

# Annual report

2022–2023



**ESTAR 000**

Saving Time Saving Lives

ESTA's Annual Report provides the government and the public with insights into our services, celebrates the dedication of our employees, records our key initiatives and outlines how we've met statutory requirements. Download it from [esta.vic.gov.au](http://esta.vic.gov.au)

ESTA respectfully acknowledges the Traditional Owners of the Country throughout Victoria.

We pay our respects to Elders, both past, present and emerging. We recognise and embrace the fact that Aboriginal Peoples are connected to the oldest, continuous history.

## Responsible body's declaration

As per the *Financial Management Act 1994*, I am pleased to present the Emergency Services Telecommunications Authority (ESTA) Annual Report for financial year 2022–23.



Mary Delahunty  
**Acting ESTA Chair**

ESTA 0000



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# Chair and Chief Executive Officer's foreword

Community service and compassion sits at the heart of our organisation. The impact of the pandemic on our service provision has been significant but this has not affected our resolve in building organisational capability. In 2022–23, our focus on improving the delivery of critical triple zero (000) services in Victoria remained at the fore.

We worked hard to improve our service to the Victorian public. In August 2022 we met our monthly Ambulance call answer performance targets, the first time since November 2020. We continued to meet these targets for the remainder of 2022–23.

Thanks to our growing workforce, including 127 new frontline operational call-taking and dispatch (CTD) full-time equivalent (FTE) employees, we have continued to perform well against CTD benchmarks, and benchmarks for police and fire services were met as well.

While community-driven demand for triple zero services remained at record levels, we answered almost 2 million 000 emergency calls for assistance, or more than 5,450 a day – a 3 per cent increase from the already heightened demand experienced in 2021–22 during the pandemic.

Our dedicated people, continued to work tirelessly to deliver critical reforms, explore new opportunities to enhance our workforce capacity and capability, and align our practices with those across the emergency management sector. Importantly, we continue to focus on better health, safety, wellbeing and improved overall experience for our expanding workforce, including a broad suite of activities to enhance support services and enable a safety culture.

Over the last year, ESTA leveraged the passion of our workforce to drive a service culture that is supported by renewed systems and processes that target mitigation, planning, preparedness, response and recovery. We worked collaboratively with our emergency services organisation (ESO) partners to provide field communications support in major emergencies, identify and respond to system-wide challenges, implement technology enhancements and progress government-funded priorities, including the ESTA Reform Program, Mental Health and Public Intoxication reforms.

In May, as part of the 2023–24 budget, we secured funding for a next-generation computer aided dispatch (CAD) system. This will improve interoperability, productivity and reliability of the 000 service to the community, increase emergency call handling capacity, and support improvements to operational response times.

With our reform journey well under way and already realising community benefit, we want to acknowledge that this would not have happened without the hard work and dedication of our people. Especially our Emergency Communications Officers (ECOs), who have strived to restore community confidence that, 'the frontline of the frontline' will be there to connect them with the emergency services help they need, when they need it.

We would also like to thank our Authority members, Executive team, ESO partners, the Victorian Government and the people of Victoria for their continued support throughout year.



Mary Delahunty  
Acting ESTA Chair



Debra Abbott APM  
CEO



# About ESTA

## Our role and function

ESTA is a statutory authority established under the *Emergency Services Telecommunications Act 2004* (ESTA Act).

We're the critical link between the Victorian community and Victoria's ESOs, which include:

- ▶ Ambulance Victoria (AV)
- ▶ Victoria Police (VP)
- ▶ Fire Rescue Victoria (FRV)
- ▶ Country Fire Authority (CFA)
- ▶ Victoria State Emergency Service (VICSES).

We deliver Victorians an emergency triple zero (000) and non-emergency CTD service 24/7, every day of the year.

ESTA works with ESOs to respond to sensitive, time-critical and life-dependent emergencies. In 2022–23, we answered 2.7 million calls for assistance, that's a call every 11–12 seconds or approximately 7,400 each day.

ESTA also manages the provision of advanced, operational communications for Victoria's emergency services, in addition to the provision of enabling services including technical support, operational communications provide real-time communication, information, and intelligence exchange between ESTA and ESOs. This supports event and incident management and ESO response and personnel in the field.

ESTA's integration of emergency services communications is unique in Australia and reflects the Victorian Government's vision for coordinated emergency management with:

- ▶ aligned strategies
- ▶ planning and investment across emergency service agencies
- ▶ unified information and communication systems.

ESTA's uniqueness extends to its workforce profile, more than 70 per cent of the frontline workforce is female. Gender equality is prevalent across all roles, including senior leadership, with females representing the majority of ESTA's Executive Leadership Team.

ESTA supports collaboration, interoperability and facilitates multi-agency response and event management across the emergency management sector. With our services and support, emergency responders aim to provide the critical emergency services Victorians need, when they need it.

ESTA also provides Emergency Management Victoria (EMV) and our ESO partners major emergency management and event support. This helps all of Victoria prepare, respond and recover from critical events and emergencies.



## Our purpose



**Connecting** Victorians with the **emergency services** help they need, **when they need it.**

## Our vision



To be a **high-performing** team, **trusted** by the **community** and our **partners**, to **deliver** the right **emergency response.**

## Our values



ESTA's **values** and **Code of Conduct** are based on the seven **core public sector** values of:

- **responsiveness**
- **integrity**
- **impartiality**
- **accountability**
- **respect**
- **leadership**
- **human rights**

At ESTA we are:

**Bold. Kind. Better together.**



## Our services

We aim to keep our community safe by providing key services to Victorians and emergency service partners via three core services.

1. Emergency Communication Services (ECS)
  - Call-taking and Dispatch Services
  - Operational Communication Services
2. Emergency Communication Information Services (ECIS)
3. Emergency Management Services, in conjunction with EMV.

ESTA also delivers a range of communication network functions including the management of emergency markers for places without set addresses, like beaches, parks and trails.

The three core services are supported by advisory, corporate and operational support services including:

- people, capability and performance services
- quality, risk and assurance services
- legal services
- finance and commercial services
- resources and logistic services
- media, internal communications and public information
- governance, policy and planning services.

## Emergency Communication Services

ESTA's dedicated ECOs, our highly trained call-takers and dispatchers, work 24/7, 365 days to help Victorians when they need it the most.

Through various channels like triple zero, our ECOs connect with the Victorian community to handle emergencies and coordinate ESOs to dispatch help to address urgent, life-threatening emergencies.

ECS also supports ESOs with safety monitoring, logistical aid and ongoing communications.

ESTA's ECOs also deal with non-life-threatening calls like storms or floods and administers non-emergency patient transfers.





## Emergency Communication Information Services

ESTA's 24/7 Emergency Communication Information Services team helps ESOs respond to Victorians' needs.

The team's expertise maintains and improves ESTA's innovative technology-based services, information and intelligence data-sharing platforms, which allows for real-time communications between ESTA and ESOs. ECIS technology services include:

- telephony
- responder field radios
- secure statewide radio and data networks
- privacy/protection services of emergency data
- cyber and information technology security services.

This highly skilled team operate within a complex, statewide communication network. The network infrastructure and allied services supports numerous operational communications channels and intelligence systems, and includes the:

- Metropolitan Mobile Radio Service (MMR)
- Regional Mobile Radio (RMR) service
- Mobile Data Network (MDN)
- statewide Emergency Alerting System (EAS)
- Managed Device Service (MDS).

## Emergency Management Services

Emergency management focuses on preparedness, response and recovery for major events and emergencies.

Our service delivery includes critical activity and collaboration with partner agencies before, during and after emergencies. Our people liaise and work closely at national and state level including with the Victorian State Control Centre.

We also work with ESOs to deliver well planned, coordinated activities to resolve localised and large-scale emergency events and with our interstate partner agencies particularly on our state borders.



## ESTA service locations

Our three State Emergency Communications Centres (SECCs) have 1,050+ frontline employees providing 24/7 critical emergency communications services. These are located at:

- ▶ **Ballarat (BAL) SECC**  
15 Enterprise Grove, Mt. Helen, VIC 3350
- ▶ **Burwood East (THO) SECC**  
33 Lakeside Drive, Burwood East, VIC 3151
- ▶ **Williams Landing (WIL) SECC**  
107 Overton Road, Williams Landing,  
VIC 3027.

In December 2022, to cater for our required capacity expansion and new control room at the THO SECC, ESTA secured a new site, Wesley Court.

- ▶ **Wesley Court (WES) Support Office**  
Level 1, 12 Wesley Court, Burwood East  
VIC 3151.

**Wesley Court** provides the required **additional support capacity** to enable the **reliable delivery** of **services**.



# Strategic priorities and outcomes

ESTA's ongoing two-year Strategic Reform plan is expanding our capacity and capability to meet growing community needs. It also aims to reinforce our community purpose, the importance of our work and ongoing service delivery.

The plan has four strategic priorities and outcomes and is aligned to agreed emergency management sector outcomes.

## Our 4 strategic pillars

 <p><b>Capacity</b></p> <p>Greater capacity to respond to emergency events and deliver consistent services to the community</p> <p><b>Outcomes</b></p> <p>Safer, healthier and more resilient Victorians</p> <p>ESTA provides a critical link in Victoria's emergency services response to help save lives and prevent harm.</p> <p>We will continue to expand capacity to respond to emergency events and deliver our critical service effectively and efficiently.</p>	 <p><b>Capability</b></p> <p>Enhanced, intelligence-led information services that better enable emergency services response</p> <p><b>Outcomes</b></p> <p>Safe and secure delivery of triple zero services</p> <p>We need to ensure the critical technology that supports the triple zero service is future proof and secure without compromising reliability and security.</p> <p>Our information management capabilities and tools must meet the expectations of the community, our people and ESOs by securely sharing information and providing richer insights for strategic and operational decisions.</p>	 <p><b>Partnerships &amp; engagement</b></p> <p>A trusted, sustainable and integrated emergency management partner</p> <p><b>Outcomes</b></p> <p>Increased community and stakeholder confidence in triple zero services</p> <p>ESTA's emergency communications expertise contributes significantly to delivering better, more integrated and effective emergency services for Victoria.</p> <p>We will continue to work with government and sector partners to improve the governance and sustainability of ESTA's services and ensure we continue to provide a high-quality service as an integrated emergency management partner.</p>	 <p><b>People</b></p> <p>A unified and agile emergency services organisation that supports our people and reflects the community</p> <p><b>Outcomes</b></p> <p>Improved experience, better health, safety and wellbeing for our people</p> <p>We will design and implement a high-performance operating model that enables a unified and agile organisation to support our people and reflect the community we serve.</p> <p>We will create a safe and healthy workplace, with a strong focus on wellbeing, and emphasis on early intervention and prevention.</p>
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## Our governance

ESTA is responsible to Jaclyn Symes MLC, Minister for Emergency Services.

Our organisational structures and governance committees support our decisions and activities. We're accountable to government and the community, and subject to independent oversight and review.

### Corporate governance

ESTA's Board, created under the ESTA Act, oversees corporate governance and:

- sets our strategic direction
- oversees financial management
- monitors performance
- identifies significant business risks
- is responsible for ESTA's compliance and corporate governance.

We have five board committees supporting these responsibilities:

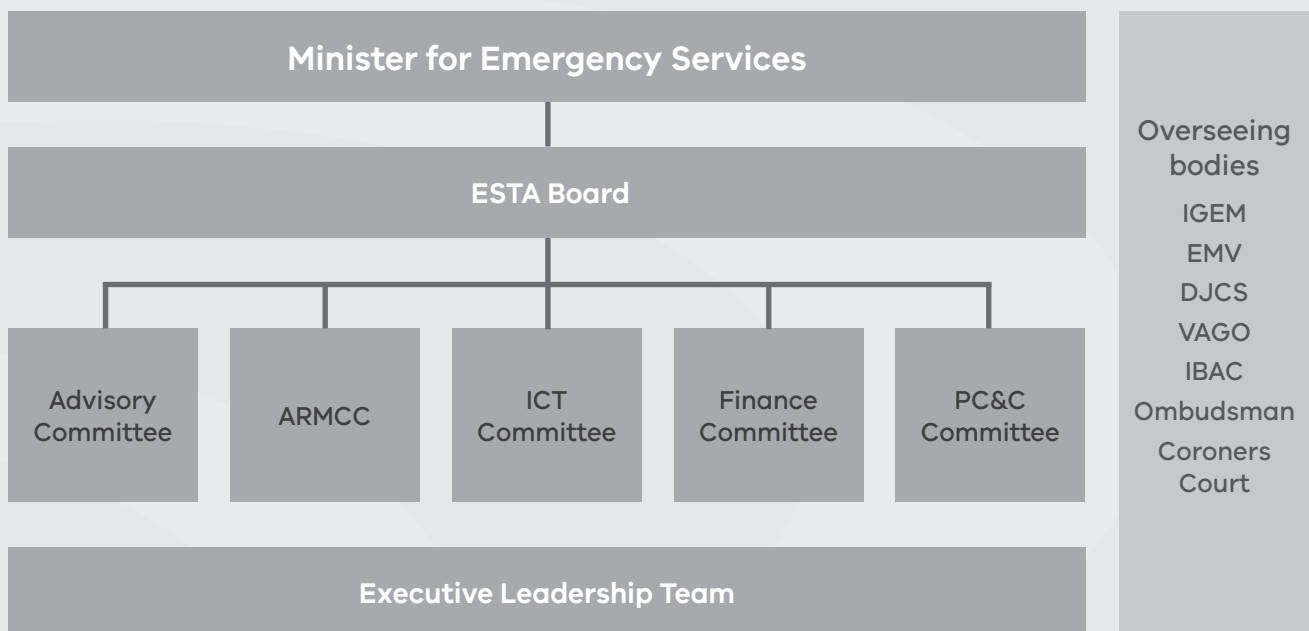
- Advisory Committee
- Audit, Risk Management and Compliance Committee (ARMCC)
- Information and Communications Technology (ICT) Committee
- Finance Committee
- People, Culture and Capability (PC&C) Committee.

ESTA's 2022–23 Board included:

- Ms Flavia Gobbo (Chair)
- Ms Siobhan Boyd-Squires (member)
- Ms Christine Collin (member)
- Ms Mary Delahunty (member)
- Ms Fiona Green (member)
- Mr Paul Henderson (member)
- Mr Chris Altis (member)
- Dr Angela Williams (member).

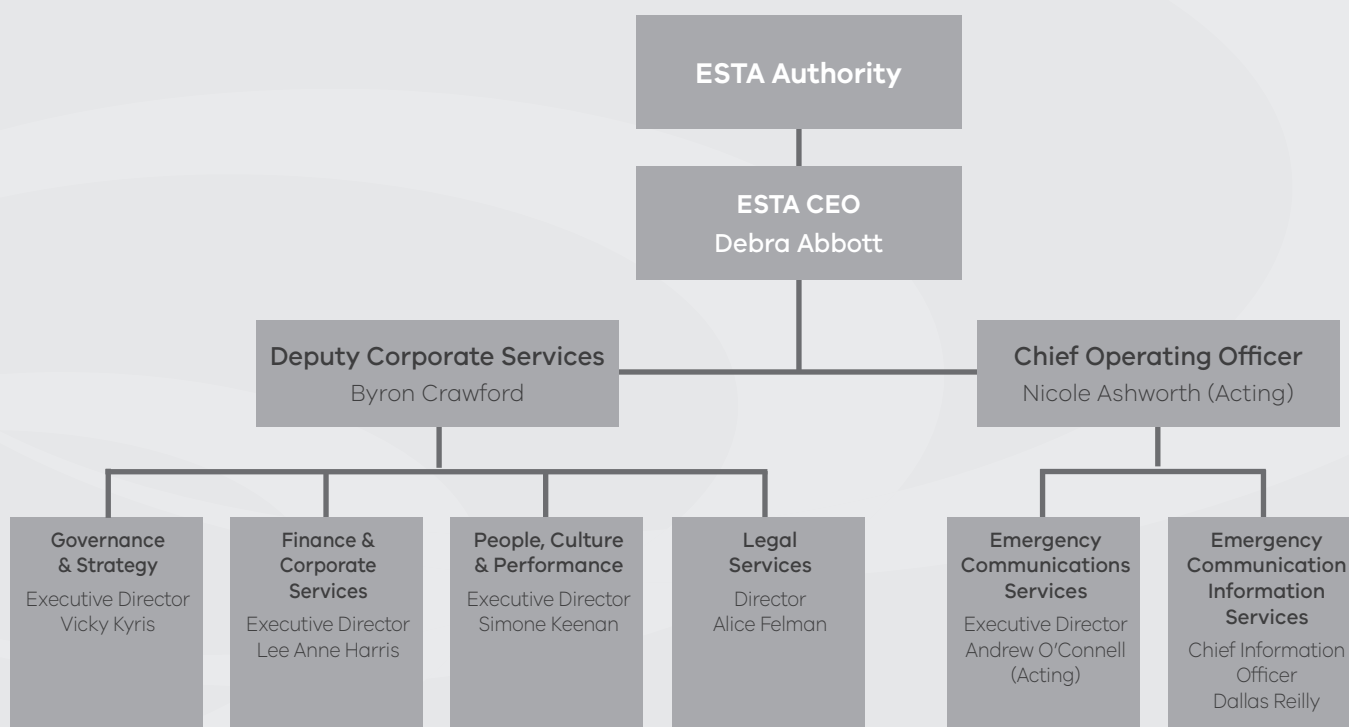
See other disclosures pages 48–50 for more.

## Corporate governance



# Organisational structure as at 30 June 2023

## Executive Leadership Team



### Chief Executive Officer

ESTA's Chief Executive Officer (CEO) Debra Abbott has overall responsibility for managing ESTA.

The CEO reports to the ESTA Board and regularly engages with the Minister for Emergency Services, as well as senior officers of the Department of Justice and Community Safety (DJCS), EMV, and heads of Victoria's emergency service agencies.

The CEO manages ESTA with the assistance and advice of the Executive Leadership Team.

### Deputy Corporate Services

One of two direct reports to the CEO, the Deputy Corporate Services has broad responsibility for strategic, corporate and support functions including:

- cyber security and information management
- finance, payroll, and commercial services
- governance, risk, internal audit, and compliance
- legal services and information access
- media, communications, and stakeholder relations
- people, culture, and performance
- strategy and policy.

The Deputy Corporate Services is also accountable for delivery of agreed organisational reform and transformation initiatives, organisational sustainability, and enterprise agreement processes.

### Chief Operating Officer

The second direct report to the CEO, ESTA's Chief Operating Officer (COO) plays a vital role in ensuring the efficient and effective functioning of emergency communication services for ESTA and the broader emergency management sector.

The COO is responsible for:

- all frontline operations of emergency communication response
- the technological infrastructure and information pathway that supports emergency communication services
- key operational and strategic executive partnerships across the government and emergency management sector.



# Our people



ESTA's employees are deeply committed to serving their community and are some of the sector's most dedicated and highly skilled.

Our safe, inclusive workplace and culture, promote individual mental health and reflect the diverse community that we serve.

We believe it's critical to have the capacity and capability to operate effectively and to understand and connect with the community.

## Workforce overview

ESTA's 1,203 FTE employees include a frontline primary operational CTD team – the frontline of the frontline – backed by our advisory, corporate and operational support teams. Additional Victorian government funding saw an increase of 217 new FTEs in 2022–23, including 127 new frontline operational CTD FTEs.

To support our growing frontline workforce, ESTA has expanded and enhanced the following operational support functions:

- ▶ Quality Assurance
- ▶ Operational support (Service design and rostering/logistics)
- ▶ Learning Centre trainers
- ▶ ECS service designers
- ▶ Emergency Communications Management
- ▶ Emergency Management
- ▶ ECIS technical specialists.

This has significantly improved our frontline CTD team support and emergency management capability, see page 36 for detailed emergency management enhancements and page 41–43 for detailed comparative workforce information.

Table 1: Paid FTE of all active ESTA employees in the last full pay period of the 2022–23 financial year compared with the previous two financial years.

EMPLOYEES (FTE)	JUNE 2023	JUNE 2022	JUNE 2021
Frontline operational	875	748	680
Support/Senior executive <sup>1</sup>	328	238	215
<b>Total</b>	<b>1,203</b>	<b>986</b>	<b>895</b>

1. Support employees include operational support roles, who work 24/7, and maintain operational skills to support response in surge situations.

## Training

The Victorian Registration and Qualifications Authority (VRQA) has renewed ESTA's status as a Registered Training Organisation (RTO) through to 2026. As an RTO, ESTA ensures our courses adhere to VRQA's standards and guidelines, guaranteeing consistent and high-quality training as per VRQA vocational education and training courses.

During 2022–23, ESTA progressed the uplift of the ESTA Learning Centre (ELC) to provide more training without reducing frontline employee availability. This will increase our overall training capacity and improve how we prepare and integrate new frontline call-takers.

The ELC offers flexible learning options. Whether prospective ESTA applicants want traditional classroom settings or need more flexible study schedules, we're committed to mentoring and supporting learning and development opportunities via multiple training pathways.

In 2022–23, ESTA welcomed 440 new call-takers, a 368 per cent increase over 2020–21's induction rate, prior to significant government investment in ESTA. This considerable growth in training and induction showcases our commitment to strengthening our frontline team.

The significant expansion of our trainee pipeline was required to support the expansion in our frontline workforce and account for forecast regular employee turnover. See pages 42–45 for a comprehensive look at our workforce trends. This considerable growth in training and induction was a significant achievement and showcases our commitment to strengthening the delivery of emergency communication services to the community.

The significant new starter numbers have dramatically changed ESTA's tenure profile. As at 30 June 2023, ESTA's break down for call-takers in their first 12 months of service was:

- Ambulance more than 70 per cent
- Police more than 50 per cent
- Fire more than 45 per cent.

## Accreditation qualification

In 2022–23, ESTA updated accreditation qualifications awarded through CTD training. Employees now earn a nationally recognised qualification in *Public Safety – Emergency Communications Centre Operations*:

- Call-taker accreditation changed from 22456VIC Certificate II in Emergency Communications to PUA30819 Certificate III in Public Safety.
- Dispatcher accreditation changed from 22457VIC Certificate III in Emergency Communications to PUA30819 Certificate III in Public Safety.

The official certificate is provided at the final 12-month assessment. During this time, mentors support call-takers on the floor.

The following graphic shows the phases that new call-takers follow to become certified.



## Becoming an ESTA call-taker



### Accreditation qualification statistics tables

The following tables provide detail of CTD training. On completing their 12-month assessment they are officially accredited. The in-progress cohort are at different phases of the training pathway.

Table 2: ESTA call-taker training – Accredited training to provide skills and knowledge required of a person undertaking the functional role of an ESTA call-taker.

AGENCY	ENROLLED (TOTAL)	IN PROGRESS (ACTIVE/COMPLETED)	CANCELLED (UNSUCCESSFUL /WITHDRAWING)
Ambulance	231	176	55
Police	158	136	22
Fire	51	44	7
<b>Total</b>	<b>440</b>	<b>356</b>	<b>84</b>

Table 3: ESTA dispatcher training – Accredited training to provide skills and knowledge required of a person undertaking the functional role of an ESTA dispatcher.

AGENCY	ENROLLED (TOTAL)	IN PROGRESS (ACTIVE/COMPLETED)	CANCELLED (UNSUCCESSFUL /WITHDRAWING)
Ambulance	81	79	2
Police	62	58	4
Fire	16	15	1
VICSES	4	4	0
<b>Total</b>	<b>163</b>	<b>156</b>	<b>7</b>

Table 4: HLTAID009 Provide Cardiopulmonary Resuscitation (CPR) enrolments – accredited training to provide skills and knowledge required of a person undertaking the Emergency Medical Dispatch recertification for International Academies of Emergency Dispatch.

ENROLLED	ACTIVE	COMPLETED	CANCELLED
104	30	74	0

## People, Culture and Performance Framework 2023–26

The People, Culture and Performance Framework 2023–26 (PCP Framework) sets out the actions and outcomes required to fully support ESTA’s current and future workforce strategies. It outlines a multi-tiered approach to people, culture and performance across workforce design, capability and experience.

ESTA’s inclusive workplace embraces and promotes diversity. The PCP Framework’s activities and initiatives deliver accessibility for everyone.

### Gender equality and inclusion

#### Our profile

Our inclusive workplace values equal opportunity and diversity and mirrors the communities we serve. Better awareness and practices keep it safe, flexible and accessible. It fosters unity, encourages learning and growth, and empowers excellence in delivering essential community services.

ESTA’s overall workforce is more than 70 per cent female, unique compared to other ESOs. As at 30 June 2023, our frontline workforce had 780 females from a total headcount of 1,073 (72.3 per cent).

