



Annual Report
Resilience NSW

2020
-2021



Resilience
NSW



Resilience
NSW

29 October 2021

The Hon Dominic Perrottet
Premier of NSW
Parliament House
Macquarie Street Sydney NSW 2000

Dear Premier

I am pleased to submit for presentation to Parliament, the Resilience NSW Annual Report for the financial year ended 30 June 2021.

The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983* and the regulations under those Acts.

The financial statements for 2020–2021, which form part of the report, have been submitted to and certified by the Auditor-General of New South Wales.

Yours sincerely

A handwritten signature in black ink, appearing to read "Shane Fitzsimmons".

Shane Fitzsimmons AFSM
Commissioner of Resilience NSW
Deputy Secretary Emergency Management

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About us

Resilience NSW was established as an executive agency in the Premier and Cabinet cluster on 1 May 2020. The agency was created to drive world-leading disaster preparedness and assure the NSW Government that our communities are well supported to recover from disasters and emergencies quickly.

Resilience NSW keeps people and communities at the heart of everything we do. By leading a whole-of-government approach to disaster recovery and resilience, we ensure people are cared for, acknowledged and empowered – so that all NSW communities are better prepared for and supported on their journey of recovery from any crisis or disaster event.

We keep people at the heart of all the work we do and put the community first.

Our work spans disaster prevention through to recovery, and will give confidence to our communities to live, work and invest in NSW.

Our work has several aims:

- People are confident and prepared. They are empowered to manage risk and supported to recover; they have clear, consistent information, and they know what to do and how to get help.
- Local communities are provided appropriate support within a meaningful local context that enables them to build resilience and preparedness to face the challenges of the future.
- Critical infrastructure providers and industry are engaged in collaborating to minimise the risk of disruption and have the capacity to quickly resume social and economic activity.
- The NSW Government acts in a joined-up way to build resilience, flex to crises and minimise risk for the people of NSW.



About the Commissioner

Shane Fitzsimmons AFSM, Commissioner of Resilience NSW

Shane Fitzsimmons was appointed as the inaugural Commissioner for Resilience NSW and Deputy Secretary, Emergency Management with the Department of Premier and Cabinet from 1 May 2020. He is currently the chair of the State Emergency Management Committee, the State Recovery Committee, Board of Commissioners and the National Emergency Medal Committee. These appointments follow a distinguished career with the NSW Rural Fire Service (RFS) of over 35 years, serving as both a volunteer and salaried member.

In 1998 he was appointed Assistant Commissioner of the NSW RFS and has held portfolio responsibilities for Operations, Strategic Development and Regional Management. In 2004 he was appointed the inaugural Australasian Fire Authorities Council Visiting Fellow to the Australian Institute of Police Management for a period of 12 months, developing and delivering programs in management and leadership.

From September 2007 to April 2020 he was the Commissioner of the NSW RFS, and the Chair of the NSW RFS Bushfire Coordinating Committee and the Rural Fire Service Advisory Council. He was also a member of the NSW State Emergency Management Committee and the NSW State Rescue Board, and was Chair of the latter from 2008 to November 2015. In July 2012 he was appointed a board member of the NSW Government Telecommunications Authority.

Commissioner Fitzsimmons was appointed a Director of the National Aerial Firefighting Centre in March 2008 and was Chair of its board from 2009 to 2013. He was a Director of the Bushfire Co-operative Research Centre from 2009 to 2014. He was a member of the Australasian Fire and Emergency Services Authority Council from 2007, was a member of its board from November 2016 to November 2019 and held the position of Deputy President upon retirement from the board. In January 2016 he was appointed as a Councillor of the Royal Humane Society of NSW Inc. Additionally, he is a patron of 2 charities – KidsXpress and Coffee4Kids.

Commissioner Fitzsimmons has been awarded the Rural Fire Service Long Service Medal, the National Medal in recognition of more than 35 years' service, and the Australian Fire Service Medal (AFSM). He has also been acknowledged as a Paul Harris Fellow and a Paul Harris Fellow Sapphire through the Rotary Clubs of Berowra and Sydney. Most recently he was announced as the 2021 NSW Australian of the Year, and the Australian Father of the Year 2020 through the Shepherd Centre.



Community Recovery Officer training in Braidwood, facilitated by Resilience NSW

Establishment of the agency

Following its establishment on 1 May 2020, and throughout 2020–2021, Resilience has focused on developing its operating structure and strategy to fulfil its expanded remit as an executive agency. As at June 2021, Resilience NSW's 5 ongoing executive directors were in place and recruitment was underway for the director-level roles that make up the agency's executive cohort.

The Resilience NSW executive directors are:

Executive Director, Finance & Investment Delivery – Lyndal Punch

Lyndal has been an executive in the NSW Government since 2015. Her previous role was Chief Financial Officer at Destination NSW, where her responsibilities included finance, procurement and contracts, program performance and assessment, and ICT and facilities.

Lyndal has also held executive roles with NSW Treasury, including Chief Financial Officer and Treasury Cluster Chief Financial Officer, providing strategic budgetary and financial management guidance to the cluster agencies. Lyndal was also previously the Chief of Staff to the Secretary, responsible for providing strategic and authoritative advice on a range of complex matters, including consideration of whole-of-government priorities.

Prior to joining the NSW Government, Lyndal had extensive senior experience in the private sector, including roles encompassing portfolio risk management and monitoring, infrastructure investment analysis, liquidity management and monitoring, acquisition and divestment strategies, and internal and external investment and risk policy development.

