate the overall call answer time for these calls, based on a number of assumptions. Figures stated for average, 50th, and 90th percentile call answer times include these estimated times and should be considered indicative only.
- 2 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented.
- 3 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented. However, for the 2016/17 FY, this standard applied to Metropolitan Service Delivery only.
- 4 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented.
- 5 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented. However, for the 2016/17 FY, this standard applied to Metropolitan Service Delivery only.
- 6 Emergency Medical Response / Alarm Events – 28 seconds, Urban Telephone Events – 120 seconds, Rural Telephone Events – 190 seconds, Other Agency Events – 60 seconds
- 7 Emergency Medical Response / Alarm Events – 28 seconds, Telephone Events – 120 seconds, Other Agency Events – 60 seconds.
- 8 Where reference is made to dispatch performance, it should be noted that following the upgrade of the ESTA CAD system to Version 9v11, there was a period where the 'Create Event' button timestamp was not available for measurement. Resultantly ESTA had to change how it determined Event Create Time, instead measuring from the first update to the event form.
- 9 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented.
- 10 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented.
- 11 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented. However, for the 2016/17 FY, this standard applied to Metropolitan Service Delivery only.
- 12 Urban Events – 160 seconds, Rural Events – 230 seconds.
- 13 Urban Priority 2 and 3 Events – 460 seconds, Rural Priority 2 and 3 Events – 460 seconds, Other Agency Events – 230 seconds.

Cumulative performance

Call taking	Benchmark	FY2018		FY2019		FY2020	
		Compliant Month Count	Cumulative 12 Month Performance	Compliant Month Count	Cumulative 12 Month Performance	Compliant Month Count	Cumulative 12 Month Performance
AV Emerg (S.Wide)	90 per cent answered within 5 seconds ²	12	92.80%	12	93.60%	5	87.70%
AV Non-emerg (S.Wide)	90 per cent answered within 30 seconds ²	12	94.40%	12	96.10%	8	92.30%
Vic Pol (S.Wide)	80 per cent answered within 5 seconds ³	12	86.20%	12	84.60%	12	87.20%
CFA Emerg	90 per cent answered within 5 seconds	12	96.30%	12	95.50%	12	96.50%
CFA Non-Emerg / Operational	90 per cent answered within benchmark	12	95.60%	12	95.30%	12	95.80%
SES Emerg	90 per cent answered within 20 seconds	7	88.30%	8	80.80%	8	64.40%
SES Non-Emerg / Operational	80 per cent answered within 20 seconds	12	96.20%	12	93.40%	12	91.50%
MFB/FRV Emerg	90 per cent answered within 5 seconds	11	95.90%	11	94.90%	11	95.90%
MFB/FRV Non-Emerg / Operational	90 per cent answered within benchmark	12	96.30%	12	96.80%	12	96.90%

Dispatch	Benchmark	FY2018		FY2019		FY2020	
AV Emerg (Code 1) (S.Wide)	90 per cent dispatched within 150 seconds ²	0	85.70%	0	85.80%	0	86.20%
AV Emerg (Code 2) (S.Wide)	90 per cent dispatched within 300 seconds ²	12	94.60%	12	93.70%	12	92.90%
Vic Pol (Priority 1) (S.Wide)	80 per cent dispatched within 180 seconds ³	12	89.90%	12	92.60%	12	94.40%
Vic Pol (Priority 2) (S.Wide)	80 per cent dispatched within 300 seconds ³	12	88.40%	12	87.30%	12	88.10%
Vic Pol (Priority 3) (S.Wide)	80 per cent dispatched within 900 seconds ³	12	97.90%	12	98.00%	12	98.10%
SES (Priority 1)	90 per cent dispatched within 60 seconds	10	91.40%	4	89.20%	3	88.90%
SES (Priority 2 and 3)	90 per cent dispatched within benchmark	12	98.40%	11	96.10%	10	89.30%
MFB/FRV (Priority 1)	90 per cent dispatched within benchmark	12	94.30%	12	93.90%	12	94.80%
CFA (Priority 1)	90 per cent dispatched within benchmark	12	93.60%	12	93.30%	10	92.60%
CFA (Priority 3)	90 per cent dispatched within benchmark	8	91.00%	0	88.20%	9	88.70%

2 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented. However, Ambulance service the standard is applied to Metropolitan Service Delivery only.

3 ESTAs services are provided Statewide and the figures displayed reflect Statewide activity and performance against the standard as presented. However, prior to the 2016/17 FY, the Victoria Police standards applied to Metropolitan Service Delivery only.