#### Women in leadership

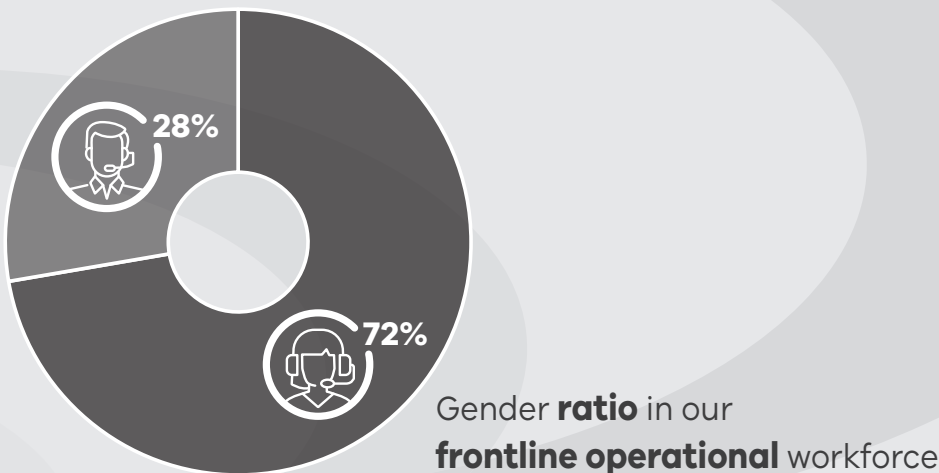
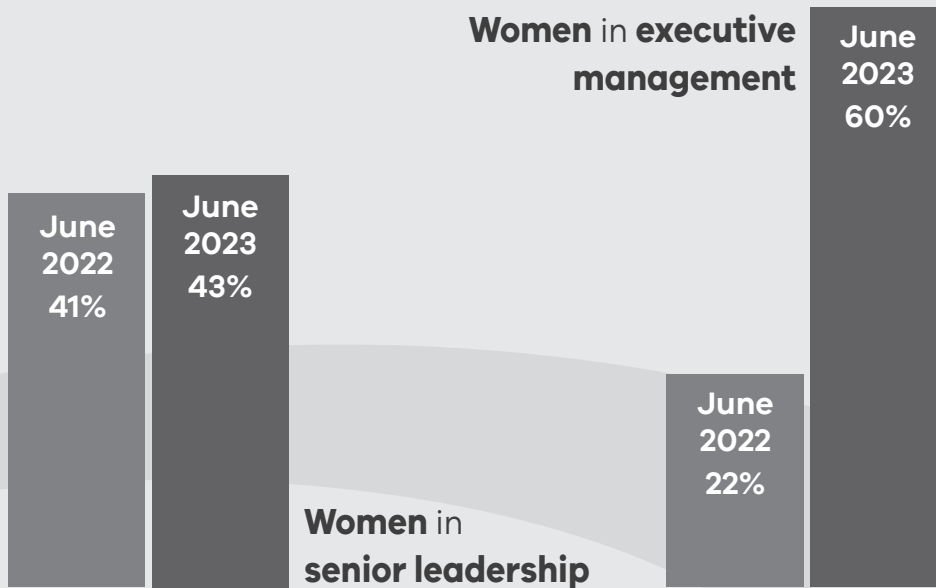
As per the *Gender Equality Act 2020*, ESTA’s aim is for at least 50 per cent females in senior leadership roles. We’ve already exceeded this goal with six females in our nine member Executive Leadership Team.

ESTA slightly increased gender representation in senior leadership from 41 per cent 2021–22 to 43 per cent in 2022–23. Significantly, executive manager positions grew from 22 per cent female in July 2022 to 60 per cent in June 2023.

ESTA’s Gender Equality Action Plan will be monitored against an evaluation framework until 2025. Its key objectives include:

- attract and recruit more women
- more diversity
- more gender equality and intersectional representation in career development and progression opportunities, especially in senior leadership.

## Gender diversity



### Occupational health, safety and wellbeing

ESTA is committed to ensuring the health, safety and wellbeing of our:

- community
- employees
- sector partners
- visitors.

The three goals of ESTA's Organisational Health and Safety Strategy 2022–24 to lift performance and excellence in health and safety culture are:

- safety leadership and excellence
- risk and injury prevention
- safety system improvement.

This Strategy commits us to pro-actively managing risk, preventing injury, and enabling a recovery and safety culture with health, safety and wellbeing at the core of all our decisions. It makes everyone a safety leader, ensuring we return home, safe and healthy every working day.



## Health and Safety Strategy goals

### Safety leadership and engagement



We build **safety leadership capability** and **culture** throughout the **ESTA community**.

### Risk and injury prevention



We understand our **hazards** and **risks**, and **prevent** the occurrence/re-occurrence of **workplace injuries** and **illnesses** through **targeted interventions**.

### Safety system improvement



We **strengthen** and **streamline** our **procedures**, **guidelines** and **processes** to **enhance** the **end-user** experience.

ESTA retained its focus on building awareness and visibility of wellbeing information and resources as part of promoting our Mental Health and Wellbeing Plan 2020–24. We launched the Hello Wellbeing campaign, supported by a newly formed internal Wellbeing Team.

Additionally, we continued enhancing the support services we provide to frontline operational employees. This included more onsite EAP services to help decrease the frequency and severity of occupational health and safety incidents that result in injury.

The pro-active wellbeing checks program, available to ECS and Support Office employees, continued.

Our internal peer support program was strengthened by further expanding the number of frontline employees who are trained as Peer Support Officers (PSOs), now over 70 trained PSOs, who provide accessible and proactive support to their frontline colleagues.

#### COVID-19 wellbeing response

Our COVID-19 safety response was based on Department of Health (DoH) advice and updated with changing pandemic regulations.

We updated our procedures and had a specialised COVID-19 contact tracing team. With pandemic regulations now over, we're returning to our standard infection control practices.

#### Incident management

The Health and Safety Strategy's focus on preventing injuries and protecting employees, reduced lost time injury (LTI) incidents and halved (13) lost time standard claims. We'll continue our efforts to reduce the lost time injury frequency rate (LTIFR).

See page 47 for more health and safety indicators.





## Employment conditions and workplace relations

Employee terms and conditions are governed by legislation, enterprise agreements and ESTA's policy.

Frontline operational and support employees have dedicated enterprise agreements:

- ▶ the ESTA Operational Employees Enterprise Agreement 2019 covered frontline CTD operations employees (nominal expiry date of 30 June 2023)
- ▶ the ESTA Support Office Enterprise Agreement 2021 covers support employees (expiry date of 30 June 2025).

On 23 December 2022, the Victorian Government provided approval for ESTA to commence bargaining to progress towards a replacement agreement for the Operational Enterprise Agreement 2019. Bargaining commenced in early 2023, with negotiations continuing into 2023–24. Current agreements remain in place until a new Agreement is entered into.

As part of maximising our post-COVID-19 workforce, ESTA and our unions settled on a revised memorandum of understanding (MoU) focused on:

- ▶ positioning ESTA to adapt well to evolving demands
- ▶ expanding our onboarding capacity
- ▶ wellbeing to reduce stress
- ▶ incentivising flexibility to meet demand while maintaining employee wellbeing.

## Culture and capability

Our new PCP Framework reflects past lessons from and recommendations in key documents like Graham Ashton's 2022 *ESTA Capability and Service Review: Final Report* and the 2022 Inspector-General for Emergency Management (IGEM) *Review of Victoria's performance in answering emergency ambulance calls*.

### Leadership capability uplift

Throughout 2022–23, ESTA delivered customised leadership programs for emerging, frontline and senior leadership, in partnership with Melbourne Business School. The first cohorts graduated at the end of 2022.



Work continues to further build and bolster leadership capacity and capability through development of an Integrated Leadership Capability Framework and Talent Development Framework. Further leadership development programs will be run in 2023–24, including the use of a leadership effectiveness improvement diagnostic.

### **New Manager Induction Program**

As we expand our capacity, we're also building our supervisory structures and leadership coverage. A custom-designed induction program provides frontline leaders with fundamental knowledge and technical skills for navigating ESTA and managing teams. All new ECS assistant team leaders and managers have completed the program, and we have plans for similar organisation-wide training.

### **Employee engagement**

The 2022 Victorian Public Service (VPS) People Matter Survey had a 68 per cent completion rate. Key findings included:

- high employee engagement and pride in their work
- strong perceptions of collaboration across teams
- positive employee sentiment towards manager support
- strong diversity and inclusion values
- opportunities for workload improvement
- opportunities for improvement in perception of senior leadership
- opportunities for improvement in career development.

After the 2022 results, we created organisational and individual department action plans.

Our 2023 People Matter Survey had a 74 per cent completion rate, up 9 per cent from 2022. ESTA will use the results to drive progress by reassessing and updating our enterprise and departmental cultural action plans.

## **Reward and recognition**

ESTA's PCP Framework Workforce Experience theme outlines plans supporting 'moments that matter' for our workforce.

A key domain of ESTA's Workforce Experience is reward and recognition. This means promoting and celebrating high performance, innovation and outstanding contribution to ESTA, and meeting community needs through formal, informal, and everyday recognition and reward programs.

ESTA's annual awards process recognises our people's achievements and commitment.



**Bold. Kind. Better together.**



# Our performance

ESTA's 24-hour triple zero emergency CTD service links the community and Victoria's emergency services.



## Performance snapshot 2022-23

**2.7 million** calls answered  
(almost **2 million** via **000**)

**~7,400** calls per day  
(or one every **11-12 seconds**)

**2.2 million** events  
dispatched (including almost  
**400,000** ambulance **code 1**  
'lights and sirens' **emergency**  
events)

See Appendix C on page 112 for more CTD statistics.

## IGEM performance monitoring and assurance

IGEM conducts year-round assurance activities to assess ESTA's non-financial performance of ESTA's emergency CTD services.

IGEM monitors ESTA's performance against standards for CTD operations. ESTA reports monthly against both qualitative and quantitative standards for its statewide services. Performance is aggregated over the calendar month, not average daily performance.

ESTA's performance standards have benchmarks for CTD services to:

- AV<sup>1</sup>
- VP
- FRV
- CFA
- VICSES.

The figures and tables following reflect statewide activity and performance against the respective determined standard.

*1. For AV, the performance standard only applies to metropolitan service delivery. Statewide performance reporting is based on the metropolitan standard.*



# Call-taking performance



ESO



Benchmark



2022-23  
performance (%)



Yearly  
increase (%)



**AV**

Emergency

90% within 5 sec



+32.2

Non-emergency

90% within 30 sec



+9.3



**VP**

80% within 5 sec



+5.1



**FRV**

Emergency

90% within 5 sec



+1.0

Non-emergency/  
operational

90% within benchmark



+0.8



**CFA**

Emergency

90% within 5 sec



+2.0

Non-emergency/  
operational

90% within benchmark



+1.1



**VICSES**

Emergency

90% within 20 sec<sup>1</sup>



+22.7

Non-emergency/  
operational

80% within 20 sec



+0.8

 Met benchmark

 Did not meet benchmark

1. Call activity to the VICSES storm queue is extremely dynamic – bad weather usually sees calls surge and the limited notice can drive monthly non-compliance. October and November 2022 saw significant storms and accompanying floods challenge all emergency services.

Table 5: Standards for the performance of ESTA in delivering services to the agencies as defined by IGEM (monthly compliance).

AGENCY	CALL TYPE	CALL ANSWER		DISPATCH	
		STANDARD	EVENT TYPE	SUB-MEASURES TARGET TIME	STANDARD
<b>AV</b>	Emergency calls		<b>Code 1</b>	NA	
	– Primary measure	90% in 5 sec	Primary measure		90% in 150 sec
	– Secondary measure	95% in 30 sec	Secondary measure		95% in 250 sec
	Non-emergency calls		<b>Code 2</b>		
	– Primary measure	90% in 30 sec	Primary measure		90% in 300 sec
	– Secondary measure	95% in 60 sec	Secondary measure		95% in 500 sec
<b>VP</b>	Emergency calls		<b>Priority 1</b>	NA	
	– Primary measure	80% in 5 sec	Primary measure		80% in 160 sec
	– Secondary measure	95% in 60 sec	Secondary measure		90% in 240 sec
			<b>Priority 2</b>		
			Primary measure		80% in 300 sec
			Secondary measure		90% in 715 sec
			<b>Priority 3</b>		
			Primary measure		80% in 900 sec
			Secondary measure		90% in 1,260 sec
	<b>FRV</b>	Emergency calls	90% in 5 sec	<b>Priority 1</b>	
Operational calls		90% in 20 sec	Telephone event	in 120 sec	
Non-emergency calls		90% in 30 sec	Automatic alarm	in 28 sec	
			EMR <sup>1</sup>	in 28 sec	
			Other agency event	in 60 sec	
<b>CFA</b>	Emergency calls	90% in 5 sec	<b>Priority 1</b>		90% overall compliance from aggregated sub-measures – P1s
	Operational calls	90% in 20 sec	Urban telephone event	in 120 sec	
	Non-emergency calls	90% in 30 sec	Rural telephone event	in 190 sec	
			Automatic alarm	in 28 sec	
			EMR	in 28 sec	
			Other agency event	in 60 sec	
			<b>Priority 3</b>		90% overall compliance from aggregated sub-measures – P3s
			Urban telephone event	in 160 sec	
			Rural telephone event	in 230 sec	
<b>VICSES</b>	Storm emergency	90% in 20 sec	<b>Priority 1</b>	NA	90% in 60 sec
	Operational calls	80% in 20 sec	<b>Priority 2 &amp; 3</b>		90% overall compliance from aggregated sub-measures – P2&3s
			Urban event	in 460 sec	
			Rural event	in 460 sec	
			Other agency event	in 230 sec	

1. Emergency medical response.



## Quantitative CTD service performance

Impacts on performance in 2022–23

### Demand

In 2022–23, ESTA averaged over 5,450 emergency 000 calls a day, up 5.5 per cent from the pre-pandemic rate of 2020–21.

ESTA's performance is impacted by dynamically surging community demand for assistance via the triple zero emergency call service, especially for emergency ambulance services, and by AV operational capacity.

Sustained community demand resulted in ambulance call activity consistently reporting close to 3,000 calls per day, peaking at nearly 3,500 daily calls for ambulance assistance in December 2022, well above pre-pandemic call average of just 2,200. As Figure 1 below shows, December 2022 also recorded the highest ever monthly call volumes, at a sustained average of nearly 3,000 a day.

### People capacity

Throughout 2022–23, ESTA's focus was to utilise government investment to create greater frontline CTD capacity to respond to increasing community demand for our critical services.

We expanded our frontline CTD workforce by around 25 per cent (180 FTE) over 18 months (Figure 2).

The growth in FTE for emergency ambulance call-takers has improved ESTA's ability to meet record community demand for our services. Since August 2022 we have consistently met emergency ambulance call answer performance standards (Figure 3).

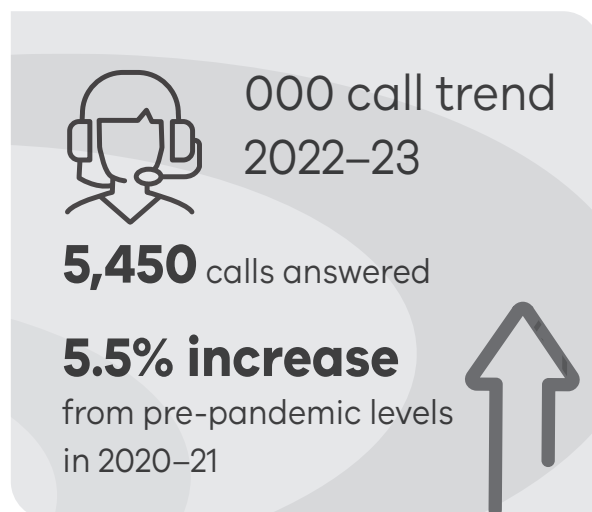


Figure 1: Ambulance emergency call activity.

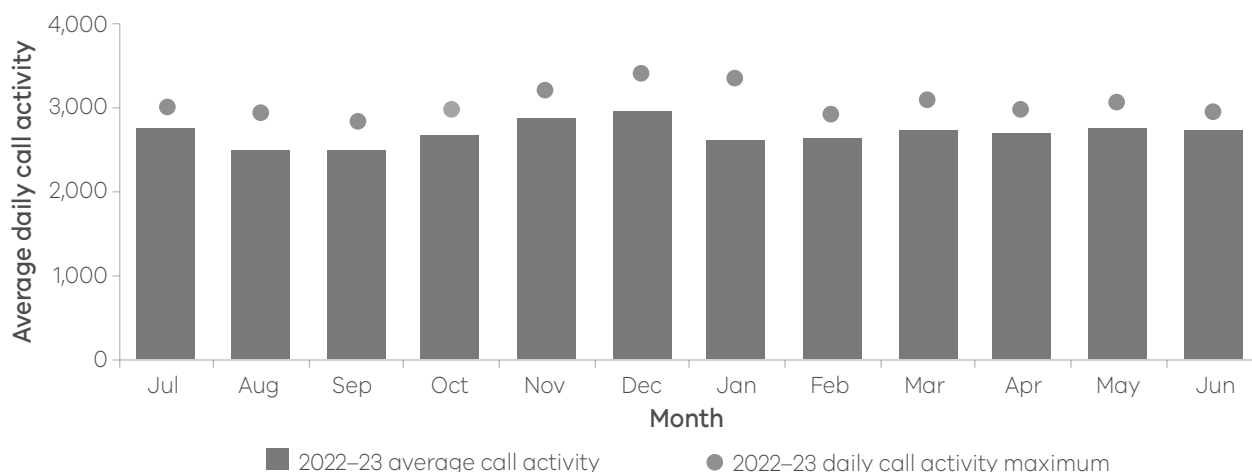
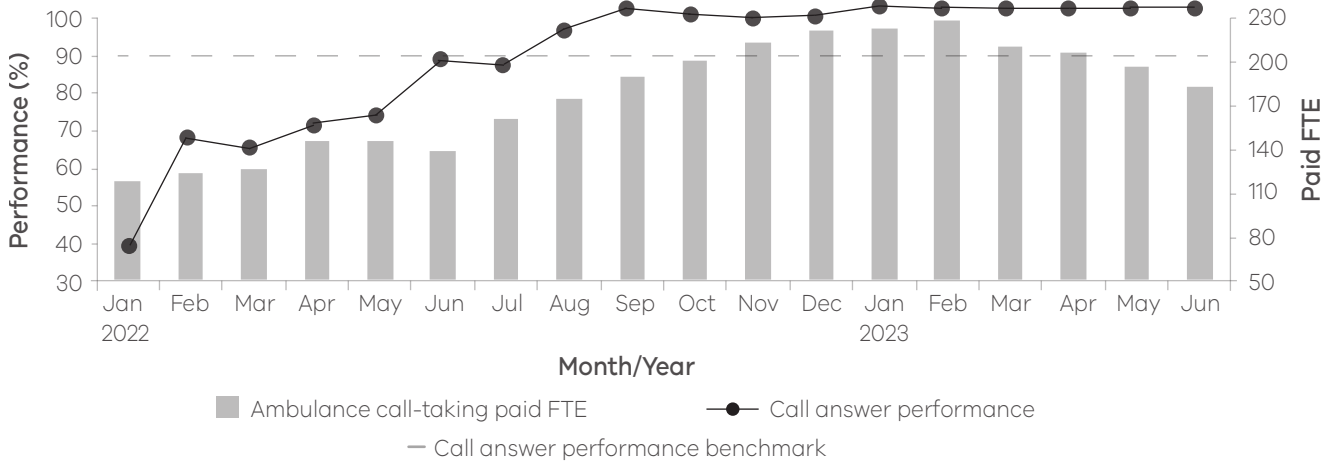


Figure 2: ESTA frontline CTD operational FTE profile.



Figure 3: Emergency ambulance FTE v call answer performance.



## Ambulance Victoria

Over 2022–23, ESTA:

- ▶ answered 96.4 per cent of emergency calls within 5 seconds, a 32.2 percentage point increase compared to 2021–22
- ▶ met the performance benchmark of answering 90 per cent of emergency calls within 5 seconds in 11 of the 12 months
- ▶ met the performance benchmark of answering ambulance non-emergency patient transport calls within 30 seconds in all 12 months
- ▶ dispatched 79.7 per cent of code one events across the state within the benchmark time of 150 seconds, a 3.0 percentage point decrease compared to 2021–22
- ▶ fell short of the benchmark of dispatching 90 per cent of code one events in 150 seconds in all months, (this was influenced by a range of factors, including increased call processing times due to a new cohort of inexperienced CTD employees, more complex events requiring additional triage to establish the most appropriate event classification and AV operational capacity)
- ▶ met the performance benchmark of dispatching 90 per cent of code two events within 300 seconds in seven of the 12 months.

Table 6: Ambulance emergency monthly statewide call answer performance 2022–23.

AV EMERGENCY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer performance (%)	<b>84.8</b>	92.8	98.3	96.8	95.9	96.7	98.8	98.7	98.4	98.7	98.7	98.7
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2022–23 call activity	85,635	77,392	74,928	82,209	85,873	91,266	80,456	73,862	84,174	80,750	85,318	81,246

*Bold text indicates call answer performance did not meet IGEN performance standards.*



## Victoria Police

Over 2022–23, ESTA:

- ▶ answered 89.3 percent of calls within 5 seconds, a 5.1 percentage point increase compared to 2021–22
- ▶ met the performance benchmark of answering 80 per cent of police calls within 5 seconds every month
- ▶ dispatched 94.6 per cent of priority one events across the state within the benchmark time of 160 seconds, a 0.3 percentage point decrease compared to 2021–22
- ▶ met the performance benchmark for dispatch of priority one events within the benchmark time of 160 seconds every month
- ▶ met the performance benchmark for dispatch of lower priority two and three event classifications every month.

Table 7: Police monthly statewide call answer performance 2022–23.

VP	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer performance (%)	86.7	88.3	91.6	87.3	82.3	86.5	89.5	90.5	92.7	93.5	91.5	91.0
Performance benchmark (%)	80.0	80.0	80.0	80.0	90.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0
2022–23 call activity	95,787	98,226	102,223	113,030	109,168	119,004	116,953	105,949	117,576	108,535	105,783	105,119



## Fire Rescue Victoria and Country Fire Authority

Over 2022–23, ESTA:

- answered 95.6 percent of FRV emergency calls within five seconds, an increase of 1.0 percentage points from 2021–22
- answered 97.5 percent of CFA emergency calls within five seconds, an increase of 2.0 percentage points from 2021–22
- met the FRV performance benchmark of answering 90 per cent of emergency calls within 5 seconds every month
- met the CFA performance benchmark of answering 90 per cent of emergency calls within 5 seconds every month
- met the performance benchmark of answering non-emergency or operational fire calls every month
- met the FRV aggregated performance benchmark for dispatch of priority one events within the benchmark time every month
- met the CFA aggregated performance benchmark for dispatch of priority one events within the benchmark time every month
- dispatched 94.2 per cent of aggregated FRV priority one events within the benchmark time, a 1.0 percentage point increase compared to 2021–22
- dispatched 93.4 percent of aggregated CFA priority one events within the benchmark time, a 0.2 percentage point increase compared to 2021–22
- met the aggregated CFA priority three dispatch standard for five of the 12 months.

Table 8: FRV emergency monthly statewide call answer performance 2022–23.

FRV	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer performance (%)	98.6	97.9	99.1	96.8	96.2	91.4	92.3	93.3	95.7	96.5	96.0	98.8
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2022–23 call activity	1,535	1,594	1,459	1,954	2,062	2,642	2,717	2,370	2,292	1,986	1,830	1,744

Table 9: CFA emergency monthly statewide call answer performance 2022–23.

CFA	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer performance (%)	97.7	99.2	98.9	97.7	98.4	94.8	96.3	97.0	97.6	98.3	99.3	98.6
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2022–23 call activity	2,051	1,795	1,954	2,336	2,144	3,578	4,058	3,254	3,440	3,079	2,307	2,006

## VICSES

In 2022–23 ESTA:

- answered 83.6 percent of calls for the year within the 20 second benchmark, an increase of 22.7 percentage points from 2021–22
- met the SES performance benchmark of answering 90 per cent of emergency calls within 20 seconds in 10 of the 12 months
- dispatched 90.2 per cent of priority one events across the state within the aggregated benchmark time of 60 seconds, a 1.3 percentage point decrease compared to 2021–22
- met the aggregated performance benchmark for dispatch of priority one events within the benchmark time in six of the 12 months
- met the performance benchmark for answering non-emergency or operational calls every month
- met the aggregated performance benchmark for dispatch of lower priority two and three event classifications every month.