Executive Director, Local Coordination & Service Delivery – Andrew Baechle

Andrew has 16 years' experience in government and professional services, most recently as Executive Director in Strategy Planning with the former Victorian Department of Health and Human Services. Andrew has extensive executive experience across diverse delivery areas of health and human services, including in community engagement and service delivery with a strong community wellbeing focus on providing joined-up services to those experiencing vulnerability in the community.

Andrew has led numerous system improvement and reform initiatives through central policy and local service delivery roles. He is also highly experienced in strategy, policy, and program and service design, having guided significant transformation programs in the public and private sectors. This has included leadership roles with Big Four firms such as Deloitte, advising executives and boards in the United States of America, Australia, the United Arab Emirates and India on a wide range of corporate initiatives, including strategy development, program and project management, service and operating model design, and technology system implementation to support governments across a range of policy portfolios. Further, Andrew has experience in foreign and national security policy, having served within the US Department of State.

Executive Director, Operational Management & Partnerships – Dominic Lane AFSM

Dominic was previously the Chief Executive of the South Australian Fire and Emergency Services Commission and Chair of its board. In this role he provided strategic leadership and direction to the South Australian emergency services sector. Earlier in his career Dominic held a range of management and senior executive functions in the NSW RFS. He was appointed Commissioner of the Australian Capital Territory (ACT) Emergency Services Agency in 2013 and held that role until 2019. The role encompassed a wide portfolio, including the strategic direction and management of all ACT emergency services (including the ACT Ambulance Service, ACT Fire & Rescue, ACT Rural Fire Service and ACT State Emergency Service).

Dominic has a proven commitment to good governance and a deep commitment to contributing to improved resilience and recovery outcomes, a connection to community partnerships and a strong sense of service as a senior public sector leader.

Executive Director, People, Performance & Governance – Amanda Lawrence

Amanda has extensive executive leadership and organisational reform experience gained from roles in the NSW as well as Commonwealth public sectors. Previously she has led corporate and machinery-of-government change processes, organisational change and people management, as well as agency-wide strategic planning initiatives for the Department of Premier and Cabinet (DPC).

Amanda has worked closely with the local government sector to deliver structural reform and cultural change, improving outcomes for communities and driving improvements in the way councils do business. Amanda also has significant policy development and legislative reform experience and was the statewide policy manager for the National Parks and Wildlife Service for several years. She also served as Chair of the agency's Ethics Committee during that time.

Amanda is a champion for workplace diversity and inclusion and has led inclusion initiatives and diverse employee networks in multiple agencies. While at DPC, Amanda led the internal engagement function and understands that a diverse and engaged workforce is an agency's key asset.

Executive Director, Strategy, Policy & Programs – Dawn Routledge

Dawn commenced her career in the United Kingdom and has spent the best part of the last decade serving as a senior executive in the NSW public service. She has been responsible for designing and developing strategic policy and programs in a variety of roles including as Executive Director, Policy and Innovation in the Department of Finance, Services and Innovation and as Executive Director, Office of the Secretary for the Department of Customer Service (DCS). In this role, Dawn was the Chief of Staff to the DCS Secretary and led a whole-of-government approach to customer and digital strategy, supporting functions such as Service NSW, the Government Chief Information and Digital Officer and the Premier's Priority of Government Made Easy.

Throughout her career Dawn has chosen to work with mission-driven organisations, including roles with Fire and Rescue NSW and Cochlear. She has extensive experience in supporting people and the community, and in leading reforms including the development of the NSW Government's first artificial intelligence strategy and ethics policy, and digital and data strategies and programs.

When Resilience NSW was established, the former Office of Emergency Management and Disaster Recovery Office functions transferred in their entirety from the Department of Communities and Justice (DCJ) to the new agency. To ensure business continuity from day one, DCJ agreed to provide all corporate services to Resilience NSW in accordance with a Memorandum of Understanding (MoU).

The MoU enables all corporate services to be provided to Resilience NSW. It covers human resources including payroll, recruitment and workforce management; all ICT services including hardware and network access and capabilities; all financial services from a transactional and systems perspective; procurement services; legal services; and asset, fleet and facilities management.

With the establishment of Resilience NSW's internal corporate enabling functions, oversight and delivery of many of the corporate services functions previously provided by DCJ are transitioning into the agency. As at 30 June 2021, Resilience NSW was working with DCJ to revise the MoU in place to reflect these changes. Resilience NSW will continue to operate under a shared services arrangement with DCJ during 2021-22.

Executive leadership structure





Commissioner at Get Ready for Summer press conference

Commissioner foreword

The reporting period of 2020–2021 has been a significant one for Resilience NSW. During this time, communities of NSW have once again experienced difficult and uncertain times including significant flood events in March 2021, and the continuing challenges and implications of the global COVID-19 pandemic. With these events following the unprecedented 2019–2020 bushfire season, and storms, floods and COVID-19 in 2020, many NSW communities experienced the effects of compounding disasters and challenges. There has never been a more important time to help our communities to prepare, rebuild, heal and recover.

Commencing on 1 May 2020, Resilience NSW was established to drive world-leading disaster preparedness and support NSW communities to recover from disasters and emergencies. In its first year of operation, Resilience NSW has worked with the whole of government and with many non-government organisations and partners to ensure a coordinated approach to prevention, preparedness, response and recovery arrangements across the state. This includes providing \$525.5 million in grant funding to help our communities prepare for, rebuild and recover from recent disasters.