Call answer percentiles	Count	AvgCAS	MAX CAS	50th Percentile	80th Percentile	90th Percentile
CFA EMERGENCY	34,346	4.1	456	1	2	2
CFA Enquiry	201,790	1.4	187	1	2	2
CFA Op/Field	1873	6.8	143	5	7	10
ERTCOMM	884,756	6.4	462	1	2	14
FRV EMERGENCY	23,912	4.2	386	1	2	2
FRV Enquiry	-	-	-	-	-	-
FRV Op/Field	1477	5.8	104	4	6	8
NETCOMM	190,083	11.5	3470	3	4	5
VICSES Op/Field	32,409	11.8	1566	5	10	16
VICSES STORM	36,310	150.5	3855	2	57	450
VP EMERGENCY	1,412,496	5.9	2194	1	2	13

Dispatch percentiles	Count	AvgTTD	MAX_TTD	PC50	PC80	PC90
FRV						
Phone Events	10,909	91.0	11,018	73	111	145
Alarms	15,405	11.1	31,559	7	9	11
Other Agency	24,334	38.6	26,045	19	31	43
EMR	9327	8.4	549	7	9	10
ERTCOMM STATEWIDE						
CODE 1	311,712	114.7	299,470	100	136	164
CODE 2	232,811	164.8	293,873	127	201	265
VICPOL STATEWIDE						
Priority 1	128,590	59.2	42,204	36	80	120
Priority 2	833,247	148.0	82,559	85	220	331
Priority 3	404,028	248.2	58,505	134	461	692
VICSES						
P1 - Other Agency	2916	44.0	2270	23	45	63
P2 and 3 - Other Agency	11,782	164.2	7727	37	102	331
P2 and 3 - Urban	18,246	305.7	9290	216	322	465
P2 and 3 - Rural	5875	277.6	5866	213	317	422
CFA						
P1 Urban - Phone	4333	78.9	545	66	100	126
P1 Rural - Phone	4138	96.4	777	80	129	167
Alarms	2861	7.8	82	7	9	10
Other Agency	12,183	39.4	10,234	21	37	52
EMR	121	9.4	112	7	9	11
P3 Urban - Phone	1588	129.1	6043	91	138	186
P3 Rural - Phone	1133	123.9	1580	100	159.6	206

Sundry events	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
AV Code 1 Events	272,960	279,819	295,702	303,405	311,712	Based on IGEM Code 1, code 1 implies lights and siren's emergency ambulance response
Police Pursuits	859	658	467	496	417	Based on SP or TP POLICE TYCOD
Cardiac Events	8016	8758	8991	8945	8304	Based on Card 9 Events ERTCOMM Report
Burnoffs Regd	96,437	100,623	112,700	171,124	179,149	FSV Burnoffs CAD9 function
Assist with babies born	109	116	110	127	141	Baby born Event Report

MMR radio calls

Agency	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 % Change	CAGR %
Ambulance Victoria	5,325,844	5,828,435	8,779,387	12,981,143	6,895,287	-46.88%	6.67%
Metropolitan Fire Brigade	1,398,821	1,507,935	2,258,758	2,826,612	1,499,483	-46.95%	1.75%
Victoria Police	13,594,628	14,099,906	14,542,281	15,177,355	14,621,209	-3.66%	1.84%
TOTAL Calls	20,319,293	21,436,276	25,580,426	30,985,110	23,015,979	-25.72%	3.16%

MDN transactions

Transaction Type	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 % Change	CAGR %
CAD – Ambulance Victoria	512,668	533,571	548,437	557,308	572,384	2.71%	2.79%
CAD – Victoria Police	2,030,132	2,081,368	2,036,650	506,790	0	-100.00%	-100.00%
LEAP inquiries	8,817,130	9,444,769	9,332,351	2,367,187	0	-100.00%	-100.00%
Sheriff's Office	6,371	3,114	0	0	0	0%	-100.00%
TOTAL Transactions	11,366,301	12,062,822	11,917,438	3,431,285	572,384	-83.32%	-52.63%

EAS messaging volumes

Message Priority	2016-17	2017-18	2018-19	2019-20	2020-21	2020-21 % Change	CAGR %	2020-21 Delivery Success
Emergency	443,927	486,853	514,438	524,636	536,826	2.32%	4.86%	100.000%
Non-Emergency	832,120	747,920	721,255	764,192	785,332	2.77%	-1.44%	100.000%
Administrative	125,155	288,918	186,024	138,871	89,292	-35.70%	-8.09%	100.000%
TOTAL Messages	1,401,202	1,523,691	1,421,717	1,427,699	1,411,450	-1.14%	0.18%	100.000%

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Emergency Services Telecommunications Authority
33 Lakeside Drive Burwood East VIC 3151
P: 03 8656 1200
www.esta.vic.gov.au



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