Call activity to the VICSES storm queue is extremely dynamic – bad weather usually sees calls surge and the limited notice can drive monthly non-compliance.

October and November 2022 saw significant storms and accompanying floods challenge all emergency services.

Over five days, at the peak of the emergency, ESTA received 10,677 storm emergency calls to the VICSES line (132 500), peaking at 4,252 on Thursday 13 October. This represented 10 per cent of all annual VICSES calls in one day.

Table 10: VICSES emergency monthly statewide call answer performance 2022–23.

VICSES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer performance (%)	97.8	94.6	98.1	<b>74.0</b>	<b>79.8</b>	90.5	91.6	98.9	97.7	98.4	97.1	98.7
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2022–23 call activity	1,114	2,177	1,496	20,469	6,667	2,679	2,717	1,813	1,865	1,519	1,351	1,691

*Bold text indicates call answer performance did not meet IGEM performance standards.*

## CTD quality performance

ESTA's Quality Improvement Team (QIT) oversees our quality assurance, with independent service delivery audits (SDAs) of emergency and non-emergency calls and dispatches. QIT reviews thousands of events a year to collect intelligence on quality drivers and trends. This supports a data-driven and targeted approach for continuous improvement for frontline CTD.

QIT reports monthly to IGEM on community and agency service delivery, potential adverse events and quality improvement performance.

Table 11: Standards for the performance of ESTA in delivering services to the agencies, as defined by the IGEM (monthly compliance).

AGENCY	MEASURES	2022-23 PERFORMANCE (%)	PERFORMANCE BENCHMARK (%)	
<b>AV</b>				
<b>Emergency</b>	<b>Call processing</b>			
	Accuracy of event location	99.6	99.1	
	Accuracy of event type	<b>96.8</b>	97.6	
	Accuracy of general event information	99.7	99.7	
	<b>Dispatch</b>			
	Accuracy of general event information	<b>99.1</b>	99.8	
	Appropriateness of allocated resources	<b>97.1</b>	97.9	
	Method of dispatch notification	100.0	100.0	
<b>Messaging</b>				
	Responsiveness to requests	99.4	99.2	
<b>Non-Emergency</b>	<b>Call processing</b>			
	Accuracy of NETCOMM event details	<b>99.4</b>	97.9	
	<b>Dispatch</b>			
	Appropriateness of allocated resources	100.0	100.0	
	Method of dispatch notification	100.0	100.0	
	Time of dispatch	<b>99.6</b>	100.0	
<b>Police</b>	<b>Call processing</b>			
	Accuracy of event location	99.2	85.0	
	Accuracy of event type	98.7	85.0	
	Accuracy of general event information	98.8	85.0	
	Adherence to VP structured call-taking	99.0	85.0	
	<b>Dispatch</b>			
	Accuracy of general event information	98.5	95.0	
	Allocation of appropriate resources	99.4	95.0	
	<b>Messaging</b>			
		Accuracy of processed messages	99.6	95.0
Responsiveness to requests	99.8	95.0		
<b>FRV</b>	<b>Call processing</b>			
	Accuracy of additional information	<b>95.7</b>	98.0	
	Accuracy of event location	<b>96.1</b>	98.0	
	Accuracy of event type	<b>97.0</b>	98.0	
	<b>Dispatch</b>			
	Appropriateness of allocated resources	99.3	98.0	
	<b>Messaging</b>			
		Accuracy of processed messages	99.7	98.0
Responsiveness to requests	99.8	98.0		
<b>CFA</b>	<b>Call processing</b>			
	Accuracy of additional information	<b>97.0</b>	98.0	
	Accuracy of event location	<b>96.1</b>	98.0	
	Accuracy of event type	<b>97.2</b>	98.0	
	<b>Dispatch</b>			
	Appropriateness of allocated resources	99.3	98.0	
	<b>Messaging</b>			
		Accuracy of processed messages	99.8	98.0
Responsiveness to requests	99.9	98.0		

*Bold text indicates performance did not meet IGEM performance standards.*

## Service delivery audits

ESTA implemented a new SDA platform in 2023, which replaced an audit platform that was no longer fit for purpose. ESTA's new SDA platform gives QIT:

- greater visibility to identify trends
- support for more in-depth analysis of CTD performance
- ways to identify better performance.

Its dedicated focus on supporting those who are inexperienced within our growing workforce, saw SDAs rise 15 per cent from 2021–22. Reintroducing a full-time auditor for the fire service line boosted their SDA completion, allowing for:

- more compliance checks
- pinpointing of minor issues
- finding areas to improve.

Overall compliance across all service lines reduced by 3.1 per cent. The compliance dip across all services was not surprising given the changing tenure profile of our growing CTD workforce, a larger proportion of inexperienced call-takers. Their expansion is helping meet growing community demand for ESTA services. The focus on supporting improvement opportunities is reflected by the spike in ambulance SDAs, the service with the largest growth in new call-takers.

We're backing our growing team with expanded frontline leadership and ELC capacity. This will help QIT provide additional coaching and address any identified areas for improvement.

Table 12: Number of SDAs and compliance rates.

KEY PERFORMANCE INDICATOR (KPI)	NO. OF AUDITS 2022–23	COMPLIANT <sup>1</sup> AUDITS (%) <sup>2</sup>	NO. OF AUDITS 2021–22	COMPLIANT AUDITS (%)
All SDAs	22,738	92.4	19,911	95.5
<b>Ambulance</b>				
Emergency call-taking	6,350	92.3	2,416	94.0
Emergency dispatch	1,310	91.0	944	94.9
Non-emergency call-taking	786	92.0	588	97.3
Non-emergency dispatch	306	98.4	231	98.7
<b>Police</b>				
Call-taking	3,901	92.8	6,081	96.2
Dispatch	4,437	94.7	4,310	95.9
<b>Fire</b>				
Call-taking	2,154	<b>83.3</b>	1,708	<b>89.8</b>
Dispatch	3,494	95.7	3,633	97.5

*Bold text indicates performance did not meet internal benchmarks.*

1. A compliant SDA is one where service performance improvement opportunities against all assessed criteria have not been identified.

2. ESTA's internal quality target is 90 per cent for all SDAs, which is used for internal benchmarking purposes only.



## Potential adverse events

Potential adverse events typically relate to service delivery performance. They are identified by ESTA, an emergency services partner or a member of the public.

ESTA received 433 agency-generated 'observation reports' in 2022–23, down 20 per cent from 2021–22. Our improvements to the observation report process is improving our overall service.

QIT reviews all cases and assigns one or more risk categories in line with IGEM's risk methodology. Events with a potential 'high' or 'critical' impact risk must be reported to IGEM. There were four potentially high-risk events this year, significantly less than 39 in 2021–22. Improved operational performance resulting in a reduction in call answer delays, has reduced events reported to IGEM significantly, back to pre-COVID-19 levels.

Table 13: Agency-generated observation report.

AGENCY	2022–23		2021–22	
	OBSERVATION REPORT COUNT	PERCENTAGE OF COUNT (%)	OBSERVATION REPORT COUNT	PERCENTAGE OF COUNT (%)
AV	55	12.70	36	6.65
VP	2	0.46	1	0.18
FRV	156	36.03	307	56.75
CFA	59	13.63	31	5.73
VICSES	161	37.18	166	30.68
<b>Total</b>	<b>433</b>	<b>100.00</b>	<b>541</b>	<b>100.00</b>



# 2022–23 year in review

Victorian Government investment in ESTA allows us to focus on providing effective and efficient CTD.

Post-pandemic, we have enhanced capacity and capability to deliver improved critical triple zero services for the community. This is greatly assisted by 217 new FTEs, including 127 frontline operational CTD FTEs.

During 2022–23, while managing record community demand for our triple zero, we also met our call answer performance benchmarks for all triple zero emergency service requests across ambulance<sup>1</sup>, police and fire services.

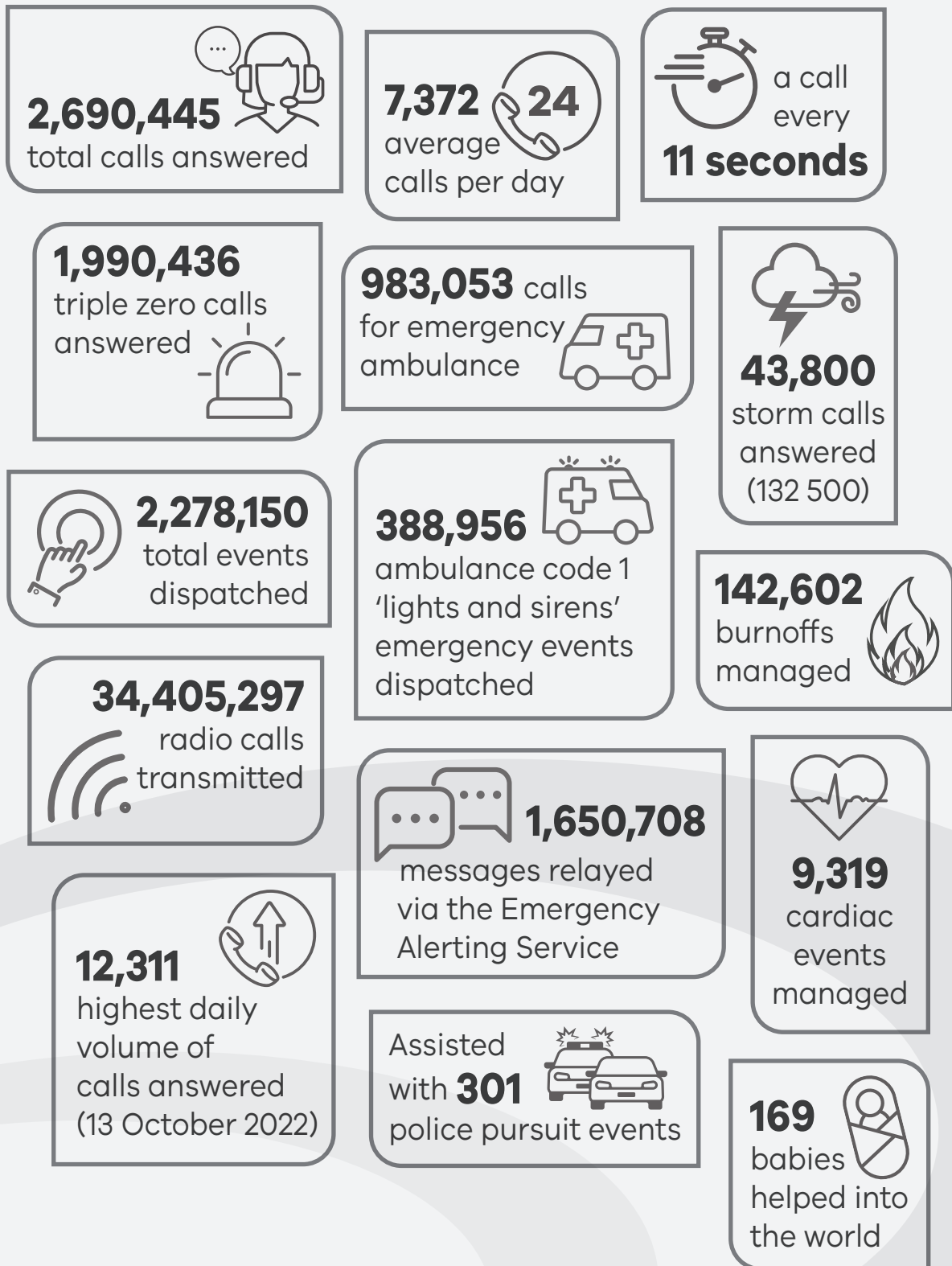
We made significant improvements to our critical ECS, keeping the community safer, healthier and more resilient. Key achievements for 2022–23 relate to:

- reviews, commissions and inquiries
- ESTA's strategic reform program
- emergency management and surge response
- technological achievements
- community engagement.

1. In 2022–23, ESTA answered 96.4 per cent of ambulance emergency calls within 5 seconds. ESTA returned to monthly compliance in August and reported monthly compliance with IGEM performance benchmarks in 11 of the 12 months.



## 2022–23 service activity snapshot



## Reviews, Commissions and Inquiries

There were no new reviews into ESTA in 2022–23.

The development of public policy starts with a problem or a need. This leads to analysis, consultation, decision making, implementation and evaluation – usually via internal continuous improvement mechanisms (for example, internal reviews, audits, debriefs, projects).

The need for change can also be formally identified. For example, independent reviews, government inquiries and Royal Commissions explore thematic areas of government, a sector or organisation and make recommendations.

Over the years, ESTA has been the subject of many reviews or inquiries, usually leading to helpful reforms. We've continued to support these because they ensure we're meeting changing community and stakeholder standards and expectations.

### Reviews into ESTA

#### **ESTA Capability and Service Review**

A Victorian Government independent review in 2021–22 aimed to better understand our current service and capability and ways to keep operations sustainable. The Review made 20 recommendations in May 2022 to keep us delivering modern CTD services. The government accepted all 20 recommendations in principle.

#### **IGEM**

In January 2022, IGEM began a review of Victoria's response to the COVID-19 pandemic related surge in emergency ambulance calls. It evaluated ESTA and the wider emergency management sector's preparation and response.

IGEM released 42 findings in September 2022, some aligning with ESTA's Capability and Service Review, and resulted in eight recommendations. The Government accepted all eight recommendations in principle to improve pandemic preparedness and response and highlighted opportunities for continuous improvement.

ESTA actively collaborated with government and other key players to address the recommendations of both reviews. In partnership with the DJCS, we are working on:

- reform
- employee wellbeing

- capacity building
- legal formations
- strengthening ties with other emergency services
- a rebrand
- updating technical services delivery.

ESTA has made notable strides in implementing these recommendations, including:

- refining governance
- better supporting our employees
- streamlining service delivery
- future-proofing our capabilities and services.

#### **The Royal Commission into Victoria's Mental Health System**

The DoH is leading a suite of projects to realise recommendations from the February 2021 Royal Commission into Victoria's Mental Health System. This includes implementing the new *Mental Health and Wellbeing Act 2022*, which establishes recommended new roles and entities.

In 2022–23, ESTA continued to collaborate with the DoH, DJCS, VP, and AV to address recommendations, particularly Recommendation 10: 'supporting responses from emergency services to mental health crises'. Critical design work and detailed data analysis has informed an inter-agency service design model. This reform focuses on transitioning from a justice to a health-led response for people experiencing mental health issues or acute mental health crises.

#### **Public intoxication reform**

In August 2019, the Victorian Government committed to legislation decriminalising public intoxication. This, and an accompanying health-led response to help publicly intoxicated people, come in to effect from November 2023.

In 2022–23, ESTA continued work with the DoH, DJCS, VP and AV on new referral pathways. These will help notify and dispatch outreach workers dealing with publicly intoxicated people. ESTA has also been helping VP trial an Intake, Referral and Dispatch model. This centralises notifications and will help dispatch Public Intoxication Outreach services and assist access to available sobering centres.



## Strategic reform program

ESTA has significantly improved the delivery of critical emergency communication services, supporting a safer, healthier, more resilient community. This also strengthens our relationships with government and emergency services partners.



### Building greater capacity

To continue expanding capacity to respond to emergency events and deliver effective and efficient critical services, ESTA has:

- added 217 FTEs, including 127 new frontline operational CTD positions
- implemented several initiatives to generate a robust recruitment pipeline for call-takers, including media campaigns, strengthening relationships at regional centres and career expos
- expanded operational services into a new control room on level one at Tally Ho, with 57 new operational desks, for police and fire services
- secured a new site for the relocation of advisory and corporate services, which provided the required space for the expansion of frontline operational and operational support capacity at Tally Ho

- worked with industrial partners to extend an existing MoU over 2022–23 for incentive payments and roster flexibility, to ensure we're well-resourced during high community demand
- provided more onsite wellbeing support and more meals to boost our frontline workforce's wellbeing.

### Enhanced capability

To align our information management tools with community expectations, employee needs and ESOs, without sacrificing reliability and security, we will be using modern technology to provide deeper insights for strategic and operational decisions. To achieve this, we have:

- upgraded our mapping platform to grow currency and confidence in ESTA's geographic information system
- upgraded the ambulance triage tool, ProQA, for ambulance call-taking, including faster 'hands-on-chest time' for CPR events
- completed the introduction of our upgraded human resource information system, to provide improved workforce insights for targeted capability and performance improvements
- established cloud connectivity and cloud tenancy, for more security and resilience and to keep ESTA up-to-date with evolving technology and stakeholder expectations
- continued improving existing information reports, developed new powerful business intelligence applications and serviced requests for change to support ESO information needs
- improved our incident management response with
  - dedicated managerial roles
  - new debriefing processes
  - revised plans
  - a business continuity uplift to protect vital infrastructure of state significance and assist in minimising service disruption and its consequences
- progressed our CAD upgrade program (see page 37).



## Strengthening emergency services partnerships

In working with government and sector partners to deliver better, more integrated and effective emergency services, ESTA has:

- partnered with EMV on the delivery of digital radio upgrade programs for ESOs
  - CFA radio replacement program pilot has been successfully completed
  - the regional network uplift is in progress to provide a capacity uplift (including new sites)
- worked closely with EMV and ESOs on operational communication network upgrades to improve radio, data and alerting experiences for ESOs, see page 38 for more details on Operational Communications highlights
- been engaged by partner agencies to provide field communications support at ICCs and RCCs for surge weather events, to support the flood response in October and November 2022
- provided additional Emergency Communications Field Officers (ECFOs) to the VP Rescue Coordination Centre in Williamstown
- continued to work with government and other nominated partners to progress recommendations within the ESTA Reform program
- continued to collaborate with the DoH, DJSC, VP, and AV to support the multi-agency reform that will enable a health-led response for public intoxication and mental health events.

## Our people

To improve our people's experience and overall wellbeing we have:

- expanded access to mental health and wellbeing services for our frontline CTD workforce, including training and additional resources for handling challenging situations and calls
- introduced the Framework to guide our workforce strategies
- launched the Organisational Health and Safety Strategy 2022–24 to raise our health and safety standards
- expanded our leadership training program, enhancing our leadership skills to support our growing team
- started negotiations for a new agreement to replace the Operational Enterprise Agreement 2019
- collaborated with unions to update and extend a current MoU, aiming for more flexible work schedules and better working conditions
- progressed departmental culture action plans initiatives and conducted a culture values survey, which indicated a positive shift in ESTA's culture.

## Emergency management and surge response

Recognising the need for greater alignment with Victorian emergency management arrangements and standard emergency management practices, ESTA has taken the following steps:

- ▶ A State Duty Officer (SDO) and a State Agency Commander are now available 24/7 to manage incident escalation, which ensures consistency of terminology across the emergency service sector and provides a clear contact point with ESTA during incidents. It also aligns ESTA's statewide response to critical incidents with the standard Australasian Inter-Service Incident Management System (AIIMS) processes adopted across the sector.
- ▶ A 24/7 onsite performance and incident management operating model has been established, with a new Service Performance Duty Manager (SPDM) position. The SPDM performs the role of SDO and works across the organisation to implement a suite of interventions designed to bolster our operational resourcing and respond to the demands of the community. For protracted critical incidents, a structured process enables the SPDM to recall operationally qualified employees, including those off duty.
- ▶ Service Performance Centres (SPCs) have been launched at each SECC, with bespoke dashboards and alerting tools supporting the SPDM to monitor and assess performance and incidents.
- ▶ Our Critical Incident Response Plan (CIRP) was activated 10 times during the 2022–23 financial year, with the longest activation for the October and November 2022 floods.
- ▶ ESTA ECFOs and mobile CAD kits were deployed to an RCC and regional ICCs during the October and November 2022 floods, providing support and coordination to agency personnel managing the flood response. ESTA was recognised for their contribution and agile response being a finalist in the IPAA Victoria Leadership in the Public Sector Awards for 2022.
- ▶ An ECFO deployment trial with Life Saving Victoria was successfully completed over the Australia Day long weekend, with a focus on responding to drownings and supporting the Victorian Water Safety Strategy.
- ▶ The capacity for Emergency Management Liaison Officers to support the state response in a predicted increase in emergency activity has been expanded.
- ▶ A pro-active exercise tempo has been established, ranging from micro exercising for frontline leaders to organisational macro exercising, where we
  - facilitated three organisational exercises, focusing on future strategic preparedness for large-scale emergencies
  - delivered 40 micro exercises among our frontline workforce
  - attended three external sector exercises and provided intelligence to inform the objectives and outcomes.
- ▶ Completion of AIIMS training by operational leaders across the organisation strengthened our incident management capability. The training is currently being expanded to the ECIS leadership team.
- ▶ We attended the CFA Linton staff rideprogram to expand knowledge and integration of incident management concepts.





## Technological highlights

ESTA's technology services provide ICT platforms, products and services. These enable triple zero services and deliver high performance, stability and resilience, while effectively facilitating organisational expansion and growth.

In 2022–23, supporting frontline operations and delivering the technology roadmap was key, with a focus on flexible, adaptable, and scalable platforms that deliver new digital capabilities and improve stakeholder satisfaction with ESTA's technology services.

### Computer-aided dispatch upgrade program

ESTA's CAD system underpins the triple zero service delivery. It supports incoming calls and sharing of emergency incident information with our partner ESOs to ensure delivery of an appropriate response. The CAD system is also a critical data source in ESTA's support of in-field operational communications and enables greater interoperability between emergency services when required. The CAD system is highly customised and continuously upgraded to meet changing agency requirements. Currently, we're improving the sustainability and security of ESTA's current system in three key phases:

- Phase 1 (completed in 2020–21)
  - This phase saw the completion of an upgrade to the existing CAD platform.
- Phase 2 (in progress)
  - This phase includes the following parallel projects:
    - Alternate CAD – work continued on implementing a backup CAD solution that will enhance processes in the event of an outage to the primary CAD system
    - Emergency Sector Integration Platform – we continued working with EMV, Digital Victoria and Department of Premier and Cabinet on architecture and integration design that's intended to future proof CAD integration and improve data sharing with the ESOs. This investment will also reduce the complexity and timelines of future CAD upgrades.

- Phase 3 (in progress)
  - This phase of the CAD program includes multiple initiatives that aim to mitigate the risk of triple zero service disruption.

### Next-generation CAD

In May 2023, as part of the 2023–24 budget, ESTA received a funding commitment from the Victorian Government to migrate from the current platform to a next-generation CAD system. The greater functionality and capabilities of a next-generation CAD will enable ESTA to future proof our systems and to deliver greater levels of service, which will improve outcomes for the community and emergency service workers.

Project initiation activities commenced in 2022–23 with a market approach to procure the services of a Delivery Partner and Systems Integrator who will partner in the implementation of the next-generation system.

### Other enhancements

ESTA continued to work closely with AV on implementing a major software upgrade to the medical structured CTD service software, and improve the non-emergency patient booking system with new webform functionality. This complex project required the expertise and collaboration of multiple departments at ESTA and AV. The new software will underpin how ESTA and AV respond to Victorians calling triple zero (000) and improve patient care and data accuracy.

ESTA partnered with VICSES in the development of a dedicated VICSES graphical user-interface for CAD. This will be a key technology in improving the speed and experience of management of VICSES events.

We supported the FRV's cyber security incident response with paging capability to maintain dispatch services and minimise the impact on the Victorian community. ESTA also improved the automation of planned burnoffs. The 'fire bot' (a software application programmed to automate tasks), makes managing assistance requests more efficient.

Removing divisional geographic boundaries improved statewide communications for the VP radio network.



## Cyber and information security

ESTA's security team has a renewed focus on protecting the confidentiality, integrity and availability of its systems, applications and information. The security landscape is also evolving rapidly, driven primarily by six key factors:

1. An increasingly adverse threat environment
2. The complexity of our systems and technology
3. Growth of data
4. Connectivity with third parties
5. Rapid adoption of transformative technology
6. Changing legislative and regulatory requirements.

Recognising the evolving cyber and information security threat landscape, ESTA is significantly strengthening its cyber security posture with following activities:

- assessed ESTA's current cyber capability and posture to inform the Cyber Strategy and Roadmap
- a rolling 100-day program of work to uplift the security posture and reduce risks
- better detection and response to cyber threats, and included these as part of the ESTA CIRP
- better protection of our infrastructure
- ongoing cyber awareness training through multiple communication channels for all our people
- regular phishing tests and implemented advanced email security controls
- updated cyber governance, risk and compliance processes, policies, and reporting
- completed ESTA's Protective Data Security Plan in accordance with the Office of the Victorian Information Commissioner's Victorian Protective Data Security Framework
- reported on Victorian Managed Insurance Authority's cyber benchmarking, based on 'Essential 8', as recommended by the Australian Cyber Security Centre to strengthen security fundamentals
- embedded security into business transformation projects early in the process
- setup third party risk management capability to mitigate supply chain risks
- improved resilience capabilities.