Resilience NSW is coordinating the delivery of actions in response to the NSW Bushfire Inquiry and reporting on our state's progress to Parliament. By the end of June 2021, 99.3% of the 148 recommendations and sub-recommendations were complete or in progress, with an investment of \$460 million in better preparing NSW for bushfires. We have also continued to lead the state's unprecedented bushfire recovery efforts, working closely with our partners to deliver the largest property clean-up assistance program in NSW history, clearing more than 3,600 properties.

The significant storm and flood event in March 2021 led to natural disaster declarations in 73 local government areas (LGAs). Resilience NSW, with our government and non-government partners, helped to establish 33 evacuation centres and helped more than 1,600 people who needed emergency accommodation. We also partnered with local councils to establish 8 recovery centres to provide information, support and assistance to impacted and affected communities.

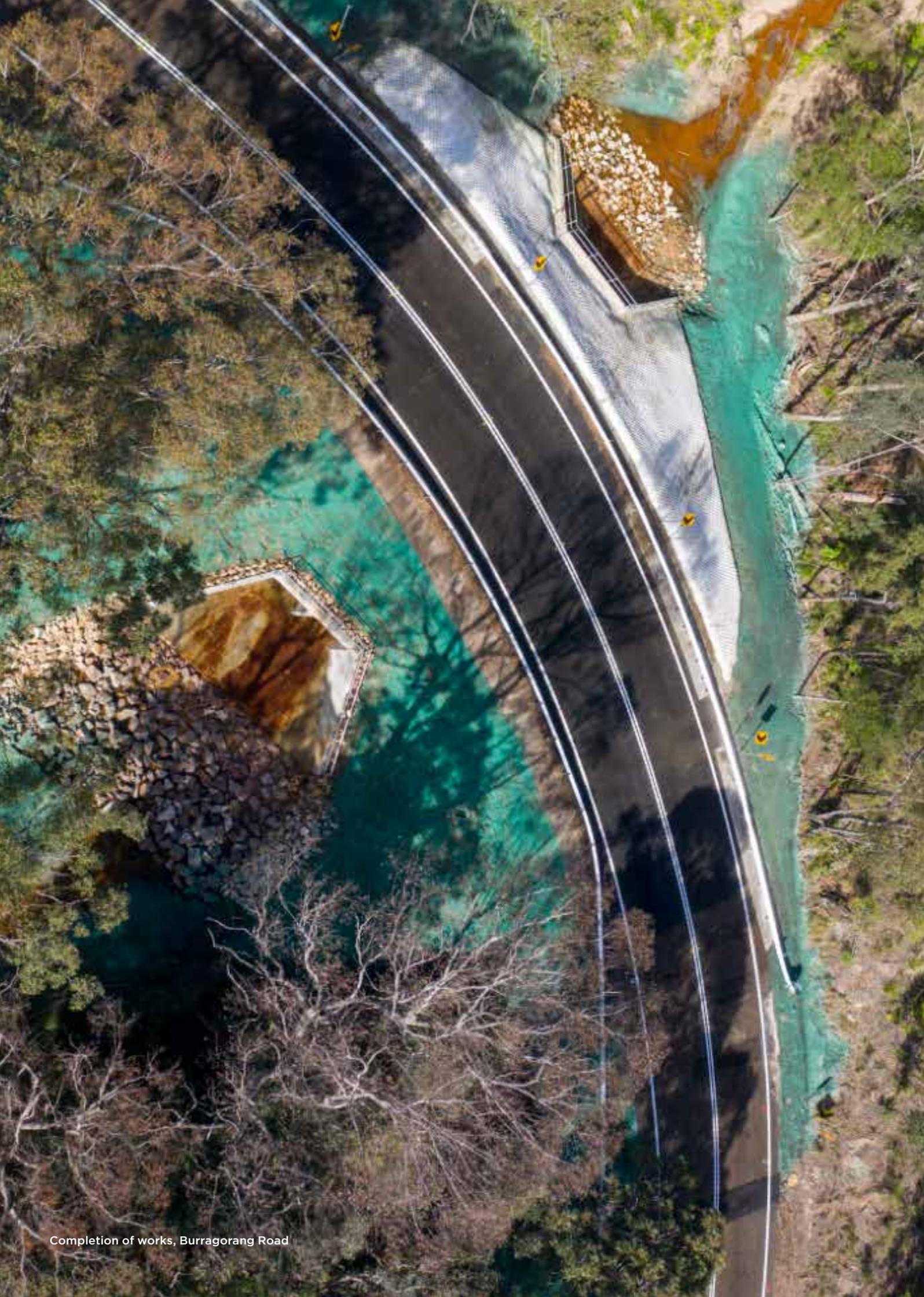
Throughout the evolving COVID-19 pandemic, Resilience NSW has continued to fulfil a variety of important roles in support of the overall response and management effort. We are supporting the government's response and providing vital support to our state's emergency management operations. Along with our government and community partner organisations, we are also ensuring that critical food, personal care and protective equipment items are available to those in need and widely distributed in areas of concern.

We will continue to provide support to our communities across the state as part of the ongoing COVID-19 pandemic response and management effort. While there has been a substantial amount of work undertaken during the reporting period, we acknowledge that the recovery from recent and current events will take many years and that Resilience NSW will continue to support communities into the future.

We are proud of all that has been achieved in the year since Resilience NSW was established and we extend our sincere appreciation to all the communities, as well as government and non-government partners, who worked closely with us throughout this reporting period. An extraordinary level of community spirit and resilience has been demonstrated.

Shane Fitzsimmons AFSM

Commissioner of Resilience NSW
Deputy Secretary Emergency Management



Completion of works, Burraborang Road

Summary review of operations 2020–2021

Resilience NSW has a scope of work that spans disaster prevention to recovery, and is aimed at strengthening communities, industry, and government and non-government partners.

We are proud of all that has been achieved in the year since Resilience NSW was established.

Our major achievements of the reporting period are outlined below.

Providing disaster relief

Severe storms and floods in March 2021 led to national disaster declarations in 73 local government areas, with 43 of these areas also impacted by the 2019–2020 bushfires. Resilience NSW helped to establish 33 evacuation centres with 20 centres operating simultaneously, predominantly in the Mid North Coast and Hawkesbury Nepean Valley. More than 3,000 people registered at evacuation centres across the state and more than 1,440 people were assisted with temporary accommodation. Supported by our local case workers, Resilience NSW also provided Disaster Relief Grants to contribute towards replacing household goods and repairing or rebuilding damaged homes.

Establishing recovery centres

Resilience NSW, partnering with local councils, coordinated the establishment of 8 recovery centres to provide one-stop shops for impacted people to access support and government services. Centres were based in Macksville, Kempsey, Port Macquarie, Laurieton, Taree, Windsor, South Richmond and Wisemans Ferry. This was a record in terms of the number of recovery centres operating in NSW at one time. Resilience NSW received valuable support from councils, Service NSW, DCJ, NSW Department of Primary Industries, Legal Aid NSW, the National Recovery and Resilience Agency, insurers and charity partners. Most centres were open for 8 to 12 weeks, and more than 9,600 people accessed the recovery centres for support. By 30 June 2021 all centres had ceased operations and ongoing recovery support transitioned to local services.

Partnering with Service NSW

Resilience NSW's partnership with Service NSW, which began during the 2019–2020 bushfires, was consolidated to provide greater support to impacted communities. This involved centralising registration and triage at recovery centres and standing up a single telephone support number. These improvements minimised the number of times an impacted person needed to tell their story and provided consistent referral pathways and follow-up mechanisms. As recovery centres ceased operations, Resilience NSW worked with Service NSW to provide an ongoing Flood Appointment Service that can be accessed via a range of channels including existing regional Service NSW centres.



Wisemans Ferry Recovery Centre

Supporting impacted businesses

Resilience NSW worked closely with Service NSW and the Rural Assistance Authority to provide financial support to businesses affected by storms and floods, including grants of up to \$50,000 for small businesses and up to \$75,000 for primary producers. Resilience NSW, in partnership with councils and other state and Commonwealth government agencies, coordinated workshops, recovery centres and other activities that helped connect business owners with support available to them. Resilience NSW will continue to oversee recovery in areas impacted by storms and floods.

Recovery Support Services program – March 2021 storms and floods

The March 2021 storms and floods severely impacted many vulnerable community members, including those residing in caravan parks. Resilience NSW rapidly identified an urgent need for targeted support and engaged Recovery Support Services partners in the Hawkesbury and Port Macquarie regions. These partners provided localised, tailored support through intensive case management with wrap-around health and social supports. Resilience NSW also engaged the Department of Primary Industries to provide tailored Recovery Support Services to primary producers and landholders impacted by storms and floods in over 20 LGAs across NSW. Over 650 families have been assisted through these services.

Supporting long-term recovery from the 2019–2020 bushfires

Resilience NSW continues to support long-term bushfire recovery efforts for both businesses and the community.

A year on from the 2019–2020 bushfires, Resilience NSW, in partnership with Service NSW, surveyed businesses in affected areas to check on their recovery. Over 1,300 businesses provided a snapshot of their situation.

Despite the ongoing impacts of COVID-19, businesses were generally confident that they were on track for recovery from the bushfires. They provided feedback about their needs, such as awareness of available support and the need for further mental health support, that has helped inform recovery activities.

The survey also demonstrated the value of preparedness in making a difference during a disaster. Resilience NSW recognises that there is still work to be done to help improve the resilience of businesses to the shocks and disruptions caused by disaster.