## Operational communications

ESTA is the state's designated Operational Communications Contract Manager with legislative responsibility for ensuring the highest level of critical communications services across the emergency services sector.

In 2022–23, the state's operational telecommunications networks performed at an extremely high level, providing all critical emergency service first responders with consistent and reliable service.

### Telecommunications networks activity in 2022–23



**34+ million** radio calls

**570,000** data transactions

**1.6 million** emergency alert messages

**Tens of thousands** of fire alarm responses

See appendix D on page 122 for detailed Operational Communication activity.

### Emergency Alerting System

The EAS network provided a high level of service performance in 2022–23, delivering over 1.6 million paging messages within contractual KPIs. An EAS contract extension was successfully negotiated for a further five-year term, which will ensure high levels of service availability will continue.

### Managed Device Service

Throughout the year the MDS provided a high level of service performance. ESTA worked closely with CFA to successfully test and pilot a new radio terminal to replace their ageing fleet, and enhanced software has progressively been deployed to radio terminal fleets. The program will be completed in late 2023.

## Metropolitan Mobile Radio

The MMR network provided a high level of service performance during 2022–23, supporting more than 23 million radio transmissions between our emergency service partners.

The Motorola APX8000 radio terminal remediation program has progressively delivered upgraded radio terminals and enhanced software to impacted agencies' radio terminal fleets. Completion of the program is scheduled for late 2023.

Significant improvements to radio coverage were introduced to support Victoria's Big Build program including:

- ▶ Metro and Westgate Tunnel projects
- ▶ Level Crossing Removal Project and new railway station construction project.

MMR radio coverage assessments on around 50 railway stations were completed during 2022–23. Of these, seven stations required improvements made to enhance MMR radio coverage. Coverage installation is complete for the Clayton and Noble Park railway stations. Installation is currently underway at the following stations and due for completion in 2023:

- ▶ Rosanna
- ▶ Mernda
- ▶ Hawkstowe
- ▶ Lilydale
- ▶ Mooroolbark.

## Mobile Data Network

In 2022–23 the MDN service provided a high level of service performance, transmitting more than 568,000 AV data transactions and meeting the contract requirement for system availability.

Significant progress has been made on the AV Mobile Data Terminal enhancement project, with 90 per cent of the ambulance fleet completed by 30 June 2023, and the rest due to be completed by the end of 2023.

## Regional Mobile Radio

Despite experiencing a growth in usage, the RMR network provided a high level of service performance in 2022–23. Radio transactions increased by 23 per cent, year-on-year, with an unprecedented 10 million+ radio calls.

Also, in 2022–23, a new site was built to improve radio coverage and channel capacity in Yarrambat. Other highlights include stating the RMR Network Uplift project, introduced under EMV's Digital Radio Upgrade Program Phase 2. This will add new sites, upgrade network equipment, and increase its channel capacity.



## Community awareness and education

Community engagement efforts this year centred on promoting ESTA as a frontline emergency service. ESTA's pro-activity at media events highlighted our critical role in the survival chain. And its social media channels substantially grew direct engagement with the community and our emergency services partners. There were many news stories on ESTA call-takers and call audio.

### Junior Triple Zero Heroes

In July, the MCG scoreboard lit up with the names of seven Junior Triple Zero Heroes recognised for their courage and calmness during an emergency. The 18th edition of the awards also highlighted the critical work of ESTA's Emergency Communications Officers who receive the calls and connect Victorians with the emergency services help they need.

### 'IAM000' podcast

ESTA continued its successful 'IAM000' podcast, giving access to rare, real-life triple zero calls and the people behind them. It shares the stories and experiences of callers, patients, triple zero operators and emergency services behind each case.

### Emergency Services AFL match

ESTA frontline personnel were represented at the annual AFL Emergency Services Match, hosted by the Hawthorn Football Club in May. Participants joined emergency services colleagues in a guard of honour as the players ran onto the ground, and for a lap of honour around the MCG at half time. The match celebrates the incredible contribution of Victoria's emergency services workers and their families in helping to keep the community healthy and safe.



# Other disclosures

## Comparative workforce data

### Classification data

ESTA's workforce has three categories of employees.

#### Operations

This is ESTA's frontline CTD. Operational grades are linked to Operational Enterprise Agreement classification, with progression from call-takers, dispatchers and supervisors based on skills acquired and training completed during employment with ESTA.

#### Delivery and support

ESTA's people are public sector employees, under its authorising legislation ESTA has established its own grading for support employees. It is like VPS grading, reflecting different levels of responsibility and capability. Support employees include operational support roles, who work 24/7 to directly support operations, and others who maintain operational skills and respond in surge situations.

#### Senior employees

These are ESTA's senior executive service (SES) officers and technical specialist workers.

The following tables show the head count and FTE of all ESTA employees as at the last full pay period in the 2022–23 financial year and, for comparison, in the previous financial year.

#### Employment and conduct principles

ESTA is committed to merit and equity principles. All selection processes ensure job applicants are evaluated fairly, equitably and without discrimination against key selection criteria and other accountabilities.



Tables 14 and 15 disclose the head count and FTE of all active employees of ESTA, employed in the last full pay period in June 2023 and in the last full pay period in June of the previous reporting period 2022. The tables are prepared in accordance with FRD 29 Workforce Data disclosure requirements and therefore exclude staff who were not on salary at the end of the last pay period of the financial year

Table 14: Workforce classification data as at 30 June 2023.

CLASSIFICATION DATA	JUNE 2023						
	ALL EMPLOYEES		F/T HEAD COUNT	ONGOING		FIXED TERM/CASUAL	
	NUMBER HEAD COUNT	FTE <sup>1</sup>		P/T HEAD COUNT	FTE	NUMBER HEAD COUNT	FTE
<b>Operations grades</b>	<b>1,073</b>	<b>875</b>	<b>778</b>	<b>266</b>	<b>872</b>	<b>29</b>	<b>3</b>
Call-taker 1	237	198	190	43	198	4	0
Call-taker 2	127	104	88	32	103	7	1
Call-taker 3	93	45	30	51	44	12	1
Call-taker 4	45	37	29	16	37	0	0
Dispatcher 1	97	91	89	8	91	0	0
Dispatcher 2	55	51	52	3	51	0	0
Dispatcher 3	240	186	142	92	185	6	1
Dispatcher 4	40	34	30	10	34	0	0
Assistant TL 1	38	35	36	2	35	0	0
Assistant TL 2	34	32	30	4	32	0	0
Team leader	67	62	62	5	62	0	0
<b>Support grades</b>	<b>327</b>	<b>305</b>	<b>270</b>	<b>21</b>	<b>274</b>	<b>36</b>	<b>31</b>
Band 1	14	10	5	4	7	5	3
Band 2	55	52	47	3	47	5	5
Band 3	67	61	54	8	58	5	3
Band 4	83	77	72	4	70	7	7
Band 5	85	83	75	1	75	9	8
Band 6	23	22	17	1	17	5	5
<b>Senior employees</b>	<b>24</b>	<b>23</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>18</b>	<b>18</b>
SES-2	8	8	0	0	0	8	8
SES-1	10	10	0	0	0	10	10
Band 7 <sup>2</sup>	6	5	6	0	5	0	0
<b>Total employees</b>	<b>1,424</b>	<b>1,203</b>	<b>1,054</b>	<b>287</b>	<b>1,151</b>	<b>83</b>	<b>52</b>

1. FTE total may not tally due to rounding, as figures have been rounded to the nearest whole number as per FRD 29.

2. Band 7 – technical specialist employees, above a VPS 6 equivalent.

Table 15: Workforce classification data as at 30 June 2022.

JUNE 2022							
CLASSIFICATION DATA	ALL EMPLOYEES		F/T HEAD COUNT	ONGOING		FIXED TERM/CASUAL	
	NUMBER HEAD COUNT	FTE <sup>1</sup>		P/T HEAD COUNT	FTE	NUMBER HEAD COUNT	FTE
<b>Operations grades</b>	<b>961</b>	<b>748</b>	<b>710</b>	<b>206</b>	<b>738</b>	<b>45</b>	<b>10</b>
Call-taker 1	238	174	192	28	167	18	6
Call-taker 2	40	32	31	4	32	5	0
Call-taker 3	130	71	61	54	70	15	1
Call-taker 4	42	36	32	9	36	1	1
Dispatcher 1	73	71	71	2	71	0	0
Dispatcher 2	17	15	17	0	15	0	0
Dispatcher 3	250	192	154	90	190	6	2
Dispatcher 4	47	42	35	12	42	0	0
Assistant TL 1	40	38	38	2	38	0	0
Assistant TL 2	27	25	24	3	25	0	0
Team leader	57	52	55	2	52	0	0
<b>Support grades</b>	<b>243</b>	<b>223</b>	<b>196</b>	<b>20</b>	<b>202</b>	<b>27</b>	<b>21</b>
Band 1	9	7	4	2	5	3	2
Band 2	49	44	42	4	42	3	2
Band 3	42	36	29	7	32	6	3
Band 4	71	67	63	3	63	5	4
Band 5	53	50	45	3	46	5	5
Band 6	19	19	13	1	14	5	5
<b>Senior employees</b>	<b>15</b>	<b>15</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>13</b>	<b>13</b>
SES-2	6	6	0	0	0	6	6
SES-1	7	7	0	0	0	7	7
Band 7 <sup>2</sup>	2	2	2	0	2	0	0
<b>Total employees</b>	<b>1,219</b>	<b>986</b>	<b>908</b>	<b>226</b>	<b>942</b>	<b>85</b>	<b>44</b>

1. FTE total may not tally due to rounding, as figures have been rounded to the nearest whole number as per FRD 29.

2. Band 7 – technical specialist employees, above a VPS 6 equivalent.

## Demographic data

Tables 16 and 17 show the comparative demographic and gender information for all active ESTA employees. These tables are prepared in accordance with FRD 29 Workforce Data disclosure requirements.

Table 16: Workforce gender and demographic data as at 30 June 2023.

DEMOGRAPHIC DATA	JUNE 2023						
	ALL EMPLOYEES NUMBER		F/T	ONGOING	FIXED TERM/CASUAL NUMBER		
	HEAD COUNT	FTE <sup>1</sup>	HEAD COUNT	P/T HEAD COUNT	FTE	HEAD COUNT	FTE
<b>Gender</b>							
Male	447	410	389	27	388	31	22
Female	972	789	660	260	758	52	31
Self-described	5	4	5	0	4	0	0
<b>Age</b>							
15–24	163	130	113	38	128	12	2
25–34	506	426	406	88	421	12	5
35–44	388	321	265	95	302	28	19
45–54	258	232	193	48	218	17	14
55–64	95	82	66	17	71	12	11
65+	14	12	11	1	11	2	1

1. FTE total may not tally due to rounding, as figures have been rounded to the nearest whole number as per FRD 29.

Table 17: Workforce gender and demographic data as at 30 June 2022.

DEMOGRAPHIC DATA	JUNE 2022						
	ALL EMPLOYEES NUMBER		F/T	ONGOING	FIXED TERM/CASUAL NUMBER		
	HEAD COUNT	FTE <sup>1</sup>	HEAD COUNT	P/T HEAD COUNT	FTE	HEAD COUNT	FTE
<b>Gender</b>							
Male	385	343	329	23	324	33	19
Female	833	643	579	203	618	51	25
Self-described	1	0	0	0	0	1	0
<b>Age</b>							
15–24	108	89	83	11	84	14	6
25–34	474	362	363	82	352	29	10
35–44	303	241	215	71	234	17	6
45–54	238	209	179	44	195	15	14
55–64	83	73	57	18	66	8	7
65+	13	12	11	0	11	2	1

1. FTE total may not tally due to rounding, as figures have been rounded to the nearest whole number as per FRD 29.

## ESTA 12-month rolling employee turnover

Employee turnover was measured over the reporting period. Board members, transfers between operations and support roles, and agency contractors are not included in Table 18.

Table 18: 12-month rolling employee turnover.

	JUNE 2023	12 MONTH ATTRITIONS			TURNOVER/ATTRITION RATE (%)		
	CURRENT EMPLOYEES	VOLUNTARY	REDUNDANT/TERMINATED	TOTAL ATTRITIONS	VOLUNTARY	REDUNDANT/TERMINATED	TOTAL
Operations	<b>1,073</b>	174	41	215	16.2	3.8	20.0
Support	<b>351</b>	61	19	80	17.4	5.4	22.8
<b>ESTA TOTAL</b>	<b>1,424</b>	235	60	295	16.5	4.2	20.7

## Breakdown of executive officers by gender

Table 19: Executive officers by gender<sup>1</sup> at 30 June 2023 and 30 June 2022.<sup>2</sup>

CLASSIFICATION	ALL	MALE		FEMALE		
	JUNE 2023	JUNE 2022	JUNE 2023	JUNE 2022	JUNE 2023	JUNE 2022
SES-2	8	6	3	3	5	3
SES-1	10	7	4	4	6	3
<b>Total</b>	<b>18</b>	<b>13</b>	<b>7</b>	<b>7</b>	<b>11</b>	<b>6</b>

1. As at 30 June 2022, no senior officer identified as 'self-described' gender.

2. The data in the table are reflective of headcount, not FTE and may include part-time staff.

The table has been prepared in accordance with FRD 15 Executive officer disclosures and 29C Workforce Data disclosure requirements.

In accordance with FRD 22I, information can be made available on request to the relevant Minister, Members of Parliament or the public where appropriate.



## Reconciliation of executive officers

Table 20: Reconciliation of executive numbers.<sup>1</sup>

	2022-23	2021-22
Executives <sup>2</sup> (financial statement Note 8.4)	11	15
Accountable Officer (CEO)	1	1
Less		
Separations	3	7
Employees acting	1	3
<b>Total executive numbers at 30 June</b>	<b>8</b>	<b>6</b>

1. This table has been prepared in accordance with FRD 15 Executive officer disclosures, FRD 21 Disclosures of responsible persons and executive officers in the financial report and FRD 29 Workforce Data disclosure requirements.

Comparative workforce data tables follow FRD 29 s5.10 whereby employees acting as a senior employee in a long-term arrangement have been disclosed under their substantive or contracted classification in comparative workforce data tables.

The remuneration of executive officers note in the financial statements has been prepared in accordance with FRD 15 and FRD 21 whereby executive officers acting in the position of an accountable officer at any time during the reporting period have been included.

The data in the table are reflective of headcount, not FTE and may include part-time staff.

2. 'Executives' includes SES 2 officers only.

## Annualised total salary for senior public servants

Table 21 shows the annualised total salary for senior employees at ESTA.

Table 21: Salary of senior employees by income band.

INCOME BAND (SALARY) <sup>3</sup>	EXECUTIVES <sup>4</sup>	BAND 7 <sup>5</sup>
Less than \$160,000	–	–
\$160,000 – \$179,999	–	1
\$180,000 – \$199,999	5	3
\$200,000 – \$219,999	4	2
\$220,000 – \$239,999	–	–
\$240,000 – \$259,999	2	–
\$260,000 – \$279,999	1	–
\$280,000 – \$299,999	2	–
\$300,000 – \$319,999	1	–
\$320,000 – \$339,999	1	–
\$340,000 – \$359,999	–	–
\$360,000 – \$379,999	2	–
<b>Total</b>	<b>18</b>	<b>6</b>

3. The salaries reported above are for the full financial year, at a 1-FTE rate and exclude superannuation.

This table is prepared in accordance with FRD 29 Workforce Data disclosure requirements. It therefore excludes staff who were not on salary at the end of the last pay period of the financial year.

4. Number of 'Executives' includes all SES officers from Table 19.

5. ESTA Band 7 represents our technical specialist employees, above a VPS 6 equivalent.

## OH&S key performance indicators

Hazard, incident, and injury reporting has increased over the past three years, primarily the result of ESTA's increased reporting culture across psychological and physical health, safety and wellbeing.

A key component of our Mental Health and Wellbeing Plan (2020) is to build awareness and visibility of the wellbeing information and

resources that are available to our growing workforce. Numerous actions are well underway to promote, prevent and respond to elements of mental health and wellbeing at ESTA.

This year we launched our Organisational Health and Safety Strategy 2022–24, which is ESTA's commitment to pro-actively manage safety risk, prevent injury and enable recovery.

Table 22: Health, safety and wellbeing statistics.

	2022–23	2021–22	2020–21
<b>Lost time frequency rate (all injuries)<sup>1</sup></b>	<b>44.1</b>	<b>36.5</b>	<b>25.8</b>
All reported hazards/incidents <sup>2</sup>	509	323.0	290.0
Average number of lost time incidents per 100 FTE <sup>3</sup>	9.0	7.1	5.1
Average number of reported hazards/incidents per 100 FTE <sup>4</sup>	50.6	39.5	36.8
<b>Number of standard claims</b>	<b>32</b>	<b>36.0</b>	<b>34.0</b>
Average number of standard claims per 100 FTE <sup>5</sup>	3.2	4.4	4.3
Number of lost time standard claims	13	32.0	27.0
Average number of standard lost time claims per 100 FTE	1.3	3.9	3.4
<b>Average cost per claim (\$)</b>	<b>143,904</b>	<b>142,565</b>	<b>198,341</b>

1. Lost time frequency rate refers to the number of incidents resulting in time lost from work of one day/shift or more per 1 million hours worked.

2. This figure includes all reported incidents and hazards as at 12 July 2023.

3. This figure includes the average number of incidents resulting in time lost from work of one day/shift or more per 100 FTE employees.

4. This figure includes the average number of reported hazards or incidents per 100 FTE employees.

5. This figure includes the average number of standard accepted claims per 100 FTE employees.

## Corporate governance

### Emergency Services Telecommunications Authority and Committees

ESTA's corporate governance is overseen by the ESTA Board, supported by five specialist sub-committees.

#### ESTA Board members

In 2022–23, ESTA Board members included:

- Ms Flavia Gobbo (Chair)<sup>1</sup>
- Ms Siobhan Boyd-Squires (member)
- Ms Christine Collin (member)
- Ms Mary Delahunty (member)
- Ms Fiona Green (member)
- Mr Paul Henderson (member)
- Mr Chris Altis (member)
- Dr Angela Williams (member)
- Mr Stephen Leane (CEO)<sup>2</sup>.

#### ESTA committees

The ESTA Board operated five sub-committees in 2022–23.

#### ESTA Advisory Committee

The ESTA Advisory Committee is appointed by the Authority in accordance with Section 21 of the ESTA Act. The Advisory Committee must:

- a. advise the ESTA Board 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 ESTA Board.

In 2022–23, the Advisory Committee comprised of members from each of the following organisations (with representatives holding the position of CEO or equivalent):

- AV
- VP
- FRV
- CFA
- VICSES
- Department of Environment, Land, Water and Planning
- EMV
- IGEM (attending as an observer).

The Committee met four times during the year and was chaired by Ms Flavia Gobbo, Chair of the ESTA Board or an Acting Chair as delegate.

#### Audit, Risk Management and Compliance Committee

The ARMCC's priorities are to:

- focus on ESTA's major areas of risk – monitoring and reviewing the actions, systems and processes in place
- oversee and advise on matters of compliance and internal control
- 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 2022–23 the ARMCC met five times during the year and was chaired by Mr Paul Henderson. Full members were:

1. Mr Paul Henderson (Chair and Board member)
2. Ms Siobhan Boyd-Squires (Board member)
3. Ms Flavia Gobbo (Board Chair)
4. Mr John Gibbins (external committee member)
5. Ms Kerryn O'Brien (external committee member)<sup>3</sup>.

1. *ESTA Board Chair, Flavia Gobbo, resigned 1 July 2023.*

2. *Mr Stephen Leane took a leave of absence from his Board position following his appointment as CEO of ESTA on 25 October 2021. Stephen officially resigned his Board position on 20 April 2023.*

3. *Ms O'Brien concluded her appointment in January 2023.*

## Finance Committee

The Finance Committee priorities are:

- monitoring and providing advice on financial forecasting
- monitoring and providing guidance on the budget process
- advising on costs and appropriate achievement of savings.

In 2022–23 the Finance Committee met four times during the year and was chaired by Ms Mary Delahunty. Full members were:

1. Ms Mary Delahunty (Chair and Board member)
2. Ms Flavia Gobbo (ESTA Board Chair)
3. Professor Robert Officer (external committee member)<sup>1</sup>.

The meetings were also attended by advisers from the DJCS and EMV.

## Information and Communications Technology Committee

The ICT Committee priorities are:

- identifying how ICT supports ESTA's strategy and what investments and forward planning are required to deliver 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
- understanding, monitoring and reviewing operational ICT costs and benchmarks, including endorsing investments.

In 2022–23 the ICT Committee met four times during the year and was chaired by Christine Collin. Members were:

1. Ms Christine Collin (Chair and Board member)
2. Ms Fiona Green (Board member)
3. Mr Bruce Moore (external committee member)
4. Mr Scott Arbuthnot (external committee member).

## People Culture and Capability Committee

The PC&C Committee priorities are to:

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

In 2022–23 the PCC Committee met six times during the year and was chaired by Ms Angela Williams. Members were:

1. Ms Angela Williams (Chair and Authority Board member)
2. Ms Flavia Gobbo (ESTA Board Chair)
3. Ms Siobhan Boyd-Squires (Board member)
4. Mr Chris Altis (Board member)
5. Mr Gary Rothville (external committee member).

1. Professor Officer concluded his appointment in September 2022.

## Committee meeting attendance

Table 23: Board and external members attendance at committee meetings in 2022–23.

MEMBER	AUTHORITY		ESTA ADVISORY		ARMCC		FINANCE		ICT		PC&C	
	A	B	A	B	A	B	A	B	A	B	A	B
<b>Board</b>												
Flavia Gobbo	8	7	4	3	5	3	4	1	4	4	6	5
Siobhan Boyd-Squires	8	7			5	5					6	4
Christine Collin	8	8							4	4		
Mary Delahunty	8	6					4	4				
Chris Altis	8	6									6	4
Fiona Green	8	7							4	4		
Paul Henderson	8	8			5	4	4	1				
Angela Williams	8	7	4	1							6	6
<b>External</b>												
John Gibbins					5	5						
Kerryn O'Brien					3	2						
Gary Rothville											4	2
Robert Officer							1	1				
Bruce Moore									4	4		
Scott Arbuthnot									4	4		

A – Number of meetings held during the time the member held office.

B – Number of meetings attended in 2022–23.



## Property services

In 2022–23 we continued to expand and upgrade operational facilities at our SECCs and new corporate head office at Wesley Court to allow for the control room expansion at our Burwood East SECC.

### Burwood East (THO)

Reconfiguration of the ground floor control room created a new office for the Manager Emergency Communications Services team and an SPC, which manages the service performance levels for all services, across all sites.

### Ballarat

A facility uplift is nearing completion, including a more efficient heat pump system. Works continue with carpeting, painting and hard landscaping providing a much-needed refurbishment for our people.

Internal reconfigurations have created additional space for CTD and corporate functions and included a new fit out and implementation of an SPC.

Security enhancements have also been made with a new access system, improved CCTV, and a secure fenced and gated carpark.

### Wesley Court – corporate accommodation

With the expansion of the operational area at our Burwood East SECC there was a need to provide additional office space. A neighbouring building in Wesley Court, Burwood East was leased and fitted out with 10 offices and 97 desks. The proximity to the SECC provides good coverage by corporate services and the ESTA leadership team to operations, as well as offering additional workspace, which supports a flexible work environment.

Table 24: ESTA's facility snapshot.

FACILITY	SQM
Burwood East (THO)	6,059
Williams Landing	3,126
Ballarat	2,617
Burwood East (Wesley Court)	1,550

## Environmental impacts

ESTA's 24/7 operations rely heavily on electrical equipment to provide our critical emergency services.

To service growing demand from the Victorian community ESTA has undertaken a required people-capacity expansion. To cater for the expanded workforce, ESTA has also expanded our overall property service portfolio, via the addition of Wesley Court, which has increased our overall emissions output.

In addition, as part of maintaining a COVID-19 safe environment, our expanding frontline CTD workforce continued to operate from rooms previously not used by operational employees. This meant an additional load on 24/7 air conditioning and supplementary systems.

Despite the increase in property portfolio and people, ESTA has reported a reduction in overall emissions per FTE.

### Energy use

Total electricity and gas use grew this year due to 24/7 heating and cooling running for ongoing COVID-19 management and a new office. Despite this, usage per FTE decreased.

ESTA's maintenance regime for electrical and supplementary power sources helps improve the efficiency and reliability of our systems, and minimises power consumption.