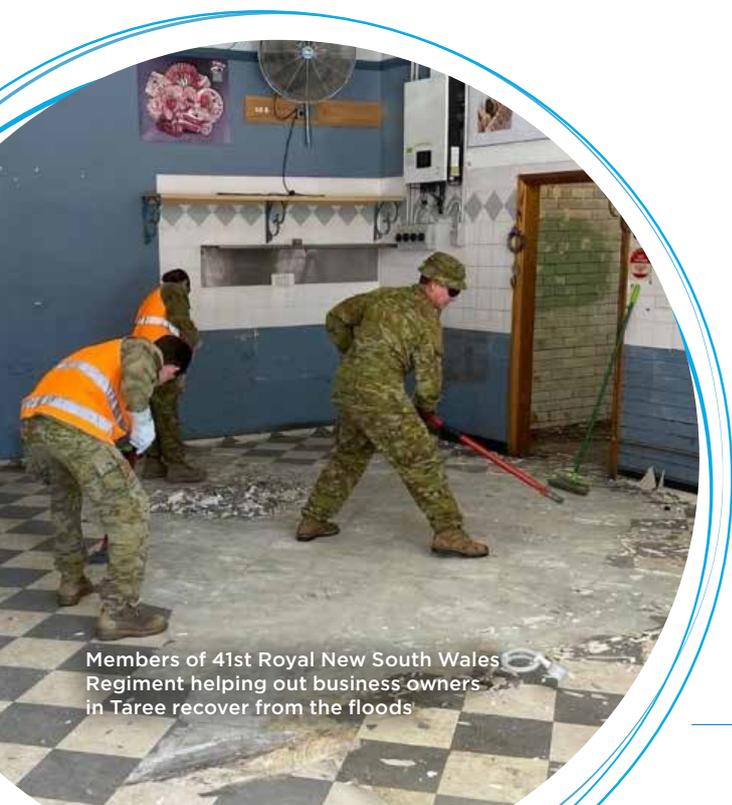
Resilience NSW is using the findings of this survey to inform work with the NSW RFS, Destination NSW, NSW Small Business Commission and other key government agencies to improve business preparedness tools as part of the Get Ready Program.

Overseeing the implementation of inquiry recommendations

In August 2020, the NSW Government released and accepted all recommendations of the independent NSW Bushfire Inquiry. Resilience NSW was tasked with coordinating and overseeing the implementation of the Inquiry's recommendations.

Resilience NSW led the development of the Bushfire Legislation Amendment Bill 2020 to address several key recommendations of the Inquiry. The Bill's amendments included enhancements to bushfire planning, management of bushfire hazards and bushfire hazard complaints, and simplified arrangements for the management of vegetation on rural properties.

On 19 November 2020, Parliament passed the Bushfire Legislation Amendment Bill 2020. Resilience NSW continues to support the implementation, monitoring and reporting of actions taken by NSW Government agencies



Members of 41st Royal New South Wales Regiment helping out business owners in Taree recover from the floods

to address the Inquiry's recommendations and improve how NSW plans, prepares and responds to bushfires.

Resilience NSW supported the preparation and publishing of the first quarterly report on the implementation of the recommendations in May 2021. The second NSW Bushfire Inquiry 2020 Progress Report covering the period April to June 2021 found 99.3% of the recommendations were completed or in progress, with the remainder being scoped.

Bushfire Community Recovery and Resilience Fund Phase 2

The Bushfire Community Recovery and Resilience Fund Phase 2 has enabled the delivery of 205 projects aimed at promoting wellbeing, promoting social and broader recovery, and building future disaster resilience in communities impacted by the 2019–2020 bushfires.

In total the fund has provided \$35.25 million through joint Commonwealth–State Disaster Recovery Funding Arrangements.

Two streams of funding were available; Stream 1 was open to all eligible councils, while Stream 2 was an open competitive round for councils and the non-government and not-for-profit sector.

Stream 1 grants totalling \$7.25 million were provided to 32 eligible councils for small-scale community projects and council-led micro-scale grants programs. Stream 2 grants totalling \$29 million were awarded to 173 projects in the impacted LGAs.

Projects funded in Stream 2 included:

- capability projects to empower businesses across the Blue Mountains region to increase resilience and wellbeing through stronger business connections and collaborations
- establishment of a network of 100 trained and mobilised community carers and responders to prevent, prepare and recover from disasters and build resilience in 5 northern NSW LGAs
- providing residents and local industry in the southern region from Batlow to Wagga Wagga with a place to meet to collectively plan local recovery projects, and provision for personnel to help support recovery projects and respond to emerging needs in the regions.

Providing housing support with Minderoo Pods

Resilience NSW, on behalf of the NSW Government, brokered a partnership with the Minderoo Foundation to provide temporary accommodation pods for those in rural and remote areas following the unprecedented 2019–2020 bushfire season.

The Salvation Army and Australian Red Cross joined the partnership in mid-2020, increasing the number of pods available to the program to over 200. This rent-free accommodation has provided hundreds of bushfire-affected people with kitchen, sleeping and bathroom facilities for up to 2 years while they rebuild their homes.



Karen and Paul Robertson cleaning up after the flood, Hawkesbury Nepean River



Temporary accommodation pod

Supporting people to rebuild their homes

Resilience NSW is continuing to support eligible applicants from the February 2019 and the 2019–2020 bushfires to rebuild a safe and habitable home under the NSW Disaster Relief Grants program.

The program is currently assisting 79 eligible families impacted by the 2019–2020 bushfires to rebuild their homes. Resilience NSW is working closely with NSW Public Works Advisory, which has allocated project managers to assist with the rebuild program.

Implementing the Bushfire Community Recovery Officer program

In 2020, Resilience NSW introduced the Community Recovery Officer (CRO) program to work alongside councils and local communities through their longer term recovery. Broader CRO deliverables and achievements include establishing Community Resilience Networks and developing Local Recovery Plans and Recovery Action Plans. Given the unique nature of each community, CROs work closely with local councils and community organisations to develop tailored activities and recovery events for their local communities. Initially funded for one year, the program has been extended for an additional year to November 2022.

Managing the Bushfire Recovery Support Services program

Developed and managed by Resilience NSW, the Bushfire Recovery Support Services program partners the NSW and local governments, and NGOs to help disaster-impacted people in their recovery journey by providing personalised, holistic long-term support. This includes helping people navigate and access services and assistance packages; providing practical, emotional and personal support; and walking alongside affected people, acknowledging and addressing their unique situation and challenges. Recovery Support Services officers also work collaboratively with local councils, partners and community resources to help strengthen resilience into the future. Funding for the service has been extended to 31 December 2021 and more than 6,200 families have been supported through the program to date.

Reviewing and upgrading Emergency Operations Centres

At the request of the Emergency Services Board of Commissioners, Resilience NSW and the NSW Police Force conducted the Emergency Operations Centres (EOCs) Strategic Review. The review involved an online survey assessing the operational capabilities and usage of 133 local and 6 regional EOCs across NSW.

Survey data was analysed to identify a list of EOCs that could be considered ‘backbone’, based on factors such as their location, past usage to manage emergencies, sharing between LGAs and regions, and co-location arrangements with emergency services. The review identified backbone EOCs within all NSW emergency management regions.

To ensure there are well-equipped and capable EOCs across NSW, Resilience NSW’s EOCs Critical Upgrade Program funded upgrades to backbone EOCs to enhance their capacity to manage emergencies. Under the program, Resilience NSW has provided grants worth over \$5.5 million to the councils and agencies that manage 31 backbone EOCs.



Salvation Army Emergency Services catering at Corindi

Supporting isolating community members

Ongoing public health restrictions have continued to present challenges for NSW communities, especially people in isolated areas with less available support. Under the NSW Pandemic Plan, the NSW Welfare Services Functional Area (WSFA), which is a part of Resilience NSW, assists in the supply of essential food and personal care items to people in home quarantine or isolation with no means of accessing goods independently. The WSFA also assists in the reception of quarantined people and their family and friends at international airports and seaports.

From 1 July 2020 to 30 June 2021 the WSFA received 445 requests for support from NSW Health and delivered 544 food and 86 personal care hampers. WSFA partners with Foodbank Australia for the delivery of these hampers, with additional support from the Salvation Army and NSW RFS.

Leading the Get Ready Program

The Get Ready Program is a community preparedness program led by Resilience NSW, providing free tools and resources to councils, business and community service organisations, so they can assist communities to prepare for disasters.

By June 2021, there were 44 councils approved as Get Ready partners across the state. The Get Ready team provided campaign kits to councils to help them raise awareness of risk and promote disaster preparation in their areas.

The NSW Small Business Commissioner, in conjunction with Resilience NSW, developed a new Get Ready resource for business – *Prepare for the Unexpected: Build a Business Continuity Plan*.

The NSW SES launched the Get Ready Animals website, which was developed in collaboration with NSW Department of Primary Industries, emergency services, veterinarians and animal breeders.

Developing capability framework targets

The Capability Development Framework for the NSW Emergency Management Sector was launched in July 2020 following an extensive consultation period throughout 2018 and 2019. The framework promotes collaboration, coordination and a multi-agency capability development approach to manage catastrophic disasters.

Resilience NSW has partnered with the Bushfire and Natural Hazards Cooperative Research Centre to research and define capability targets for the 25 state-level core capabilities across prevention, preparedness, response and recovery. This will support the state-level implementation of the framework.



COVID 19 Disaster Welfare Services hampers



Members of 41st Royal New South Wales Regiment working with the NSW RFS to provide flood relief to residents on the NSW Mid North Coast

Facilitating 2020 State Lessons Management Analysis

Resilience NSW facilitated the 2020 State Lessons Management Analysis in July and August 2020 in accordance with the Lessons Management Framework for the NSW Emergency Management Sector. The analysis implements lessons management at a state level. This involved an innovative 3-day fully virtual multi-agency analysis workshop.

The 2020 State Lessons Report and all 11 recommendations were endorsed in March 2021 by the State Emergency Management Committee. Action bodies were assigned to all recommendations to support the implementation of the lessons and progress is being monitored by the Capability Development Sub-Committee.

Ensuring continuous learning

Resilience NSW increased capability within the agency to identify and learn lessons from recent incidents and exercises. Over 200 insights were gathered from debriefs, after-action reviews and surveys of Resilience NSW staff for analysis.

Resilience NSW led an organisation after-action review on the March 2021 flood and storm event, during which an after-action review report was endorsed with 10 recommendations to address 4 areas for improvement.

Through this work we have created an environment in which all staff can feel comfortable and motivated to share their knowledge and experiences in a productive way. This will contribute to improvements across planning, preparation, response and recovery to help build safer, stronger and more disaster-resilient communities.

Critical infrastructure - whole-of-government coordination

An independent review of critical infrastructure arrangements in NSW was undertaken in 2020 and a final report was endorsed by the State Counter Terrorism Committee. The report recommended establishing a centralised governance model for critical infrastructure arrangements to support consistent communication and clarity of roles and responsibilities. Resilience NSW assumed whole-of-government coordination in early 2021, reporting to the State Emergency Management Committee to support transparency and accountability.

Resilience NSW delivered an implementation plan to action the recommendations of the review report and identified improvements to existing processes and tools for the identification and classification of critical infrastructure.



Researching building codes to help manage heatwaves

Resilience NSW collaborated with the Bushfire and Natural Hazards Cooperative Research Centre to research the comprehensiveness of building codes in managing heatwave impacts. The research was initiated in response to Recommendation 24 of the 2017 State Level Emergency Risk Assessment. The research concluded that there is no effective acknowledgement in the National Construction Code of heatwaves and the report proposes a range of areas for attention. The report will support advocacy of changes to the National Construction Code and foster innovative solutions around the key areas of policy action and change, future research and knowledge development, integration approaches, and direct actions and demonstration examples.