### Transportation

ESTA employees use three hybrid corporate vehicles for business travel. There was an increase in pool vehicle usage this year, which is an indication we are returning to regular service delivery and movements between sites after restrictions put in place to ensure a COVID-19 safe environment.

ESTA uses the state government's supplier for air and rail travel bookings. This travel is included in our environmental impact calculations. The flights for this period were for conferences, seminars, and training.

### Water consumption

Water use increased this year, which is not unexpected with a new office, a return to more onsite working arrangements post-COVID-19, and the overall expansion of the ESTA workforce. However, water usage remains lower than pre-COVID-19 years.

## Waste and recycling

There was a decrease in most waste streams, and total waste per FTE also decreased.

Recycling remained at just 31 per cent of total waste, due to the cross contamination of waste with recycling. The facility teams will continue awareness, education and promotion of recycling requirements at all ESTA centres.

## Paper consumption

Paper use increased as a higher proportion of corporate and advisory support employees returned to the office. Paper usage is well down on pre-COVID-19 levels, reflecting changing practices and greater digital collaboration.

## Greenhouse gas emissions

An increase in ESTA employees has kept our greenhouse gas (GHG) emissions per FTE lower than previous years. While our total GHG carbon dioxide equivalent (CO<sub>2</sub>e) is up on last year, it is lower than pre-COVID-19 levels.

## Sustainable buildings and infrastructure

All the ESTA facilities are leased; however, the various landlords have an interest in working with us for sustainable solutions including:

- moving from inefficient packaged airconditioner units to much more efficient heat pump units at Ballarat
- introducing efficient gas boiler units at the new Wesley Court site
- committing to replace the inefficient gas boilers at our Burwood East site with more efficient gas units, as have been introduced at Wesley Court.

Table 25: ESTA's environmental impact, emissions report table.

ENVIRONMENT	DESCRIPTION	UNIT OF MEASUREMENT	2022-23	2021-22
<b>Paper</b>				
	% recycled	0-49%	97%	62%
	Use per FTE	Reams per FTE	1.33	1.20
	Total use	Reams of A4	1,605	1,187
	<b>Total GHG emissions</b>	<b>tCO<sub>2</sub>e<sup>1</sup></b>	<b>5.6</b>	<b>4.14</b>
<b>Energy (electricity and gas) purchased through state purchase contract</b>				
	Use per FTE	MJ per FTE	17,741	20,160
	Use per m <sup>2</sup> of office space	MJ per m <sup>2</sup>	1,533	1,428
	Total use	MJ	21,341,827	19,876,167
	<b>Total GHG emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>4,840</b>	<b>4,508</b>
	Green power	% purchased	0	0
<b>Onsite electricity generated by solar PV</b>				
	Consumption behind the meter	MWh	721.1	24.50
	Exported to grid	MWh	0	0
	Installed generation capacity	MW	0.003	0.03
<b>Diesel for stationary equipment (generator)</b>				
	Total fuel used in building or machinery	MJ	63,460	87,400
	<b>Total GHG emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>14.28</b>	<b>20</b>
<b>Water</b>				
	Consumption per FTE	kL per FTE	5.95	5.12
	<b>Total consumption</b>	<b>kL</b>	<b>7,156</b>	<b>5,045</b>
		<b>kL per m2</b>	<b>0.51</b>	<b>0.37</b>
<b>Waste</b>				
	Generated per FTE	kg per FTE	56	98
	Total recycled	%	31	31
	Waste disposed of by destination (kg)	Landfill	67,356	96,584
		Commingled	7,563	13,296
		Organic	1,331	7,597
		Secure document	17,948	14,893
		Sanitary	695	308
		Cardboard/paper	4,247	12,799
	<b>Total GHG emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>87.56</b>	<b>125.56</b>

Table 25: ESTA's environmental impact, emissions report table (continued).

ENVIRONMENT	DESCRIPTION	UNIT OF MEASUREMENT	2022-23	2021-22
<b>Transport</b>				
	Fuel (petrol)	MJ	268,012	90,174
	Fuel (petrol)	L	7,837	2,047
	Operational km travelled	km	82,750	26,405
	Vehicle emissions	tCO <sub>2</sub> e/1000 km	0.22	0.18
	Air travel km travelled	km	96,264	35,438
	Air travel emissions	tCO <sub>2</sub> e/1000km	11.07	26.61
	Employees using sustainable transport to get to work	% of FTE	6.87	7.24
	<b>Total travel GHG emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>11.29</b>	<b>26.79</b>
<b>GHG emissions</b>				
	<b>Total GHG emissions for FY</b>	<b>tCO<sub>2</sub>e</b>	<b>4,959.06</b>	<b>4,684.07</b>
	Total GHF emissions offset purchase	tCO <sub>2</sub> e	0	0
	<b>Total GHG emissions per FTE</b>	<b>tCO<sub>2</sub>e</b>	<b>4.12</b>	<b>4.75</b>
<b>FTE</b>				
	<b>Total FTE count</b>		<b>1,203</b>	<b>986</b>

1. Tonnes CO<sub>2</sub> equivalent.

## Procurement

ESTA became a mandated agency on 1 July 2022, and during 2022–23, our focus was on ensuring continued operation and compliance with Victorian Government Purchasing Board requirements. Corporate services have been working on strengthening the contract management system data and associated practices to support information uplift.

### Sustainable procurement

ESTA's procurement is aligned with the Victorian Government's Social Procurement Framework (SPF). The SPF objectives address environmentally sustainable outputs, business practices and climate change policies, and these factors are considered in the overall assessment of value for money.

### Social procurement

ESTA's procurement is aligned with the SPF. Suppliers must demonstrate their level of commitment to social procurement, women's equality, diversity, safe and fair workplaces, and any other applicable initiatives. Aligning with the SPF increases the non-monetary benefits of procuring goods, services and construction.

### Emergency procurement

ESTA did not activate emergency procurement during 2022–23.

### Local Jobs First

The *Local Jobs First Act 2003*, introduced in August 2018, brings together the Victorian Industry Participation Policy and Major Project Skills Guarantee policy, which were previously administered separately. ESTA reports all requirements through the Industry Capability Network.

### Projects commenced

During 2022–23, ESTA did not commence any Local Jobs First Projects.

### Projects completed

During 2022–23, ESTA did not complete any Local Jobs First Projects.

### Grants

Nil grants.

## Major contracts

As per government policy and accompanying guidelines, departments and public sector bodies must disclose all contracts entered into during the financial year that are valued at greater than \$10 million.

In the 2022–23 financial year, there were three contracts entered into that were valued at greater than \$10 million.

## Financial disclosures

### Details of consultancies over \$10,000

In 2022–23, there were 23 consultancies engaged where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2022–23 in relation to these consultancies is \$3.4 million (excluding Goods and Services Tax, GST). Details of individual consultancies are outlined in Table 26.



Table 26: Details of consultancies (valued at ≥\$10,000).

CONSULTANT	PURPOSE OF CONSULTANCY	TOTAL APPROVED FEE (EX GST) \$000	EXPENDITURE 2022-23 (EX GST) \$000	FUTURE EXPENDITURE (EX GST) \$000
Chiron Coaching & Consulting	Strategic review of support office services	52	48	0
Clayton Utz Lawyers	Legal services	25	19	6
Comprara Group Pty Ltd	Development of contract framework	45	41	5
Deloitte Touche Tohmatsu	Specialist ICT advice and support services	2,644	1,402	423
Deloitte Consulting Pty Ltd	Independent review of business services	383	200	182
Freehills	Legal services	40	40	0
Hive Creative	Workforce design services	22	18	4
Julius Roe	Independent governance support	39	23	15
Lander & Rogers Lawyers	Legal services	59	51	8
List A Barristers Pty Ltd	Legal services	17	17	0
Logical Tech Biztalk. Net Pty Ltd	Specialist ICT and data consultancy services	17	17	0
Lucid Consulting Engineers (Vic) Pty Ltd	Specialised engineering services	62	39	22
Minter Ellison	Legal services	417	302	115
The Nous Group	Culture survey and assessment	83	45	38
NTT Australia Digital Pty Ltd	Specialist ICT services	34	34	0
Pinnacle Group Australia Pty Ltd	Independent management consultancy services	88	54	4
Pixel Perfect Pty Ltd	Probity and compliance advice	77	50	25
PriceWaterhouse Coopers	Internal audit and specialist ICT services	1,273	780	262
Risk Management Partners Pty Ltd	Risk management services	50	50	0
Quantum Market Research (Aust) Pty Ltd	Recruitment campaign advice	40	40	0
Victorian Government Solicitor	Legal services	93	62	31
Wallis Consulting Group Pty Ltd	Quality assurance services	135	26	0
Wise Workplace Solutions Pty Ltd	Legal services	36	36	0
<b>Total</b>		<b>5,730</b>	<b>3,394</b>	<b>1,140</b>

## Details of consultancies under \$10,000

In 2022–23 there were five consultancies engaged where the total fees payable to the individual consultancies were less than \$10,000. The total expenditure incurred during 2022–23 in relation to these consultancies was \$16,000 (excluding GST).

## ICT expenditure

In 2022–23, ESTA's ICT expenditure totalled \$141.2 million, with the details shown below.

ICT expenditure refers to the ESTA cost in providing business-enabling ICT services within the current reporting period. It comprises:

- business as usual (BAU) ICT expenditure, primarily relating to ongoing activities to operate and maintain the current ICT capability
- non-business as usual (non-BAU) ICT expenditure, relating to extending or enhancing ESTA ICT capabilities.

## Advertising expenditure

In 2022–23, there was one ESTA advertising campaign with total media spend of \$100,000 or greater (exclusive of GST). The details of the campaign are provided below.

Table 27: ICT expenditure in 2022–23.

ALL OPERATIONAL ICT EXPENDITURE	EXPENDITURE RELATED TO PROJECTS TO CREATE OR ENHANCE ICT CAPABILITIES		
	BAU ICT \$000	NON-BAU ICT \$000	OPERATIONAL \$000
134,653	6,590	5,355	1,234

Table 28: Advertising expenditure in 2022–23.

NAME OF CAMPAIGN	CAMPAIGN SUMMARY	START/ END DATE	EXPENDITURE CATEGORY	EXPENDITURE (EX GST)
ESTA new recruits	Advertising campaign for ESTA new recruits	01.07.22 – 30.06.23	Advertising (media)	860,000
			Creative and campaign development	40,530
			Research and evaluation	–
			Print and collateral	13,950
<b>Total</b>				<b>914,480</b>

## Freedom of information

The *Freedom of Information Act 1982* (Vic) (FOI Act) enables members of the community to request access to documents held by Victorian public sector agencies. In 2022–23, ESTA made documents available to the community in accordance with the FOI Act. The designated person for the purpose of the FOI Act was the ESTA General Counsel and Board Secretary.

In 2022–23, ESTA responded to 32 requests for access to documents under the FOI Act, compared to 46 requests in 2021–22. Of the 32 requests:

- ▶ access in full was granted to one
- ▶ exemptions under the FOI Act were applied to 29
- ▶ access in part was granted to three
- ▶ access in full was denied to 26
- ▶ no documents were located for two.

Partial exemption for release of documents was most commonly sought because the items requested were internal working documents and contained personal information of individuals other than the applicant. Full exemption under Section 38 of the FOI Act (documents to which secrecy provisions of enactments apply) was sought on the basis the documents were ‘confidential information’ within the meaning of section 33 of the ESTA Act.

Requests for access to documents under the FOI Act were received mainly from media, Members of Parliament and law firms. A total of \$1,009.30 was collected from application fees.

### Application process

A request for documents under the FOI Act can only be made by an individual, not an organisation or corporate entity. Applicants should ensure that the request is in writing and clearly identifies what documents are being sought. We encourage applicants to first check if the document is already publicly available. More information about making a request for documents under the FOI Act can be found at the Office of the Victorian Commissioner website at [ovic.vic.gov.au](http://ovic.vic.gov.au)

Information about ESTA’s organisation and functions, categories of documents, Freedom of Information Arrangements, publications, rules, policies and procedures, and report literature is available in ESTA’s FOI Part II Information Statements at [\*\*Freedom of Information – Part II Information Statements | Emergency Services Telecommunications Authority \(esta.vic.gov.au\)\*\*](http://Freedom of Information – Part II Information Statements | Emergency Services Telecommunications Authority (esta.vic.gov.au))

To make a request for access to documents under the FOI Act, applicants should submit the online form at <https://www.esta.vic.gov.au/make-freedom-information-application-esta> or write to:

Freedom of Information team  
ESTA  
12 Wesley Court  
Burwood East VIC 3151

General inquiries about ESTA’s Freedom of Information processes can be made by contacting [FOI.Request@ESTA.vic.gov.au](mailto:FOI.Request@ESTA.vic.gov.au)

### Disclosure of information under the ESTA Act

Under section 33 of the ESTA Act, information relating to calls received or messages communicated by ESTA while providing a service to emergency services and other related services organisations is confidential information that may only be disclosed in certain circumstances permitted under the ESTA Act and with Ministerial authorisation.

In certain circumstances ESTA has Ministerial authorisation to provide confidential information under the ESTA Act (that would otherwise be unavailable under the FOI Act) for the purpose of:

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

Members of the public can make requests for triple zero call audio at [\*\*https://www.esta.vic.gov.au/requests-audio-under-esta-act\*\*](https://www.esta.vic.gov.au/requests-audio-under-esta-act)

In 2022–23, there was an increase in requests for triple zero call audio and related information requests from members of the public and emergency services, and other related service organisations.

Table 29: Triple zero call audio and related information requests.

INFORMATION REQUEST CATEGORY	DESCRIPTION	2022–23	2021–22
Triple zero call audio and related information	Members of the public and law firm requests for information where ESTA disclosed information under the ESTA Act	1,003	969
Triple zero call audio requests from emergency services	Requests from emergency service organisations for audio of telephone calls or radio dispatch where ESTA disclosed information under the ESTA Act	920	757

### Privacy and Data Protection Act 2014 (Vic)

ESTA is subject to the *Privacy and Data Protection Act 2014 (Vic)* and the *Health Records Act 2001 (Vic)*. We are committed to protecting the privacy of all personal and health information we collect and handle.

ESTA operates telephony call recording equipment, including for triple zero calls. We use any personal information provided for responding to emergencies and related activities. In some cases, the information may also be used for research and statistical analysis. As with the FOI Act, recordings are considered to be confidential information that may only be disclosed in certain circumstances, as permitted under the ESTA Act and with Ministerial authorisation.

### Public Interest Disclosure Act 2012 (Vic)

ESTA is not a public sector body that is prescribed under the *Public Interest Disclosure Act 2012 (Vic)* to receive public interest disclosures. 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](http://www.ibac.vic.gov.au)

**Phone:** 1300 735 135

### Statutory information

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

### Publications

Throughout the year ESTA maintained a public website ([esta.vic.gov.au](http://esta.vic.gov.au)) and published news and information on social media platforms including Facebook, Twitter, LinkedIn and Instagram. An Annual Report for the 2021–22 financial year was published and presented to Parliament.

### Carers Recognition Act 2012 (Vic)

ESTA values the important contribution made to the community by carers and people in care relationships. We recognise different needs and promote the benefit that care relationships bring in accordance with the *Carers Recognition Act 2012*. We are committed to ensuring our policies comply with the principles of the Act, and work to ensure the role of carers is recognised within our organisation.

### Disability and inclusion

The *Disability Act 2006 (Vic)* (Disability Act) provides for a whole-of-government and whole-of-community response to the rights and needs of people living with a disability. ESTA is committed to its responsibilities under the Disability Act.

We value diversity within our workforce and the community we serve. This includes responding to the needs of people living with a disability. ESTA is committed to developing a diverse workforce and providing safe, flexible, accessible, equitable and inclusive work conditions.

Disability and inclusion are key focus areas of ESTA's Framework 2023–26. Our Disability Action Plan will be developed and launched in 2023–24.

## Attestation for Standing Directions

Attestation for financial management compliance with Standing Direction 5.1.4

### **Emergency Services Telecommunications Authority Financial Management Compliance Attestation Statement**

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

A handwritten signature in black ink, appearing to read 'Mary D', written in a cursive style.

Mary Delahunty  
**Acting ESTA Chair**



# Financial performance and financial statements

## Financial performance

ESTA's commitment to robust financial governance, together with significant investment from government, resulted in continued improvement in our financial position in 2022–23. A stronger financial position enhances our capacity to provide critical services to the community.

In 2022–23 ESTA:

- continued to work with government to support the uplift in capacity and capability to meet sustained demand for triple zero services from the community
- maintained financial and prudent liquidity performance
- invested in transformational projects such as the CAD program, which will improve the sustainability and security of ESTA's current system
- continued to administer critical managed services for operational communications on behalf of the state and agencies.

## Financial results

ESTA reported a small surplus of \$0.3 million for 2022–23, \$1.8 million lower than the \$2.1 million surplus reported in 2021–22. The result was largely impacted by the increased funding from government and higher funding for operational communications services. This was offset by a corresponding increase in expenses, which were principally related to employee expenses and associated operational costs to support the growth of the ESTA workforce. Increased depreciation and amortisation of operational communications assets held on behalf of the state also impacted the results (refer to Table 30 below).

ESTA's financial statements for 2022–23 are included in this Annual Report. The organisation's consolidated net result reflects a combination of its three major service lines:

1. CTD and corporate services – emergency and non-emergency CTD operations and related support functions. ESTA departments are directed to support CTD operations as core functions of the organisation.
2. Operational communications – state service contracts managed by ESTA on behalf of DJCS, which have different contract terms, and different financing and depreciation cycles.
3. Projects – ESTA manages various projects funded by the state and/or ESOs. Accordingly, project revenue and expenditures are allocated under a distinct 'Projects' line of business.

Total expenses in 2022–23 were \$371.6 million, of which 47 per cent (\$174.7 million) were employee expenses and 30 per cent (\$112.6 million) were operational communications payments under state service contracts (Figure 4).

Expenditure increased during the year, consistent with the additional funding from government for the immediate workforce initiatives that were required to address triple zero community demand. The cost increases were associated with:

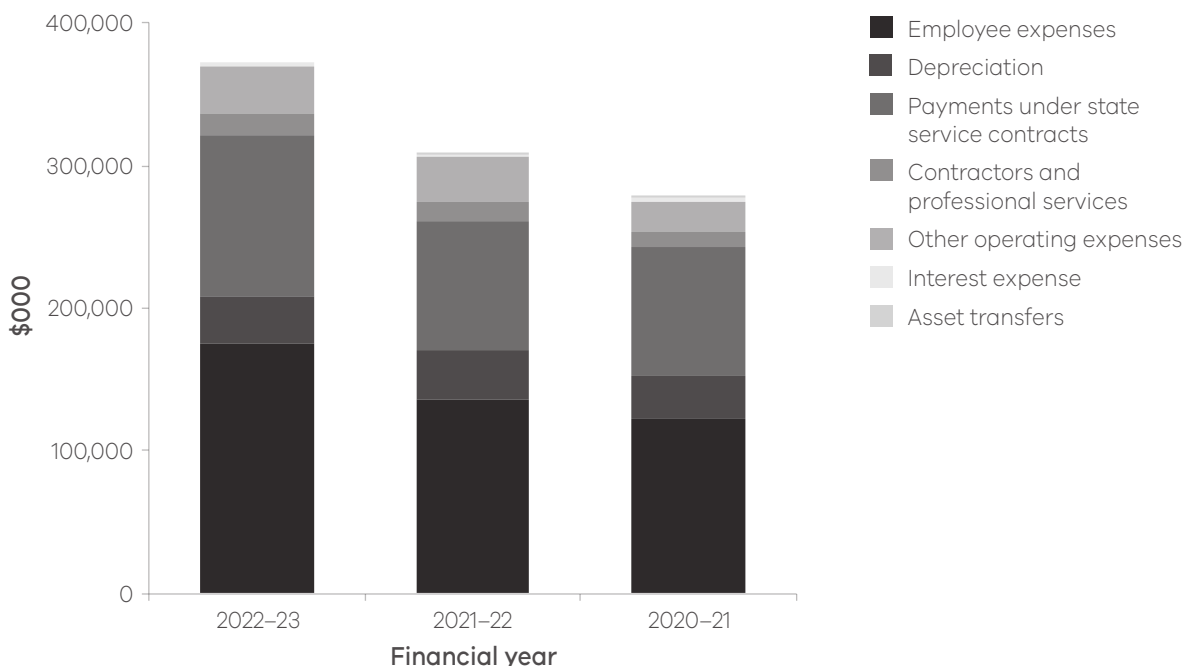
- growth in the ESTA workforce
- uplift to the operational communications function
- additional IT and communications operating costs.

Table 30: Net result by service line.<sup>1</sup>

SERVICE LINE	2022–23 \$000	2021–22 \$000	2020–21 \$000
CTD operations and corporate overheads	7,660	4,634	(1,606)
Operational communications	(7,298)	(2,281)	3,159
Projects	(24)	(263)	2,900
<b>Total net result</b>	<b>338</b>	<b>2,090</b>	<b>4,453</b>

1. The basis of identifying the service line is consistent with the presentation in the notes to the financial statements (see Note 8.2.1).

Figure 4: Total expenses.



### Cash and liquidity

ESTA's total cash position at 30 June 2023 was \$120.2 million, an increase of \$33.1 million from 30 June 2022.

CTD cash held for employee entitlements, urgent and minor capital works and other operating costs has increased due to:

- increased government funding to support the immediate capacity and capability uplift in staffing
- the operating result (before depreciation expense)
- the timing of expenses spend
- lower capital spending.

We maintain our CTD cash balance at practical levels so we can invest in the infrastructure upgrades, people, processes and technology needed to deliver consistent and reliable services for the community and ESOs.

Cash held for state-sponsored contract commitments grew mainly due to timing of works payments. Significant works were delivered in Q4 of the 2022-23 financial year, with payments not due until Q1 2023-24.

The cash balance for ESTA's committed projects has increased due to works program delays, with a significant amount of funding unspent and the budget realigned to the revised project schedules.

Table 31: Cash balance and liquidity.

	2022-23 \$000	2021-22 \$000	2020-21 \$000
State-managed contracts	36.8	28.5	33.4
ESTA-committed projects	18.6	8.7	10.3
CTD	64.8	49.9	39.8
<b>Cash balance</b>	<b>120.2</b>	<b>87.1</b>	<b>83.5</b>
Number of weeks cash (CTD)	21.6	16.6	13.3

## Financial statements

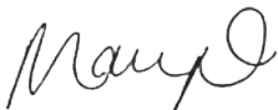
### Declaration in the financial statements

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 2023 and financial position of the Emergency Services Telecommunications Authority at 30 June 2023.

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 17 October 2023.



Mary Delahuntly  
**Acting ESTA Chair**

Melbourne  
17 October 2023



Byron Crawford  
**Acting Chief Executive Officer**

Melbourne  
17 October 2023



Lee Anne Harris  
**Chief Financial Officer**

Melbourne  
17 October 2023

# Independent Auditor's Report



## *To the Board of the Emergency Services Telecommunications Authority*

**Opinion** I have audited the financial report of the Emergency Services Telecommunications Authority (the Authority) which comprises the:

- balance sheet as at 30 June 2023
- statement of comprehensive income 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
- declaration in the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2023 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and applicable Australian Accounting Standards.

**Basis for opinion** I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the Board in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (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.

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

**The Board's responsibilities for the financial report** 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 *Financial Management Act 1994*, 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.

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.

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**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 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.