Gaining Registered Training Organisation accreditation and our commitment to training

Resilience NSW was successful in gaining accreditation as a Registered Training Organisation (RTO) with a view to delivering courses to a more diverse audience. Accreditation is in place until August 2026.

This year, despite the impact of COVID-19, Resilience NSW was able to deliver emergency management training to 5,822 students.

We undertook a full review of available courses and delivery modes, which allowed a rapid transition to online learning to ensure continuous delivery.

The entire curriculum has now been reviewed and will be overhauled to ensure that there is greater reach into local communities to build knowledge, skills and resilience to future disasters.



Operation Piggyback



Commissioner awards Premier's Citations



Damage to a berry farm in Corindi

Governance framework

Resilience NSW recognises the importance of good governance and has established a Governance branch to lead the development and implementation of the agency's governance framework.

The agency's Risk Management Framework outlines our approach to, and arrangements for managing risk. The Risk Management Policy outlines the process for identifying, analysing, assessing, managing and monitoring risk across Resilience NSW and further work is proposed to encourage the embedding of risk management and a proactive risk management culture.

Resilience NSW proposes to develop a Corporate Policy Framework to enable the development and review of corporate policies and procedures, particularly as corporate services functions previously provided by DCJ begin transitioning to the agency. These policies will be supported by ongoing engagement with staff, and training and information sessions to educate and inform staff of their ongoing responsibilities.

A corporate reporting program for the Audit and Risk Committee has been developed, which will ensure continuous oversight of the agency's risk, audit and compliance obligations.



Commander JTG 629.1, Brigadier Michael Garraway and Commissioner Resilience NSW, Mr Shane Fitzsimmons on an Army Blackhawk conducting a tour of flood affected areas on the mid NSW coast to inform recovery planning



An Australian Army Caterpillar 434 backhoe deployed on Operation NSW Flood Assist helps community members remove debris from flood damage in Barrington, New South Wales

Risk management

The Commissioner is required to provide an annual statement attesting to compliance with the 8 core requirements of Treasury Policy TPP 20-08 *Internal Audit and Risk Management Policy for the General Government Sector*.

The Commissioner's 2020-2021 attestation is shown on the following page.

During 2020-2021 the agency's risk management and internal audit actions included:

- conducting a risk workshop and developing an enterprise risk register to outline strategic risks faced by Resilience NSW
- conducting an internal audit of overtime and flexible hours arrangements and processes, and commencing work on internal audits of the ResNSW IT landscape; Purchase card issuance and spend arrangements; recruitment and onboarding; and systems and processes to manage Work Health and Safety (WHS)
- continuing to engage an external audit advisor as the agency's supplier of internal audit services
- updating the Internal Audit Charter and Audit and Risk Committee Charter.

Insurance activities

Resilience NSW is insured through the NSW Government's Treasury Managed Fund (TMF). The TMF provides cover for workers compensation, motor vehicle, property, public liability, cyber liability and miscellaneous claims.

RESILIENCE NSW

Internal Audit and Risk Management Statement for the 2020-2021 Financial Year

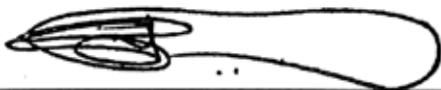
I, Shane Fitzsimmons, am of the opinion that Resilience NSW has internal audit and risk management processes in operation that are compliant with the seven (7) core requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core Requirements	Compliance
1. Risk Management Framework	
1.1. The agency head is ultimately responsible and accountable for risk management in the agency.	Compliant
1.2. A risk management framework has been established and maintained and is appropriate for the agency. The framework is consistent with AS ISO 31000:2018.	Compliant
2. Internal Audit Function	
2.1. An internal audit function has been established and maintained that is appropriate for the agency and is fit for purpose.	Compliant
2.2. The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing.	Compliant
2.3. The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
3. Audit and Risk Committee	
3.1. Efficient and effective arrangements have been established and maintained for independent Audit and Risk Committee oversight to provide advice and guidance to the agency head on the agency's governance processes, risk management and control frameworks and its external accountability obligations.	Compliant
3.2. The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

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

- Mr Garry Dinnie, Independent Chair, appointed for a five year term, commencing 1 June 2020, ending on 31 May 2025
- Ms Karen Crawshaw PSM, Independent Member, appointed for a four year term, commencing 1 June 2020, ending 31 May 2024
- Ms Christine Feldmanis, Independent Member, appointed for a three year term, commencing 1 June 2020, ending 31 May 2023



Shane Fitzsimmons AFSM
Commissioner Resilience NSW
Date: 24 AUGUST 2021.

Reference: DOC058666

Cyber Security Annual Attestation Statement for the 2020-2021 Financial Year for Resilience NSW

I, Shane Fitzsimmons, Commissioner of Resilience NSW, am of the opinion that the Department of Community and Justice, on behalf of Resilience NSW, has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

The Department of Community and Justice provides ICT services to Resilience NSW in its entirety. Governance is in place by the Department of Community and Justice to manage cybersecurity maturity and initiatives on behalf of Resilience NSW. Risks to the information and systems of Resilience NSW have been assessed and are managed by the Department of Community and Justice.