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MELBOURNE  
18 October 2023



Timothy Maxfield

*as delegate for the Auditor-General of Victoria*



## Comprehensive operating statement

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023	NOTES	2023 \$'000	2022 \$'000
Revenue and income from transactions			
Revenue	2.1	372,055	309,794
<b>Total revenue and income from transactions</b>		<b>372,055</b>	<b>309,794</b>
Expenses from transactions			
Employee expenses	3.1.1	174,733	136,065
Depreciation and amortisation	4.4	34,114	34,156
Payments under state service contracts		112,606	90,401
Contractors and professional services		14,744	14,542
Other operating expenses	3.2	33,565	30,488
Interest expense	6.2.2	1,883	2,307
Fair value of assets transferred free of charge	3.3	–	171
<b>Total expenses from transactions</b>		<b>371,645</b>	<b>308,130</b>
<b>Net result from transactions (net operating balance)</b>		<b>410</b>	<b>1,664</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on non-financial assets		13	(169)
Other gains/(losses) from other economic flows		(84)	595
<b>Total other economic flows included in net result</b>		<b>(72)</b>	<b>426</b>
<b>Net result</b>		<b>338</b>	<b>2,090</b>
<b>Comprehensive result</b>		<b>338</b>	<b>2,090</b>

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

## Balance sheet

AS AT 30 JUNE 2023	NOTES	2023 \$000	2022 \$000
<b>Assets</b>			
<b>Financial assets</b>			
Cash and deposits	6.3.1	120,236	87,057
Receivables	5.1	14,509	17,129
<b>Total financial assets</b>		<b>134,745</b>	<b>104,186</b>
<b>Non-financial assets</b>			
Prepayments		3,608	4,419
Property, plant and equipment	4.1	45,799	53,442
Intangible assets	4.2	4,030	4,816
Right-of-use assets	4.3	74,153	65,840
<b>Total non-financial assets</b>		<b>127,590</b>	<b>128,517</b>
<b>Total assets</b>		<b>262,335</b>	<b>232,703</b>
<b>Liabilities</b>			
Payables	5.2	38,410	21,930
Lease liabilities	6.1	79,080	70,307
Employee benefit provisions	3.1.2	28,376	24,940
Other provisions		3,613	3,008
<b>Total liabilities</b>		<b>149,479</b>	<b>120,185</b>
<b>Net assets</b>		<b>112,856</b>	<b>112,518</b>
<b>Equity</b>			
Accumulated deficit		(12,704)	(15,356)
Contributed capital		113,142	113,142
Contract contingency reserve		12,418	14,732
<b>Net worth</b>		<b>112,856</b>	<b>112,518</b>

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

## Cash flow statement

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023	NOTES	2023 \$000	2022 \$000
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Grants		138,791	68,879
Receipts from customers		251,266	251,312
Interest received		3,502	316
<b>Total receipts</b>		<b>393,558</b>	<b>320,507</b>
<b>Payments</b>			
Payments to suppliers and employees		(333,484)	(284,642)
Goods and Services Tax (GST) paid to the Australian Taxation Office (ATO)		(2,287)	(1,018)
<b>Total payments</b>		<b>(335,771)</b>	<b>(285,660)</b>
<b>Net cash flows from operating activities</b>	6.3.2	<b>57,787</b>	<b>34,847</b>
<b>Cash flows from investing activities</b>			
Purchases of non-financial assets		(6,050)	(11,227)
<b>Net cash flows used in investing activities</b>		<b>(6,050)</b>	<b>(11,227)</b>
<b>Cash flows from financing activities</b>			
Repayment of lease liabilities		(18,558)	(20,018)
<b>Net cash flows used in financing activities</b>		<b>(18,558)</b>	<b>(20,018)</b>
<b>Net increase in cash and cash equivalents</b>			
Cash and cash equivalents at the beginning of the financial year		87,057	83,455
<b>Cash and cash equivalents at the end of the financial year</b>	6.3.1	<b>120,236</b>	<b>87,057</b>

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

## Statement of changes in equity

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023	NOTES	ACCUMULATED DEFICIT \$000	CONTRIBUTED CAPITAL \$000	CONTRACT CONTINGENCY RESERVE \$000	TOTAL \$000
<b>Balance at 1 July 2021</b>		<b>(18,299)</b>	<b>113,142</b>	<b>15,585</b>	<b>110,428</b>
Net result for the year		2,090	–	–	2,090
Transfer to/from contract contingency reserve	8.1	853	–	(853)	–
<b>Balance at 30 June 2022</b>		<b>(15,356)</b>	<b>113,142</b>	<b>14,732</b>	<b>112,518</b>
<b>Balance at 1 July 2022</b>		<b>(15,356)</b>	<b>113,142</b>	<b>14,732</b>	<b>112,518</b>
Net result for the year		338	–	–	338
Transfer to/from contract contingency reserve	8.1	2,314	–	2,314	–
<b>Balance at 30 June 2023</b>		<b>(12,704)</b>	<b>113,142</b>	<b>12,417</b>	<b>112,856</b>

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

# Notes to and forming part of 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.

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 Australian Accounting Standards (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 Australian Accounting Standards Board (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 2023 and the comparative information presented for the year ended 30 June 2022.

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

### 1.2 Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable AAS which include Interpretations, issued by the 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 AAS 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 Emergency Services.

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 from transactions

	NOTES	2023 \$000	2022 \$000
Call-taking & dispatch (CTD) and Data & Information (DI) Services revenue	2.1.1	219,263	161,767
Project revenue	2.1.1	4,993	17,812
State service contracts revenue	2.1.1	138,944	124,362
Other operating revenue	2.1.1	5,353	5,536
Interest on deposits		3,502	316
<b>Total revenue from transactions</b>		<b>372,055</b>	<b>309,794</b>

#### 2.1.1 Revenue from transactions – split between sale of services, grants and interest

	2023 \$000	2022 \$000
Sale of services	229,762	240,598
Grants	138,791	68,879
Interest on deposits	3,502	316
<b>Total revenue from transactions</b>	<b>372,055</b>	<b>309,794</b>

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 and DI revenue

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

#### 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 receipt of funding used to deliver Emergency Alerting System (EAS), Mobile Data Network (MDN), Metropolitan Mobile Radio (MMR), Regional Mobile Radio (RMR) and Managed Device Service (MDS) services to emergency services organisations. State service contracts revenue is used to make operating service payments and lease liability repayments under the the EAS, MDN, MMR, RMR and MDS programs (operating service payments are referred to as 'Payments under state service contracts' in the Comprehensive operating statement).

#### Other operating revenue

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

#### Interest on deposits

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

## 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.

## 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 cash, ESTA recognises grant revenue in accordance with AASB 1058 *Income of Not-for-Profit Entities*.

On initial recognition of the cash, ESTA recognises any related contributions by owners, increases in liabilities, decreases in assets, and revenue ('related amounts') in accordance with other AAS. 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*.

## 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

	NOTES	2023 \$000	2022 \$000
Employee expenses	3.1.1	174,733	136,065
Payments under state service contracts		112,606	90,401
Contractors and professional services		14,744	14,542
Other operating expenses	3.2	33,565	30,488
Fair value of assets transferred free of charge	3.3	–	171
<b>Total expenses incurred in the delivery of services</b>		<b>335,647</b>	<b>271,669</b>

Payments under state service contracts relate to ongoing service payments to operate EAS, MDN, MMR, RMR and MDS services. These are recognised as expenses in the reporting period services are provided.

#### 3.1.1 Employee expenses in the comprehensive operating statement

	NOTES	2023 \$000	2022 \$000
Defined contribution superannuation expense	3.1.3	13,909	10,580
Termination benefits		215	633
Salaries and wages, annual leave and long service leave		160,608	124,853
<b>Total employee expenses</b>		<b>174,733</b>	<b>136,065</b>

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

	2023 \$000	2022 \$000
<b>Current</b>		
<b>Annual leave and time in lieu</b>		
Unconditional and expected to be settled within 12 months	8,411	7,254
Unconditional and expected to be settled after 12 months	1,950	1,985
<b>Long service leave</b>		
Unconditional and expected to be settled within 12 months	1,966	1,690
Unconditional and expected to be settled after 12 months <sup>(i)</sup>	10,016	9,208
<b>On-costs</b>		
Unconditional and expected to be settled within 12 months	1,521	1,134
Unconditional and expected to be settled after 12 months <sup>(i)</sup>	2,420	1,921
<b>Total current employee benefits and on-costs</b>	<b>26,284</b>	<b>23,193</b>
<b>Non-current</b>		
Conditional long service leave <sup>(i)</sup>	1,740	1,491
On-costs <sup>(i)</sup>	352	256
<b>Total non-current provisions</b>	<b>2,092</b>	<b>1,747</b>
<b>Total provisions for employee benefits</b>	<b>28,376</b>	<b>24,940</b>

(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 5 years if their employment is ended for any reason.

## Reconciliation of movement in on-costs provision

	2023 \$000
<b>Opening balance</b>	<b>3,312</b>
Additional provisions recognised	2,629
Additions due to transfer in	96
Reductions arising from payments/other sacrifices of future economic benefits	(1,747)
Unwind of discount and effect of changes in the discount rate	14
Reduction due to transfer out	(10)
<b>Closing balance</b>	<b>4,294</b>
Current	3,942
Non-current	352

## Wages and salaries, annual leave and time in lieu

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' included in net 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 10.5 per cent for the period 1 July 2022 and 30 June 2023.

	2023 \$000	2022 \$000
<b>Employer contributions</b>		
Australian Super	1,780	1,286
Vic Super	8,215	6,513
Other superannuation funds	3,649	2,657
<b>Total employer contributions</b>	<b>13,644</b>	<b>10,456</b>
Outstanding contributions	265	124
<b>Total</b>	<b>13,909</b>	<b>10,580</b>

*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.*

### 3.2 Other operating expenses

	2023 \$000	2022 \$000
Other staff related costs	4,148	2,542
Contractors and professional services	14,744	14,542
Communications	5,568	5,241
Information technology and infrastructure	13,627	12,618
Outgoings and utilities	4,131	3,395
Lease rental expenses - operating lease payments		
– Low-value lease assets	87	72
Office equipment	1,662	3,874
Travel and accommodation	2,361	703
Stationery	403	619
Finance and insurance costs	846	712
Audit services	607	502
Other	126	210
<b>Total other operating expenses</b>	<b>33,565</b>	<b>30,488</b>

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.

Audit fees of \$46,500 in 2023 (\$36,200 in 2022) were paid or payable to the Victorian Auditor-General’s Office for the audit of the Annual Financial Report of ESTA.

### 3.3 Fair value of assets transferred free of charge

	2023 \$000	2022 \$000
Fair value of EAS assets transferred free of charge	–	171
<b>Total fair value of assets transferred free of charge</b>	<b>–</b>	<b>171</b>

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 2022. This was transferred to the Department of Justice and Community Safety (DJCS) as assets given free of charge.



## 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
- 4.4 Depreciation, amortisation and impairment

#### 4.1 Property, plant and equipment

2023	GROSS CARRYING AMOUNT \$000	ACCUMULATED DEPRECIATION \$000	NET CARRYING AMOUNT \$000
Computers and communications equipment at fair value	109,701	(86,507)	23,195
Plant and equipment at fair value	1,806	(590)	1,216
Leasehold improvements at fair value	39,545	(21,382)	18,164
Capital works in progress at cost	3,226	–	3,226
<b>Total property, plant and equipment</b>	<b>154,278</b>	<b>(108,479)</b>	<b>45,799</b>

2022	GROSS CARRYING AMOUNT \$000	ACCUMULATED DEPRECIATION \$000	NET CARRYING AMOUNT \$000
Computers and communications equipment at fair value	116,626	(85,712)	30,914
Plant and equipment at fair value	1,651	(424)	1,227
Leasehold improvements at fair value	37,291	(19,114)	18,177
Capital works in progress at cost	3,124	–	3,124
<b>Total property, plant and equipment</b>	<b>158,691</b>	<b>(105,250)</b>	<b>53,442</b>

### 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).

Fair value for all ESTA's property, plant and equipment (except capital works in progress which is continued to be measured at cost) 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.

4.1.1 Reconciliation of movements in net carrying amount of property, plant and equipment

	COMPUTERS & COMMUNICATIONS EQUIPMENT AT FAIR VALUE	PLANT & EQUIPMENT AT FAIR VALUE	LEASEHOLD IMPROVEMENTS AT FAIR VALUE	CAPITAL WORK IN PROGRESS AT COST	TOTAL
2023	\$000	\$000	\$000	\$000	\$000
Opening balance	30,914	1,227	18,177	3,124	53,442
Additions	–	–	–	6,205	6,205
Depreciation expense	(11,046)	(166)	(2,268)	–	(13,480)
Disposal	–	–	–	(133)	(133)
Capitalisation of intangible assets	–	–	–	(233)	(233)
Capitalisation of works in progress	3,327	155	2,255	(5,737)	–
<b>Closing balance</b>	<b>23,195</b>	<b>1,216</b>	<b>18,164</b>	<b>3,226</b>	<b>45,799</b>

	COMPUTERS & COMMUNICATIONS EQUIPMENT AT FAIR VALUE	PLANT & EQUIPMENT AT FAIR VALUE	LEASEHOLD IMPROVEMENTS AT FAIR VALUE	CAPITAL WORK IN PROGRESS AT COST	TOTAL
2022	\$000	\$000	\$000	\$000	\$000
Opening balance	32,594	1,315	18,425	2,586	54,920
Additions	–	–	–	11,609	11,609
Assets constructed on behalf of DJCS <sup>(i)</sup>	–	–	–	171	171
Assets transferred to DJCS free of charge <sup>(i)</sup>	–	–	–	(171)	(171)
Depreciation expense	(9,888)	(158)	(2,008)	–	(12,055)
Disposal	–	–	(241)	–	(241)
Capitalisation of intangible assets	–	–	–	(792)	(792)
Capitalisation of works in progress	8,208	70	2,001	(10,279)	–
<b>Closing balance</b>	<b>30,914</b>	<b>1,227</b>	<b>18,177</b>	<b>3,124</b>	<b>53,442</b>

(i) ESTA purchased assets on behalf of the State. These assets were transferred free of charge to the State (DJCS).

## 4.2 Intangible assets

	CAD SOFTWARE		OTHER SOFTWARE		TOTAL	
	2023	2022	2023	2022	2023	2022
	\$000	\$000	\$000	\$000	\$000	\$000
<b>Gross carrying amount</b>						
Opening balance	9,926	9,553	19,969	19,550	29,895	29,013
Additions	233	373	–	419	233	792
Disposals	(5,200)	–	(18,373)	–	(23,573)	–
Closing balance	4,959	9,926	1,596	19,969	6,555	29,895
<b>Accumulated amortisation</b>						
Opening balance	(6,046)	(5,490)	(19,034)	(18,597)	(25,079)	(24,087)
Amortisation	(643)	(556)	(376)	(437)	(1,019)	(993)
Disposals	5,200	–	18,373	–	23,573	–
Closing balance	(1,489)	(6,046)	(1,037)	(19,034)	(2,525)	(25,079)
<b>Net carrying amount</b>	<b>3,470</b>	<b>3,880</b>	<b>559</b>	<b>935</b>	<b>4,030</b>	<b>4,816</b>

### Initial recognition

Purchased intangible assets are initially recognised at cost. When the recognition criteria in AASB 138 *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

All intangible assets continue to be measured at cost less any accumulated amortisation and accumulated impairment losses. ESTA's intangible assets all have finite useful lives and are amortised as an 'expense from transactions' on a straight line basis over their useful lives.

### Significant intangible assets

ESTA has capitalised the computer aided dispatch (CAD) software. The net carrying amount of the software is \$3.47 million (2022: \$3.88 million). Its useful life is 9 years.

### 4.3 Right-of-use assets

2023	GROSS CARRYING AMOUNT \$000	ACCUMULATED DEPRECIATION \$000	NET CARRYING AMOUNT \$000
Buildings at fair value	102,244	(47,234)	55,010
Computers and communications equipment at fair value	50,611	(31,711)	18,900
Motor vehicles at fair value	306	(63)	243
<b>Total</b>	<b>153,160</b>	<b>(79,008)</b>	<b>74,153</b>

2022	GROSS CARRYING AMOUNT \$000	ACCUMULATED DEPRECIATION \$000	NET CARRYING AMOUNT \$000
Buildings at fair value	77,513	(36,761)	40,752
Computers and communications equipment at fair value	47,569	(22,611)	24,959
Motor vehicles at fair value	167	(38)	130
<b>Total</b>	<b>125,249</b>	<b>(59,409)</b>	<b>65,840</b>

#### 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.

## 4.4 Depreciation, amortisation and impairment

### 4.4.1 Depreciation and amortisation expense by asset class

	2023 \$000	2022 \$000
Buildings (including right-of use assets)	10,473	12,587
Computers and communications equipment (including right-of-use assets)	20,146	18,506
Motor vehicles (including right-of-use assets)	42	28
Plant and equipment	166	158
Leasehold improvements	2,268	2,008
Intangible assets	1,019	869
<b>Total depreciation and amortisation</b>	<b>34,114</b>	<b>34,156</b>

All property, plant and equipment, intangible assets and right-of-use 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.

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 <sup>(i)</sup>
Computers and communications equipment (including right-of-use assets)	2–10 years <sup>(i)</sup>
Motor vehicles (including right-of-use assets)	1–3 years
Plant and equipment	5–10 years
Leasehold improvements	5–10 years
Intangible assets	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.*

### 4.4.2 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.

## 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 Payables

#### 5.1 Receivables

	2023 \$000	2022 \$000
<b>Contractual</b>		
Services	9,237	10,072
Other receivables	3,424	5,095
	<b>12,661</b>	<b>15,167</b>
<b>Statutory</b>		
GST input tax credit recoverable	1,849	1,962
	<b>1,849</b>	<b>1,962</b>
<b>Total receivables</b>	<b>14,509</b>	<b>17,129</b>
<b>Represented by:</b>		
Current receivables	14,509	17,129

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.

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



## 5.2 Payables

	2023 \$000	2022 \$000
<b>Contractual</b>		
Supplies and services	8,247	3,079
Unearned income	1,887	324
Accrued expenses	25,778	16,383
	<b>35,912</b>	<b>19,786</b>
<b>Statutory</b>		
Payroll tax payable	1,029	789
GST payable	1,469	1,355
	<b>2,498</b>	<b>2,144</b>
<b>Total payables</b>	<b>38,410</b>	<b>21,930</b>
<b>Represented by:</b>		
Current payables	38,410	21,930

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. All contractual payables are due to be paid within one month of 30 June 2023.
- Statutory payables: such as GST 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 a usual credit period of 30 days.

## 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

	2023 \$'000	2022 \$'000
<b>Current lease liabilities</b>		
Lease liabilities <sup>(i)</sup>		
– Right-of-use lease liability	18,931	18,859
<b>Total current lease liabilities</b>	<b>18,931</b>	<b>18,859</b>
<b>Non-current lease liabilities</b>		
Lease liabilities <sup>(i)</sup>		
– Right-of-use lease liability	60,149	51,448
<b>Total non-current lease liabilities</b>	<b>60,149</b>	<b>51,448</b>
<b>Total lease liabilities</b>	<b>79,080</b>	<b>70,307</b>

(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 are interest bearing liabilities arising from lease of assets. Lease liabilities are classified as financial instruments. Interest bearing liabilities are classified at amortised cost.

### 6.1.1 Maturity analysis of lease liabilities

	CARRYING AMOUNT \$'000	NOMINAL AMOUNT \$'000	LESS THAN 1 MONTH \$'000	1-3 MONTHS \$'000	MATURITY DATES		
					3 MONTHS – 1 YEAR \$'000	1-5 YEARS \$'000	5+ YEARS \$'000
<b>2023</b>							
Lease liabilities	79,080	79,080	1,634	3,284	14,013	32,187	27,962
<b>Total</b>	<b>79,080</b>	<b>79,080</b>	<b>1,634</b>	<b>3,284</b>	<b>14,013</b>	<b>32,187</b>	<b>27,962</b>
<b>2022</b>							
Lease liabilities	70,307	70,307	2,079	3,087	13,484	38,463	13,194
<b>Total</b>	<b>70,307</b>	<b>70,307</b>	<b>2,079</b>	<b>3,087</b>	<b>13,484</b>	<b>38,463</b>	<b>13,194</b>

## 6.2 Leases

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

### ESTA's leasing activities

ESTA leases various properties, computer and communications 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.

### Leases at significantly below-market terms and conditions

In the prior year, ESTA leased 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 telecommunications.

The right-of-use assets associated with leases at significantly below-market terms and conditions are initially and subsequently measured at cost.

#### 6.2.1 Right-of use assets

Right-of-use assets associated with ESTA's lease liabilities are presented in Note 4.3.

### 6.2.2 Amounts recognised in the Comprehensive operating statement

The following amounts are recognised in the Comprehensive operating statement relating to leases.

	2023 \$000	2022 \$000
Interest expense on lease liabilities	1,883	2,307
Expenses relating to leases of low-value assets	87	72
<b>Total amount recognised in the comprehensive operating statement</b>	<b>1,970</b>	<b>2,379</b>

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.

### 6.2.3 Amounts recognised in the Statement of cashflows

The following amounts are recognised in the Statement of cashflows for the year ended 30 June 2023 relating to leases.

	2023 \$000	2022 \$000
<b>Total cash outflow for leases</b>	<b>(18,558)</b>	<b>(21,406)</b>

For any new contracts entered into, 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.

No changes to the above policy from the prior financial year.

### 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 less any lease incentive receivable
- 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.

During the year, ESTA leased low-value computer equipment with contract terms ranging from one to five years. No right-of-use asset and corresponding lease liability has been recognised relating to these low-value items.

At 30 June 2023, ESTA did not have any short-term lease commitments.

The following table presents the future lease payments and maturity analysis for leases.

	MINIMUM FUTURE LEASE PAYMENTS <sup>(i)</sup>		PRESENT VALUE OF MINIMUM FUTURE LEASE PAYMENTS	
	2023 \$000	2022 \$000	2023 \$000	2022 \$000
<b>Other lease liabilities payable<sup>(i)</sup></b>				
Not longer than 1 year	20,792	20,473	18,931	18,650
Longer than 1 year but not longer than 5 years	37,563	41,247	32,913	38,463
Longer than 5 years	31,083	14,564	27,236	13,194
<b>Minimum lease payments</b>	<b>89,438</b>	<b>76,284</b>	<b>79,080</b>	<b>70,307</b>
– Less future finance charges	(10,358)	(5,977)	–	–
<b>Present value of minimum lease payments</b>	<b>79,080</b>	<b>70,307</b>	<b>79,080</b>	<b>70,307</b>
Included in the financial statements as:				
– Current lease liabilities (Note 6.1)			18,931	18,859
– Non-current lease liabilities (Note 6.1)			60,149	51,448
<b>Total</b>			<b>79,080</b>	<b>70,307</b>

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

### 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

	2023 \$000	2022 \$000
Cash and deposits	120,236	87,057
<b>Balance as per Cash flow statement<sup>(i)</sup></b>	<b>120,236</b>	<b>87,057</b>

(i) Balance as per Cash flow statement includes:

- 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 2023 is \$12.42 million (\$14.73 million in 2022).

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

	2023 \$000	2022 \$000
<b>Net result for the period</b>	<b>338</b>	<b>2,090</b>
<b>Non-cash movements</b>		
Depreciation and amortisation	34,114	34,156
(Gain)/loss on sale or disposal of non-current assets	(13)	169
<b>Movements in assets and liabilities</b>		
Decrease / (increase) in receivables	2,619	(6,628)
Decrease in prepayments	811	1,845
Increase in payables	14,918	1,767
Increase in unearned income	1,562	296
Increase in provisions	3,437	1,153
<b>Net cash flows from/(used in) operating activities</b>	<b>57,787</b>	<b>34,847</b>

#### 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

	2023 \$000	2022 \$000
<b>(a) Capital expenditure commitments</b>		
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	–	1,473
	–	1,473
<b>(b) Software licence and services commitments<sup>(i)</sup></b>		
A commitment exists in relation to software licensing with various vendors and the software licensing and support agreement for CTD held with Intergraph Corporation Pty Ltd.		
Not longer than 1 year	4,931	6,629
Longer than 1 year and not longer than 5 years	497	262
	<b>5,428</b>	<b>6,891</b>
<b>(c) State-managed operation and service commitments<sup>(ii)</sup></b>		
Not longer than 1 year	95,733	74,664
Longer than 1 year and not longer than 5 years	148,932	173,324
	<b>244,665</b>	<b>247,988</b>
<b>(d) Operate and maintain contract commitments<sup>(iii)</sup></b>		
Not longer than 1 year	31,542	4,214
Longer than 1 year and not longer than 5 years	82,941	–
	<b>114,483</b>	<b>4,214</b>
<b>(e) Other expenditure commitments</b>		
Not longer than 1 year	921	2,476
Longer than 1 year and not longer than 5 years	1,165	1,928
	<b>2,086</b>	<b>4,404</b>
<b>Total commitments for expenditure (exclusive of GST)</b>	<b>366,662</b>	<b>264,970</b>
Plus GST recoverable from the ATO	36,666	26,497
<b>Total commitments for expenditure (inclusive of GST)</b>	<b>403,328</b>	<b>291,467</b>

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

(ii) This expenditure relates to ESTA's management of the State's emergency services operational communications network (MMR, RMR, MDN and MDS) which is provided by Motorola Solutions Australia Pty Ltd and Telstra Corporation Limited. This is offset by equivalent amounts in revenue received from DJCS and Emergency Services Organisations, such as Ambulance Victoria (AV), Fire Rescue Victoria (FRV), the Country Fire Authority (CFA), Victoria Police and Victoria State Emergency Service (VICSES).

(iii) This expenditure is offset by equivalent amounts in revenue under the EAS operate-and-maintain contract. The EAS contract was renewed on 29 June 2023 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 interest.

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.

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

## 7.1.1 Categorisation of financial instruments

	CASH & DEPOSITS \$000	FINANCIAL ASSETS AT AMORTISED COST \$000	FINANCIAL LIABILITIES AT AMORTISED COST \$000	TOTAL \$000
<b>2023</b>				
<b>Contractual financial assets</b>				
Cash and deposits	120,236	–	–	120,236
<i>Receivables</i> <sup>(i)</sup>				
– Services	–	9,237	–	9,237
– Other	–	3,424	–	3,424
<b>Total contractual financial assets</b>	<b>120,236</b>	<b>12,661</b>	<b>–</b>	<b>132,896</b>
<b>Contractual financial liabilities</b>				
<i>Payables</i> <sup>(i)</sup>				
– Supplies and services	–	–	8,247	8,247
– Accruals	–	–	25,778	25,778
Lease liabilities	–	–	79,080	79,080
<b>Total contractual financial liabilities</b>	<b>–</b>	<b>–</b>	<b>113,105</b>	<b>113,105</b>
<b>2022</b>				
<b>Contractual financial assets</b>				
Cash and deposits	87,057	–	–	87,057
<i>Receivables</i> <sup>(i)</sup>				
– Services	–	10,072	–	10,072
– Other	–	5,095	–	5,095
<b>Total contractual financial assets</b>	<b>87,057</b>	<b>15,167</b>	<b>–</b>	<b>102,224</b>
<b>Contractual financial liabilities</b>				
<i>Payables</i> <sup>(i)</sup>				
– Supplies and services	–	–	3,079	3,079
– Accruals	–	–	16,383	16,383
Lease liabilities	–	–	70,307	70,307
<b>Total contractual financial liabilities</b>	<b>–</b>	<b>–</b>	<b>89,769</b>	<b>89,769</b>

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

## 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 and financial liability are disclosed in related sections throughout this financial report.

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 (CEO).

### 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.

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 2022–23.

#### Credit quality of financial assets

	FINANCIAL INSTITUTIONS (AA CREDIT RATING) \$000	VICTORIAN GOVERNMENT AGENCIES \$000	OTHER \$000	TOTAL \$000
<b>2023</b>				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	120,234	–	2	120,236
Contractual receivables	–	11,681	980	12,661
<b>Total financial assets</b>	<b>120,234</b>	<b>11,681</b>	<b>982</b>	<b>132,896</b>
<b>2022</b>				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	87,055	–	2	87,057
Contractual receivables	–	12,961	2,206	15,167
<b>Total financial assets</b>	<b>87,055</b>	<b>12,961</b>	<b>2,208</b>	<b>102,224</b>

#### Impairment of financial assets

Where applicable, ESTA records 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, statutory receivables, and cash and deposits. No credit loss allowances have been recognised for the current period or prior year.

#### 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 2022 or 30 June 2023.

#### 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 6.11 for the carrying amount of lease liabilities and the maturity analysis of these.

#### 7.1.5 Interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates. ESTA does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk.

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. ESTA has minimal exposure to cash flow interest rate risks through cash and deposits that are at variable interest rate.

#### Interest rate exposure of financial instruments

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.

Significant interest rate risk applies to ESTA's cash and deposits balance. These are ESTA's only financial assets or liabilities which are exposed to variable interest rate. Weighted average interest rate for 2022–23 is 3.38% (2021–22: 0.40%).

The following table shows the impact to net result given the corresponding (decrease)/increase in interest rates.

#### Interest rate risk sensitivity

	CARRYING AMOUNT \$000	-100 BASIS POINTS NET RESULT \$000	+100 BASIS POINTS NET RESULT \$000
<b>2023</b>			
Contractual financial assets			
Cash and deposits	120,236	(1,202)	1,202
<b>Total impact</b>	<b>120,236</b>	<b>(1,202)</b>	<b>1,202</b>

	CARRYING AMOUNT \$000	-100 BASIS POINTS NET RESULT \$000	+100 BASIS POINTS NET RESULT \$000
<b>2022</b>			
Contractual financial assets			
Cash and deposits	87,057	(871)	871
<b>Total impact</b>	<b>87,057</b>	<b>(871)</b>	<b>871</b>

## 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 2023 (2022: Nil).

### 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 2023 (2022: Nil).

## 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 carried at fair value:

- property, plant and equipment; and
- right-of-use assets.

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.

There have been no transfers between levels during the 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).

### 7.3.1 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 2022–23 reporting period.

These financial instruments include the following.

FINANCIAL ASSETS	FINANCIAL LIABILITIES
Cash and deposits (Note 6.3.1)	Payables (Note 5.2)
Receivables (Note 5.1)	– Supplies and services
– Services	– Other payables
– Other receivables	Lease liabilities (Note 6.1)



7.3.2 Fair value determination of non-financial physical assets

PROPERTY PLANT & EQUIPMENT	CARRYING AMOUNT \$000	FAIR VALUE MEASUREMENT AT THE END OF REPORTING PERIOD		
		LEVEL 1 <sup>(i)</sup> \$000	LEVEL 2 <sup>(i)</sup> \$000	LEVEL 3 <sup>(i)</sup> \$000
<b>2023</b>				
<b>Computers and communications equipment<sup>(ii)</sup></b>				
Communications equipment at fair value	109,701	–	–	109,701
Less: accumulated depreciation	(86,507)	–	–	(86,507)
	<b>23,195</b>	–	–	<b>23,195</b>
<b>Plant and equipment<sup>(iii)</sup></b>				
Plant and equipment at fair value	1,806	–	–	1,806
Less: accumulated depreciation	(590)	–	–	(590)
	<b>1,216</b>	–	–	<b>1,216</b>
<b>Leasehold improvements<sup>(iii)</sup></b>				
Leasehold improvements at fair value	39,545	–	–	39,545
Less: accumulated depreciation	(21,382)	–	–	(21,382)
	<b>18,164</b>	–	–	<b>18,164</b>
<b>Net carrying amount of property, plant and equipment</b>	<b>42,574</b>	–	–	<b>42,574</b>

PROPERTY PLANT & EQUIPMENT	CARRYING AMOUNT \$000	FAIR VALUE MEASUREMENT AT THE END OF REPORTING PERIOD		
		LEVEL 1 <sup>(i)</sup> \$000	LEVEL 2 <sup>(i)</sup> \$000	LEVEL 3 <sup>(i)</sup> \$000
<b>2022</b>				
<b>Computers and communications equipment<sup>(ii)</sup></b>				
Communications equipment at fair value	116,626	–	–	116,626
Less: accumulated depreciation	(85,712)	–	–	(85,712)
	<b>30,914</b>	–	–	<b>30,914</b>
<b>Plant and equipment<sup>(iii)</sup></b>				
Plant and equipment at fair value	1,651	–	–	1,651
Less: accumulated depreciation	(424)	–	–	(424)
	<b>1,227</b>	–	–	<b>1,227</b>
<b>Leasehold improvements<sup>(iii)</sup></b>				
Leasehold improvements at fair value	37,291	–	–	37,291
Less: accumulated depreciation	(19,114)	–	–	(19,114)
	<b>18,177</b>	–	–	<b>18,177</b>
<b>Net carrying amount of property, plant and equipment</b>	<b>50,317</b>	–	–	<b>50,317</b>

(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 improvements** – 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.

### 7.3.2.1 Fair value determination of right-of-use assets

RIGHT-OF-USE ASSETS	CARRYING AMOUNT \$000	FAIR VALUE MEASUREMENT AT THE END OF REPORTING PERIOD		
		LEVEL 1 <sup>(i)</sup> \$000	LEVEL 2 <sup>(i)</sup> \$000	LEVEL 3 <sup>(i)</sup> \$000
<b>2023</b>				
<b>Buildings<sup>(ii)</sup></b>				
Buildings at fair value	102,244	–	–	102,244
Less: accumulated amortisation	(47,234)	–	–	(47,234)
	<b>55,010</b>	–	–	<b>55,010</b>
<b>Computers and communications equipment<sup>(iii)</sup></b>				
Computers and communications equipment at fair value	50,611	–	–	50,611
Less: accumulated depreciation	(31,711)	–	–	(31,711)
	<b>18,900</b>	–	–	<b>18,900</b>
<b>Motor vehicles<sup>(iv)</sup></b>				
Motor vehicles at fair value	306	–	–	306
Less: accumulated amortisation	(63)	–	–	(63)
	<b>243</b>	–	–	<b>243</b>
<b>Net carrying amount of right-of-use assets</b>	<b>74,153</b>	–	–	<b>74,153</b>

RIGHT-OF-USE ASSETS	CARRYING AMOUNT \$000	FAIR VALUE MEASUREMENT AT THE END OF REPORTING PERIOD		
		LEVEL 1 <sup>(i)</sup> \$000	LEVEL 2 <sup>(i)</sup> \$000	LEVEL 3 <sup>(i)</sup> \$000
<b>2022</b>				
<b>Buildings<sup>(ii)</sup></b>				
Buildings at fair value	77,513	–	–	77,513
Less: accumulated amortisation	(36,761)	–	–	(36,761)
	<b>40,752</b>	–	–	<b>40,752</b>
<b>Computers and communications equipment<sup>(iii)</sup></b>				
Computers and communications equipment at fair value	47,569	–	–	47,569
Less: accumulated depreciation	(22,611)	–	–	(22,611)
	<b>24,959</b>	–	–	<b>24,959</b>
<b>Motor vehicles<sup>(iv)</sup></b>				
Motor vehicles at fair value	167	–	–	167
Less: accumulated amortisation	(38)	–	–	(38)
	<b>130</b>	–	–	<b>130</b>
<b>Net carrying amount of right-of-use assets</b>	<b>65,840</b>	–	–	<b>65,840</b>

(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 (DTF), 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 assets during the period to 30 June 2023. For all assets measured at fair value, the current use is considered the highest and best use.

7.3.3 Reconciliation of Level 3 fair value movements – property, plant and equipment

PROPERTY PLANT & EQUIPMENT	COMPUTERS & COMMUNICATIONS EQUIPMENT \$000	PLANT & EQUIPMENT \$000	LEASEHOLD IMPROVEMENTS \$000	TOTAL \$000
<b>2023</b>				
Opening balance	30,913	1,227	18,177	50,317
Purchases	3,327	155	2,255	5,737
Depreciation	(11,046)	(166)	(2,268)	(13,480)
<b>Subtotal</b>	<b>23,194</b>	<b>1,216</b>	<b>18,164</b>	<b>42,574</b>
<b>Closing balance</b>	<b>23,194</b>	<b>1,216</b>	<b>18,164</b>	<b>42,574</b>
<b>2022</b>				
Opening balance	32,593	1,316	18,425	52,334
Purchases	8,208	70	1,760	10,038
Depreciation	(9,888)	(158)	(2,008)	(12,055)
<b>Subtotal</b>	<b>30,913</b>	<b>1,227</b>	<b>18,177</b>	<b>50,317</b>
<b>Closing balance</b>	<b>30,913</b>	<b>1,227</b>	<b>18,177</b>	<b>50,317</b>

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

RIGHT-OF-USE ASSETS	COMPUTERS & COMMUNICATIONS EQUIPMENT \$000	PLANT & EQUIPMENT \$000	LEASEHOLD IMPROVEMENTS \$000	TOTAL \$000
<b>2023</b>				
Opening balance	24,959	40,751	129	65,840
Purchases	3,041	24,732	156	27,928
Depreciation	(9,100)	(10,473)	(42)	(19,615)
<b>Subtotal</b>	<b>18,900</b>	<b>55,010</b>	<b>243</b>	<b>74,153</b>
<b>Closing balance</b>	<b>18,900</b>	<b>55,010</b>	<b>243</b>	<b>74,153</b>
<b>2022</b>				
Opening balance	30,068	51,341	118	81,527
Purchases	3,385	1,997	39	5,421
Depreciation	(8,494)	(12,587)	(28)	(21,108)
<b>Subtotal</b>	<b>24,959</b>	<b>40,751</b>	<b>129</b>	<b>65,840</b>
<b>Closing balance</b>	<b>24,959</b>	<b>40,751</b>	<b>129</b>	<b>65,840</b>

7.3.4 Description of significant unobservable inputs to Level 3 valuations – property, plant and equipment

ITEM	VALUATION TECHNIQUE	SIGNIFICANT UNOBSERVABLE INPUTS
Computers and communications equipment	Current replacement cost	Cost per unit Useful life of computers and communications equipment
Plant and equipment	Current replacement cost	Cost per unit Useful life of plant and equipment
Leasehold improvements	Current replacement cost	Cost per unit Useful life of leasehold improvements

Significant unobservable inputs have remained unchanged since 2022 for all asset classes.

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

ITEM	VALUATION TECHNIQUE	SIGNIFICANT UNOBSERVABLE INPUTS
Computers and communications equipment	Current replacement cost	Cost per unit Useful life of computers and communications equipment
Buildings	Current replacement cost	Cost per unit Useful life of buildings
Motor vehicles	Current replacement cost	Cost per unit Useful life of motor vehicles

Significant unobservable inputs have remained unchanged since 2022 for all asset classes.

## 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 Equity and reserves
- 8.2 Disaggregated information
- 8.3 Responsible persons
- 8.4 Remuneration of executives
- 8.5 Related parties
- 8.6 Subsequent events
- 8.7 Other accounting policies
- 8.8 Australian Accounting Standards issued that are not yet effective

#### 8.1 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 DJCS 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.

#### 8.2 Disaggregated information

This section disaggregates revenue and income that enables the delivery of services (described in Section 2) by output and records the allocation of expenses incurred (described in Section 3) also by output.

8.2.1 Comprehensive operating statement – lines of business

	CTD & DI OPERATIONS & CORPORATE OVERHEADS <sup>(i)</sup>		OPERATIONAL COMMUNICATIONS <sup>(ii)</sup>		PROJECTS <sup>(iii)</sup>		TOTAL	
	2023 \$000	2022 \$000	2023 \$000	2022 \$000	2023 \$000	2022 \$000	2023 \$000	2022 \$000
<b>Revenue and income from transactions</b>								
Service revenue	234,276	174,296	132,786	117,686	–	–	367,062	291,982
Project revenue	4,225	17,017	–	–	768	795	4,993	17,812
<b>Total revenue &amp; income from transactions</b>	<b>238,501</b>	<b>191,313</b>	<b>132,786</b>	<b>117,686</b>	<b>768</b>	<b>795</b>	<b>372,055</b>	<b>309,794</b>
<b>Expenses from transactions</b>								
Employee expenses	171,606	133,491	2,444	2,495	683	79	174,733	136,065
Depreciation and amortisation	11,025	10,211	23,089	23,944	–	–	34,114	34,156
Other operating expenses	46,933	42,714	113,873	91,738	109	979	160,915	135,431
Interest expense	1,206	691	677	1,616	–	–	1,883	2,307
Fair value of assets transferred free of charge	–	–	–	171	–	–	–	171
<b>Total expenses from transactions</b>	<b>230,770</b>	<b>187,108</b>	<b>140,083</b>	<b>119,965</b>	<b>792</b>	<b>1,058</b>	<b>371,645</b>	<b>308,130</b>
<b>Net result from transactions (net operating balance)</b>	<b>7,731</b>	<b>4,206</b>	<b>(7,297)</b>	<b>(2,279)</b>	<b>(24)</b>	<b>(263)</b>	<b>410</b>	<b>1,664</b>
<b>Other economic flows included in net result</b>								
Net gain/(loss) on non-financial assets	13	(169)	–	–	–	–	13	(169)
Other gains/(losses) from other economic flows	(84)	597	(1)	(2)	–	–	(85)	595
<b>Total other economic flows included in net result</b>	<b>(71)</b>	<b>428</b>	<b>(1)</b>	<b>(2)</b>	<b>–</b>	<b>–</b>	<b>(72)</b>	<b>426</b>
<b>Net result</b>	<b>7,660</b>	<b>4,634</b>	<b>(7,298)</b>	<b>(2,281)</b>	<b>(24)</b>	<b>(263)</b>	<b>338</b>	<b>2,090</b>
<b>Comprehensive result</b>	<b>7,660</b>	<b>4,634</b>	<b>(7,298)</b>	<b>(2,281)</b>	<b>(24)</b>	<b>(263)</b>	<b>338</b>	<b>2,090</b>

(i) *CTD and DI services revenue* – Based on the objectives of ESTA departments, their costs are largely allocated to CTD and DI Operations. The functions provided by these departments are directed to support CTD and DI Operations.

(ii) *Operational Communications* – Operational Communications represents revenue and expenses for the State service contracts managed by ESTA on behalf of the DJCS. 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.



### 8.3 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the 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.

TITLE/NAME	TERM
Minister for Emergency Services The Hon. Jaclyn Symes, MP	1 July 2022 to 30 June 2023
Acting Minister for Emergency Services The Hon. Anthony Richard Carbines, MP	23 September 2022 to 2 October 2022 28 December 2022 to 14 January 2023 29 April 2023 to 30 April 2023
Chair – Ms Flavia Gobbo	1 July 2022 to 30 June 2023
Chief Executive Officer – Mr Stephen Leane	1 July 2022 to 30 June 2023
Board Member – Ms Mary Delahunty	1 July 2022 to 30 June 2023
Board Member – Mr Paul Henderson	1 July 2022 to 30 June 2023
Board Member – Ms Christine Collin	1 July 2022 to 30 June 2023
Board Member – Ms Siobhan Boyd-Squires	1 July 2022 to 30 June 2023
Board Member – Dr Angela Williams	1 July 2022 to 30 June 2023
Board Member – Ms Fiona Green	1 July 2022 to 30 June 2023
Board Member – Mr Chris Altis	1 July 2022 to 30 June 2023

The total remuneration received or receivable by Responsible Persons in connection with the management of ESTA during the reporting period was in the following range.

	2023 \$000	2022 \$000
\$0 – \$9,999	–	1
\$30,000 – \$39,999	7	7
\$80,000 – \$89,999	–	1
\$90,000 – \$99,999	1	–
\$230,000 – \$239,999	–	1
\$290,000 – \$299,999	–	1
\$340,000 – \$349,999	1	–
<b>Total</b>	<b>9</b>	<b>11</b>

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.

### 8.3.1 Remuneration of Board members and the Accountable Officer

	2023 \$000	2022 \$000
Short-term benefits	682	692
Post-employment benefits	68	77
Other long-term benefits	9	6
Termination benefits	–	105
<b>Total remuneration</b>	<b>759</b>	<b>880</b>
<b>Total number of Board Members and the Accountable Officer<sup>(i)</sup></b>	<b>9</b>	<b>11</b>
<b>Total annualised employee equivalents<sup>(ii)</sup></b>	<b>9.0</b>	<b>9.2</b>

(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 8.5).

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

The remuneration of the Minister is reported in the State of Victoria's Annual Financial Report.

### 8.4 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.

#### ESTA's executive leadership

TITLE/NAME	TERM
Deputy Chief Executive Officer/ Chief Operating Officer – Ms Deb Abbott	1 July 2022 to 30 June 2023
Deputy Corporate – Mr Byron Crawford	2 February 2023 to 30 June 2023
Chief Financial Officer – Mr Jim Strilakos	1 July 2022 to 6 January 2023
Chief Financial Officer – Ms Lee Anne Harris	9 January 2023 to 30 June 2023
Executive Director, Governance and Strategy – Vicky Kyris	1 July 2022 to 30 June 2023
General Counsel and Board Secretary – Ms Iresha Herath	25 July 2022 to 31 March 2023
Acting General Counsel and Board Secretary – Ms Alice Felman	1 April 2023 to 30 June 2023
Chief Information Officer – Mr Dallas Reilly	16 August 2022 to 30 June 2023
Acting Executive Director, People, Capability & Performance – Ms Kylie West	1 July 2022 to 8 January 2023
Executive Director, People, Capability & Performance – Ms Simone Keenan	9 January 2023 to 30 June 2023
Executive Director, Emergency Communication Services – Ms Nicole Ashworth	1 July 2022 to 30 June 2023

#### 8.4.1 Remuneration of executive officers

	2023 \$000	2022 \$000
Short-term benefits	2,027	1,816
Post-employment benefits	197	168
Other long-term benefits	50	24
Termination benefits	–	30
<b>Total remuneration</b>	<b>2,274</b>	<b>2,038</b>
<b>Total number of executives<sup>(i)</sup></b>	<b>11</b>	<b>15</b>
<b>Total annualised employee equivalents<sup>(ii)</sup></b>	<b>7.2</b>	<b>7.3</b>

(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 8.5).

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

## 8.5 Related parties

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

### 8.5.1 Significant transactions with government-related entities

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

#### 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 DJCS. ESTA also received staff secondments from DJCS, which are recognised as an expense.

#### Department of Treasury and Finance

ESTA leases a number of vehicles with VicFleet that is managed by the DTF. The costs associated with this are recognised as an expense.

#### Department of Premier and Cabinet

Payments to the Department of Premier and Cabinet relate to a joint program with ESTA for feasibility assessments to improve call-taker performance which is recognised as an expense.

#### Ambulance Victoria

AV provides pre-hospital treatment and ambulance transport for people in urgent medical emergencies. ESTA provides CTD and DI services to AV which is recognised as revenue. AV provided paramedic students to ESTA to contribute to ESTA's surge workforce, the costs recognised associated with this are recognised as an expense.

#### Country Fire Authority

CFA is a volunteer and community based fire and emergency services organisation. ESTA provides CTD and DI 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

FRV provides fire and emergency management services. ESTA provides CTD, DI and alarm monitoring services to FRV which is recognised as revenue. Payments to FRV relate to staff secondments to ESTA which are recognised as an expense.

**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 CTD and DI services to Victoria Police which is recognised as revenue.

**Victorian Government Solicitor Office**

The Victorian Government Solicitor's Office provides Victorian Government legal expertise for departments and statutory authorities. ESTA received contract staff and other legal professional services which are recognised as expenses.

**Victoria State Emergency Service**

VICSES is a volunteer-based emergency service that responds to floods, severe storms, earthquakes, tsunami, road rescue and search and rescue. ESTA provides CTD and information services to VicSES which is recognised as revenue. Payments to VicSES relate to ESTA's contribution for MMR improvements which are recognised as an expense.

**Victorian Managed Insurance Authority**

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

**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.

	2023 \$000	2022 \$000
<b>Receipts recognised as revenue</b>		
Department of Justice and Community Safety	224,069	133,370
Ambulance Victoria	35,529	34,284
Country Fire Authority	24,033	31,867
Fire Rescue Victoria	13,335	13,282
Major Transport Infrastructure Authority	526	–
Monash Health	28	–
Victoria Police	79,725	69,905
Victoria State Emergency Service	3,996	3,776
Victorian Institute of Forensic Medicine	53	–
	<b>381,294</b>	<b>286,484</b>
<b>Payments recognised as expense</b>		
Ambulance Victoria	721	1,246
Department of Justice and Community Safety	64	106
Department of Premier and Cabinet	223	–
Department of Treasury and Finance	97	109
Fire Rescue Victoria	216	–
Victorian Government Solicitor's Office	360	288
Victorian Managed Insurance Authority	907	992
Victorian Rail Track	102	101
Victoria State Emergency Service	216	657
	<b>2,906</b>	<b>3,499</b>
<b>Receivables</b>		
Ambulance Victoria	5,633	5,942
Country Fire Authority	48	222
Department of Justice and Community Safety	244	1,785
Major Transport Infrastructure Authority	715	–
Fire Rescue Victoria	1,658	2,438
Victoria State Emergency Service	169	108
Victoria Police	1	2,514
	<b>8,468</b>	<b>13,009</b>
<b>Payables</b>		
Fire Rescue Victoria	20	–
Victorian Government Solicitor's Office	–	36
Victorian Rail Track	–	1
	<b>20</b>	<b>37</b>

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

### 8.5.2 Key management personnel

Key management personnel of ESTA includes the Ministers, Board members, the CEO and the members of the Executive Leadership Team, as disclosed in Note 8.4. Remuneration for the Board Members and the Accountable Officer is disclosed in Note 8.3. Remuneration for the executive officers is disclosed in Note 8.4.

### 8.5.3 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.

## 8.6 Subsequent events

The policy in connection with recognising subsequent events that are for events that occur between the end of the reporting period and the date when the financial statements are authorised for issue is as follows:

- adjustments are made to amounts recognised in the financial statements where those events provide information about conditions that existed at the reporting date
- disclosure is made where the events relate to conditions that arose after the end of the reporting period that are considered to be of material interest.

Events after the reporting date that are considered to be of material interest are:

- Ms Deb Abbot has replaced Mr Stephen Leane as CEO of ESTA from 1 August 2023.
- On the 30 August 2023, government introduced a new Bill into Parliament, known as the Triple Zero Victoria Bill 2023. On the 31 August 2023, the Bill was second read in Parliament and made public. The Bill, if passed, proposes the creation of Triple Zero Victoria as a new statutory authority to replace ESTA. The current operations of ESTA will continue to be undertaken by the new statutory authority.
- Ms Mary Delahunty has been appointed as Acting Chair from September 2023.

## 8.7 Other accounting policies

### 8.7.1 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.

### 8.7.2 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.



## 8.8 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2022-23 reporting period. These accounting standards have not been applied. Those that are expected to have a material impact on ESTA are disclosed below.

### **AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities**

AASB 2022-10 amends AASB 13 *Fair Value Measurement* by adding authoritative implementation guidance and illustrative examples for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows.

Among other things, the Standard:

- specifies that an entity needs to consider whether an asset's highest and best use differs from its current use only when it is held for sale or held for distributions to owners under AASB 5 *Non-current Assets Held for Sale and Discontinued Operations* or if it is highly probable that it will be used for an alternative purpose;
- clarifies that an asset's use is 'financially feasible' if market participants would be willing to invest in the asset's service capacity, considering both the capacity to provide needed goods or services and the resulting costs of those goods and services;
- specifies that if both market selling price and some market participant data required to fair value the asset are not observable, an entity needs to start with its own assumptions and adjust them to the extent that reasonably available information indicates that other market participants would use different data; and
- provides guidance on the application of the cost approach to fair value, including the nature of costs to be included in a reference asset and identification of economic obsolescence.

This Standard applies prospectively to annual periods beginning on or after 1 January 2024, with earlier application permitted.

# Appendices

## Appendix A: Disclosure index

ESTA's annual report is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to help identify ESTA's compliance with statutory disclosure requirements.

Table A1: Disclosure index.

LEGISLATION	REQUIREMENT	PAGE REFERENCE
<b>Financial Reporting Directions (FRD)</b>		
<b>Report of Operations</b>		
<i>Charter and purpose</i>		
FRD 22	Manner of establishment and the relevant Ministers	3, 9
FRD 22	Purpose, functions, powers and functions	3–6
FRD 8D	Departmental objectives, indicators and outputs	19–27
FRD 22	Nature and range of services provided	5–6
FRD 22	Key initiatives and projects	33–38
<i>Management and structure</i>		
FRD 22	Organisational structure	10
<i>Financial and other information</i>		
FRD 8	Performance against output performance measures	19–20
FRD 10	Disclosure index	108
FRD 12	Disclosure of major contracts	55
FRD 15	Executive disclosures	45–46
FRD 22	Employment and conduct principles	17
FRD 22	Occupational Health & Safety (OH&S) Matters	47
FRD 22	Summary of financial results for the year	61–62
FRD 22	Significant change in financial position	61–62
FRD 22	Major changes or factors affecting performance	61–62
FRD 22	Subsequent events	106
FRD 22	Expenditure on consultancies – detail of consultancies over \$10,000 details of consultancies under \$10,000	55–57
FRD 22	Disclosure of government advertising expenditure	57
FRD 22	Disclosure of ICT expenditure	57
FRD 22	Application and operation of <i>Freedom of Information Act 1982</i>	58
FRD 22	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	59
FRD 24	Reporting of office-based environmental impact	51–54
FRD 25	Local jobs first	55
FRD 29	Workforce data disclosures	41–45
SD 5.2	Specific requirements under Standing Directions 5.2	Inside front cover
<i>Compliance attestation and declaration</i>		
SD 5.1.4	Financial Management Compliance Attestation	60
SD 5.2.3	Declaration in report of operations	Inside front cover

Table A1: Disclosure index (continued).

LEGISLATION	REQUIREMENT	PAGE REFERENCE
<b>Financial Performance and Financial statements</b>		
<i>Declaration</i>		
SD 5.2.2	Declaration in financial statements	63
<i>Other requirements under Standing Directions 5.2</i>		
SD 5.2.1 (a)	Compliance with AAS and other authoritative pronouncements	
SD 5.2.1 (a)	Compliance with Standing Directions	70
<i>Other disclosures as required by FRDs in notes to the financial statements</i>		
FRD 21	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	101–103
FRD 103	Non-financial physical assets	95
FRD 110	Cash flow statements	68
FRD 112	Defined Benefit Superannuation Obligations	73
FRD 114	Financial Instruments – general government entities and public non-financial corporations	89–92

## Appendix B: Glossary

Table B1: Acronyms used in this report.

ACRONYM	FULL TITLE
000	Triple Zero
AIMS	Australasian Inter-Service Incident Management System
ARMCC	Audit, Risk Management and Compliance
ATO	Australian Taxation Office
AV	Ambulance Victoria
BAL	Ballarat
BAU	Business as usual
CAD	Computer aided dispatch
CEO	Chief Executive Officer
CFA	Country Fire Authority
CIRP	Critical Incident Response Plan
COO	Chief Operating Officer
CPR	Cardiopulmonary resuscitation
CTD	Call-taking and dispatch
DI	Data & Information Services
DJCS	Department of Justice and Community Safety
DoH	Department of Health
EAP	Employee Assistance Program
EAS	Emergency Alerting System
ECFO	Emergency Communications Field Officer
ECIS	Emergency Communication Information Services
ECO	Emergency Communications Officer
ECS	Emergency Communications Services
ELC	ESTA Learning Centre
EMV	Emergency Management Victoria
ESOs	Emergency Services Organisations
ESTA	Emergency Services Telecommunications Authority
FOI	Freedom of Information
FRV	Fire Rescue Victoria
FTE	Full-time equivalent
GEAP	Gender Equality Action Plan
GHG	Greenhouse gas
GST	Goods and Services Tax
IBAC	Independent Broad-based Anti-corruption Commission
ICT	Information and Communication Technology
IGEM	Inspector-General for Emergency Management
KPI	Key performance indicator

Table B1: Acronyms used in this report (continued).

ACRONYM	FULL TITLE
LTI	Lost time injury
LTIFR	Lost time injury frequency rate
MDN	Mobile Data Network
MDS	Managed Device Service
MMR	Metropolitan Mobile Radio
MoU	Memorandum of Understanding
PC&C	People, Culture and Capability
PCP Framework	People, Culture and Performance Framework 2023–26
PSO	Peer Support Officers
QIT	Quality Improvement Team
RMR	Regional Mobile Radio
RTO	Registered Training Organisation
SDA	Service delivery audit
SDO	State Duty Officer
SECC	State Emergency Communications Centre
SES	Senior Executive Service
SPC	Service Performance Centres
SPDM	Service Performance Duty Manager
SPF	Social Procurement Framework
THO	Tally Ho
VAGO	Victorian Auditor-General's Office
VICSES	Victoria State Emergency Service
VP	Victoria Police
VPS	Victorian Public Service
VRQA	Victorian Registration and Qualifications Authority
WES	Wesley Court
WIL	Williams Landing

## Appendix C: Detailed CTD summary statistics

Table C1: Five-year ESTA total CTD activity summary.

CTD ACTIVITY	2018 –2019	2019 –2020	2020 –2021	2021 –2022	2022 –2023	GROWTH ON PY <sup>1</sup> (%)	4-YEAR CAGR <sup>2</sup> (%)	4-YEAR GROWTH (%)
Total calls answered	2,605,574	2,785,425	2,819,452	2,803,126	2,690,445	-4.0	0.8	3.3
Total events dispatched	2,232,116	2,247,794	2,287,410	2,226,702	2,278,150	2.3	0.5	2.1

Table C2: Five-year summary of CTD – by type of call.

CALLS ANSWERED	2018 –2019	2019 –2020	2020 –2021	2021 –2022	2022 –2023	GROWTH ON PY <sup>1</sup> (%)	4-YEAR CAGR <sup>2</sup> (%)	4-YEAR GROWTH (%)
<b>Total calls answered</b>	<b>2,605,574</b>	<b>2,785,425</b>	<b>2,819,452</b>	<b>2,803,126</b>	<b>2,690,445</b>	<b>-4.0</b>	<b>0.8</b>	<b>3.3</b>
Triple zero emergency calls	1,883,991	1,891,724	1,929,545	1,933,391	1,990,436	3.0	1.4	5.6
Non-triple zero emergency calls	362,970	449,016	425,965	386,592	346,153	-10.5	-1.2	-4.6
VICSES storm calls (132 500)	22,175	31,591	36,310	38,474	43,800	13.8	18.6	97.5
Total emergency calls – triple zero, direct and storm	2,269,136	2,372,331	2,391,820	2,358,457	2,380,389	0.9	1.2	4.9
Non-emergency/operational calls	216,369	223,834	225,842	271,687	178,776	-34.2	-4.7	-17.4
Enquiry calls	120,069	189,260	201,790	172,982	131,280	-24.1	2.3	9.3

1. Previous year.

2. Compound annual growth rate.



Table C3: Five-year call answer by period comparison.

CALLS ANSWERED	2018 -2019	2019 -2020	2020 -2021	2021 -2022	2022 -2023
Average calls per day	7,139	7,632	7,725	7,680	7,372
Call every X seconds	12.1	11.3	11.2	11.3	11.7
Average triple zero emergency calls per day	5,162	5,183	5,287	5,297	5,454
Triple zero emergency call every X seconds	16.7	16.7	16.3	16.3	15.8

Table C4: Five-year summary of calls answered per ESO.

ESO	2018 -2019	2019 -2020	2020 -2021	2021 -2022	2022 -2023	GROWTH ON PY (%)	4-YEAR CAGR (%)	4-YEAR GROWTH (%)
AV	979,379	1,009,047	1,074,839	1,225,372	1,117,997	-8.8	2.7	14.2
VP	1,369,893	1,442,824	1,412,496	1,271,703	1,297,353	2.0	-1.1	-5.3
MFB/FRV	33,897	30,862	25,389	25,076	25,339	1.0	-5.7	-25.2
CFA	169,879	234,996	238,009	209,443	165,215	-21.1	-0.6	-2.7
VICSES	52,526	67,696	68,719	71,532	84,541	18.2	10.0	61.0
<b>Total calls answered</b>	<b>2,605,574</b>	<b>2,785,425</b>	<b>2,819,452</b>	<b>2,803,126</b>	<b>2,690,445</b>	<b>-4.0</b>	<b>0.6</b>	<b>3.3</b>

Table C5: Five-year summary of events dispatched per ESO.

ESO	2018 -2019	2019 -2020	2020 -2021	2021 -2022	2022 -2023	GROWTH ON PY (%)	4-YEAR CAGR (%)	4-YEAR GROWTH (%)
AV	742,255	761,068	796,394	834,287	860,027	3.1	3.8	15.9
VP	1,373,308	1,360,477	1,365,865	1,263,691	1,290,832	2.1	-1.5	-6.0
MFB/FRV	41,931	41,143	59,975	64,366	67,276	4.5	12.5	60.4
CFA	50,297	49,832	26,357	25,892	25,547	-1.3	-15.6	-49.2
VICSES	24,325	35,274	38,819	38,466	34,468	-10.4	9.1	41.7
<b>Total events dispatched</b>	<b>2,232,116</b>	<b>2,247,794</b>	<b>2,287,410</b>	<b>2,226,702</b>	<b>2,278,150</b>	<b>2.3</b>	<b>0.5</b>	<b>2.1</b>

Table C6: Detailed events dispatched – by priority and type.

EVENTS DISPATCHED	2020–2021	2021–2022	2022–2023	2022–2023 VARIANCE (%)
<b>AV</b>				
Code 1 emergency	311,712	364,541	388,956	6.70
Code 2 emergency	232,811	227,295	229,277	0.87
ERTCOMM – Code 3	44,631	47,804	49,315	3.16
Patient transport	207,240	194,647	192,479	-1.11
<b>VP</b>				
Priority 1	128,590	125,519	140,337	11.81
Priority 2	833,247	751,660	757,495	0.78
Priority 3	404,028	386,512	393,000	1.68
<b>FRV</b>				
Priority 1 – alarms	15,405	17,446	19,870	13.89
Priority 1 – EMR <sup>1</sup>	9,327	10,016	10,564	5.47
Priority 1 – telephone events	10,909	18,331	17,403	-5.06
Priority 1 – other agency	24,334	18,573	19,439	4.66
<b>CFA</b>				
Priority 1 – alarms	2,861	3,212	3,442	7.19
Priority 1 – EMR	121	117	151	29.06
Priority 1 – rural	4,138	4,957	4,227	-14.73
Priority 1 – urban	4,333	4,502	4,362	-3.11
Priority 3 – rural	1,133	1,217	1,109	-8.87
Priority 3 – urban	1,588	1,608	1,372	-14.68
Priority 1 – other agency	12,183	10,279	10,883	5.88
<b>VICSES</b>				
Other agency Priority 1	2,916	2,921	3,442	17.84
Other agency Priority 2	6,969	5,964	5,992	0.47
Other agency Priority 3	4,813	5,154	3,365	-34.71
Rural Priority 2	2,785	2,280	3,050	33.77
Rural Priority 3	3,090	3,348	3,791	13.23
Urban Priority 2	4,402	3,503	3,463	-1.14
Urban Priority 3	13,844	15,296	11,365	-25.70
<b>Total events dispatched</b>	<b>2,287,410</b>	<b>2,226,702</b>	<b>2,278,150</b>	<b>2.31</b>

1. Emergency medical response.

ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented.

Table C7: Call answer performance for emergency calls, and time to dispatch performance for emergency events.

AGENCY	BENCHMARK	2021– 2022 (%)	2022– 2023 (%)	CHANGE (%)	ANSWER TIME (sec)		
					AVERAGE	50TH PCT <sup>1</sup>	90TH PCT
<b>Call answer performance – emergency calls<sup>2</sup></b>							
AV	90% answered within 5 sec	64.2	96.4	32.2	3.3	1	2
VP	80% answered within 5 sec	84.2	89.3	5.1	5.4	1	8
FRV	90% answered within 5 sec	94.6	95.6	1.0	3.4	1	2
CFA	90% answered within 5 sec	95.5	97.5	2.0	2.6	1	2
VICSES	90% answered within 20 sec	60.9	83.6	22.7	16.1	2	42
<b>Time to dispatch performance – emergency events</b>					<b>DISPATCH TIME (sec)</b>		
AV (statewide) Code 1 events	90% dispatched within 150 sec	82.7	79.7	-3.0	123.3	110.0	183.0
VP (statewide) Priority 1 events	80% dispatched within 160 sec	94.9	94.6	-0.3	57.7	35.0	118.0
FRV Priority 1 events <sup>3</sup>	90% dispatched within benchmark	93.2	94.2	1.0			
Telephone					91.7	77.0	149.0
Alarms					9.3	8.0	11.0
Other agency					25.9	21.0	40.0
EMR					8.7	7.0	11.0
CFA Priority 1 events <sup>4</sup>	90% dispatched within benchmark	93.2	93.4	0.2			
Priority 1 urban					82.6	70.0	134.0
Priority 1 rural					105.4	86.0	183.0
Alarms					9.5	7.0	10.0
Other agency					26.1	20.0	44.0
EMR					7.9	7.0	11.0
VICSES Priority 1 events	90% dispatched within 60 sec	91.5	90.2	-1.3	79.8	23.0	60.0

1. Percentile.

2. 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 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.

3. Emergency medical response/alarm events – 28 seconds. Telephone events – 120 seconds. Other agency events – 60 seconds.

4. Emergency medical response/alarm events – 28 seconds. Urban telephone events – 120 seconds. Rural telephone events – 190 seconds. Other agency events – 60 seconds.

Table C7: Call answer performance for emergency calls, and time to dispatch performance for emergency events (continued).

AGENCY	BENCHMARK	2021– 2022 (%)	2022– 2023 (%)	CHANGE (%)	DISPATCH TIME (sec)		
					AVERAGE	50TH PCT	90TH PCT
<b>Time to dispatch performance – lower priority events</b>							
AV (statewide) Code 2 events	90% dispatched within 300 sec	92.0	90.2	-1.8	171.5	129.0	297.0
VP (statewide) Priority 2 events	80% dispatched within 300 sec	87.9	87.3	-0.6	153.4	89.0	342.0
Priority 3 events	80% dispatched within 900 sec	98.1	98.2	0.1	236.2	133.0	653.0
CFA Priority 3 events <sup>5</sup>	90% dispatched within benchmark	87.9	88.4	0.5			
Urban					111.9	92.0	187.0
Rural					124.6	106.0	205.0
VICSES Priority 2 & 3 events <sup>6</sup>	90% dispatched within benchmark	94.7	97.3	2.6			
Urban					226.1	208.0	342.0
Rural					239.3	215.0	373.0
Other agency					47.2	32.0	85.0

5. Urban events – 160 seconds. Rural events – 230 seconds.

6. Urban Priority 2 & 3 events – 460 seconds. Rural Priority 2 & 3 events – 460 seconds. Other agency events – 230 seconds.

Table C8: Financial year cumulative call-taking performance.

CALL TAKING	BENCHMARK	2020–2021		2021–2022		2022–2023	
		COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)	COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)	COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)
<b>AV (statewide)</b>							
Emergency	90% answered within 5 sec <sup>1</sup>	5	<b>87.7</b>	0	<b>64.2</b>	11	96.4
Non-emergency	90% answered within 30 sec <sup>1</sup>	8	92.3	7	90.7	12	100.0
<b>VP (statewide)</b>							
	80% answered within 5 sec	12	87.2	11	84.2	12	89.3
<b>FRV</b>							
Emergency	90% answered within 5 sec	11	95.9	11	94.6	12	95.6
Non-emergency/operational	90% answered within benchmark	12	96.9	12	97.1	12	97.9
<b>CFA</b>							
Emergency	90% answered within 5 sec	12	96.5	11	95.5	12	97.5
Non-emergency/operational	90% answered within benchmark	12	95.8	12	96.3	12	97.4
<b>VICSES</b>							
Emergency	90% answered within 20 sec	8	<b>64.4</b>	7	<b>60.9</b>	10	<b>83.6</b>
Non-emergency/operational	80% answered within 20 sec	12	91.5	12	92.8	12	97.3

*Bold type indicates performance did not meet the benchmark.*

1. *ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, the AV service standard is applied to metropolitan service delivery only.*

Table C9: Financial year cumulative dispatch performance.

DISPATCH	BENCHMARK	2020–2021		2021–2022		2022–2023	
		COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)	COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)	COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)
<b>AV (statewide)</b>							
Emergency Code 1	90% dispatched within 150 sec <sup>1</sup>	0	<b>86.2</b>	0	<b>82.7</b>	0	<b>79.7</b>
Emergency Code 2	90% dispatched within 300 sec <sup>1</sup>	12	92.9	12	92.0	7	90.2
<b>VP (statewide)</b>							
Priority 1	80% dispatched within 160 sec	12	94.4	12	94.9	12	94.6
Priority 2	80% dispatched within 300 sec	12	88.1	12	87.9	12	87.3
Priority 3	80% dispatched within 900 sec	12	98.1	12	98.1	12	98.2
<b>FRV</b>							
Priority 1	90% dispatched within benchmark	12	94.8	11	93.2	12	94.2
<b>CFA</b>							
Priority 1	90% dispatched within benchmark	10	92.6	11	93.2	12	93.4
Priority 3	90% dispatched within benchmark	9	<b>88.7</b>	8	<b>87.9</b>	5	<b>88.4</b>
<b>VICSES</b>							
Priority 1	90% dispatched within 60 sec	3	<b>88.9</b>	10	91.5	6	90.2
Priority 2 & 3	90% dispatched within benchmark	10	<b>89.3</b>	11	94.7	12	97.3

*Bold type indicates performance did not meet the benchmark.*

1. *ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, the AV service standard is applied to metropolitan service delivery only.*

Table C10: Call answer percentiles for financial year 2022–2023.

AGENCY/ CATEGORY	COUNT	AV. CALL ANSWER SPEED (sec)	50TH PCT <sup>1</sup> (sec)	80TH PCT (sec)	90TH PCT (sec)
<b>AV</b>					
ERTCOMM	983,053	3.3	1	2	2
NETCOMM	134,944	1.5	1	2	2
<b>VP</b>					
Emergency	1,297,353	5.4	1	2	8
<b>FRV</b>					
Emergency	24,181	3.4	1	2	2
Field/operational	1,158	5.5	4	6	8
<b>CFA</b>					
Emergency	32,002	2.6	1	2	2
Enquiry	131,280	1.4	1	2	2
Field/operational	1,933	5.9	4	6	9
<b>VICSES</b>					
Field/operational	40,741	3.8	2	4	6
Storm	43,800	16.1	1	2	42

1. Percentile columns refer to when a certain percentage (50, 80, 90) of calls fall below the number (in seconds).



Table C11: Dispatch percentiles for financial year 2022–2023.

AGENCY/ CATEGORY	COUNT	AVERAGE TTD <sup>1</sup> (sec)	50TH PCT (sec)	80TH PCT (sec)	90TH PCT (sec)
<b>AV ERTCOMM (statewide)</b>					
Code 1	388,956	123.3	110	151	183
Code 2	229,277	171.5	129	216	297
<b>VP (statewide)</b>					
Priority 1	140,337	57.7	35	78	118
Priority 2	757,495	153.4	89	229	342
Priority 3	393,000	236.2	133	416	653
<b>FRV</b>					
Phone events	17,403	91.7	77	116	149
Alarms	19,870	9.3	8	9	11
Other agency	19,439	25.9	21	32	40
EMR	10,564	8.7	7	9	11
<b>CFA</b>					
Priority 1					
Urban – phone	4,362	82.6	70	104	134
Rural – phone	4,227	105.4	86	140	183
Alarms	3,443	9.5	7	9	10
Other agency	10,883	26.1	20	33	44
EMR	151	7.9	7	9	11
Priority 3					
Urban – phone	1,372	111.9	92	144	186.9
Rural – phone	1,109	124.6	106	158.4	205.2
<b>VICSES</b>					
Priority 1					
Other agency	3,442	79.8	23	42	60
Priority 2 & 3					
Other agency	9,357	47.2	32	59	85
Priority 2 & 3					
Urban	14,828	226.1	208	285	342
Priority 2 & 3					
Rural	6,841	239.3	215	304	373

1. Time to dispatch.

Table C12: Comparison of calls answered by event category, 2020–2023.

EVENT	2020–2021	2021–2022	2022–2023
AV Code 1 events <sup>1</sup>	311,712	364,541	388,956
Police pursuits <sup>2</sup>	417	308	301
Cardiac events <sup>3</sup>	8,304	8,774	9,319
Burnoffs registered <sup>4</sup>	179,149	174,559	142,602
Assist with babies born <sup>5</sup>	141	176	169

1. Based on IGEM Code 1: Code 1 implies lights and siren's emergency ambulance response.

2. Based on SP or TP VP Event Type Code.

3. Based on Card 9 events ERTCOMM report.

4. Burnoffs CAD9 function.

5. Baby born event report.

## Appendix D: Operational communications transactions

Table D1: Operational communications transactions, 2020–2023.

TRANSACTION TYPE/ESO	2020–2021	2021–2022	2022–2023	2022–2023 % CHANGE
<b>MMR radio calls</b>				
AV	6,895,287	7,218,803	7,335,242	1.61
VP	14,621,209	14,087,701	14,457,179	2.62
FRV	1,499,483	1,708,946	1,819,462	6.47
<b>Total calls</b>	<b>23,015,979</b>	<b>23,015,450</b>	<b>23,611,883</b>	<b>2.59</b>
<b>MDN transactions</b>				
AV	572,384	575,875	568,606	-1.26
<b>RMR radio calls</b>				
AV	238,537	203,266	95,658	-52.90
VP	5,583,213	5,320,428	7,282,189	36.90
FRV	695,530	692,207	874,466	26.30
CFA	1,578,549	1,795,435	1,753,390	-2.30
VICSES	414,941	427,036	450,756	5.60
Other <sup>1</sup>	281,990	354,661	336,955	-5.00
<b>Total calls</b>	<b>8,792,760</b>	<b>8,793,033</b>	<b>10,793,414</b>	<b>22.70</b>
<b>EAS messaging volumes</b>				
<b>Message priority</b>				
Emergency	536,826	547,158	638,213	16.64
Non-emergency	785,332	788,253	820,659	4.11
Administrative	89,292	91,267	191,836	110.19
<b>Total messages</b>	<b>1,411,450</b>	<b>1,426,678</b>	<b>1,650,708</b>	<b>15.70</b>

1. Other includes multi-agency talkgroups, EMV, Life Saving Victoria, Corrections Victoria and administration transactions.

Notes



Notes







**ESTA 000**

Saving Time Saving Lives