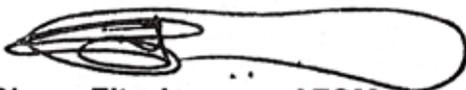
There exists a current cyber incident response plan for the Department of Community and Justice which has been tested during the reporting period. Resilience NSW has an Information Security Management System (ISMS) in place that is provided by the Department of Community and Justice.

Additionally, the Department of Communities and Justice undertakes numerous independent internal and external audits each year, which validate the appropriateness of specific controls, integrity of systems and effectiveness of processes, including the Information Security Management System.

Resilience NSW continues to identify opportunities to strengthen governance processes and increase awareness and cyber responsibilities within the organisation.

This attestation covers Resilience NSW and the systems wholly managed by the Department of Community and Justice.

Yours sincerely,



Shane Fitzsimmons AFSM
Commissioner, Resilience NSW
27 August 2021



Financial statements

Financial statements

Resilience NSW **Statement by the Accountable Authority** for the year ended 30 June 2021

Pursuant to Section 7.6(4) of the *Government Sector Finance Act 2018* ('the Act'), I state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards (which includes the Australian Accounting Interpretations) and the requirements of the Act, the *Government Sector Finance Regulation 2018* (the Regulation) and the Treasurer's Directions.
- present fairly Resilience NSW's financial position, financial performance and cash flows as at 30 June 2021.
- as at the date of this statement, there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Shane Fitzsimmons
Commissioner

Date: 18 October 2021



INDEPENDENT AUDITOR'S REPORT

Resilience NSW

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Resilience NSW, which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the Government Sector Finance Act 2018 (GSF Act), the Government Sector Finance Regulation 2018 (GSF Regulation) and the Treasurer's Directions
- presents fairly Resilience NSW's financial position, financial performance and cash flows.

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

Basis for Opinion

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

I am independent of Resilience NSW in accordance with the requirements of the:

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

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

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

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

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

The Commissioner's Responsibilities for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulations and Treasurer's Directions. The Commissioner's responsibility also includes such internal control as the Commissioner determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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

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



Chris Harper
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

22 October 2021
SYDNEY

Resilience NSW
Statement of comprehensive income
for the year ended 30 June 2021

		Budget	Actual	For the period
		2021	2021	1 May 2020 to
		\$'000	\$'000	30 June 2020
	Notes	\$'000	\$'000	Actual
		\$'000	\$'000	2020
		\$'000	\$'000	\$'000
Expenses				
Employee related expenses	3.1	37,945	19,199	4,829
Depreciation and amortisation expense	3.2	1,300	1,330	(71)
Grants and subsidies	3.3	925,270	525,534	444,827
Other expenses	3.4	31,834	30,035	1,660
Finance costs	4	239	51	10
Total expenses		996,588	576,149	451,255
Revenue				
Grants and other contributions	5.1	1,348,816	628,881	517,064
Acceptance by the Crown of employee benefits and other liabilities	5.4	351	787	1,213
Other income	5.5	218	7,369	125
Total revenue		1,349,385	637,037	518,402
Operating result		352,797	60,888	67,147
Other gains/(losses)	6	-	14	(541)
Net result		352,797	60,902	66,606
Other comprehensive income		-	-	-
TOTAL COMPREHENSIVE INCOME		352,797	60,902	66,606

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

Resilience NSW
Statement of financial position
as at 30 June 2021

	Notes	Budget 2021 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
Assets				
Current assets				
Cash and cash equivalents	7	509,492	485,718	257,059
Receivables	8	-	3,100	517
Prepayments		91,627	-	91,110
Total current assets		601,119	488,818	348,686
Non-current assets				
Property, plant and equipment	9	100,122	265	555
Intangible assets	10	1,657	14	27
Right-of-use assets	11	1,579	2,655	2,412
Total non-current assets		103,358	2,934	2,994
Total assets		704,477	491,752	351,680
Liabilities				
Current liabilities				
Payables	12	238,635	316,578	238,635
Lease liabilities	11	631	912	631
Provisions	13	1,416	2,787	1,841
Total current liabilities		240,682	320,277	241,107
Non-current liabilities				
Lease liabilities	11	2,386	2,363	2,386
Provisions	13	450	48	25
Total non-current liabilities		2,836	2,411	2,411
Total liabilities		243,518	322,688	243,518
Net assets		460,959	169,064	108,162
Equity				
Accumulated funds		460,959	169,064	108,162
Total equity		460,959	169,064	108,162

The above statement of financial position should be read in conjunction with the accompanying notes.

Resilience NSW
Statement of changes in equity
for the year ended 30 June 2021

	Accumulated Funds \$'000	Total \$'000
Balance at 1 July 2020	108,162	108,162
Net result for the year	60,902	60,902
Total comprehensive income for the year	60,902	60,902
Balance at 30 June 2021	169,064	169,064
	Accumulated Funds \$'000	Total \$'000
Balance at 1 May 2020 (date of inception)	-	-
Transactions with owners in their capacity as owners		
Increase in net assets from equity transfers (Note 18)	41,556	41,556
Restated balance at 1 May 2020	41,556	41,556
Net result for the period	66,606	66,606
Total comprehensive income for the period	66,606	66,606
Balance at 30 June 2020	108,162	108,162

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

Resilience NSW
Statement of cash flows
for the year ended 30 June 2021

		Budget 2021 \$'000	Actual 2021 \$'000	For the period 1 May 2020 to 30 June 2020 Actual 2020 \$'000
	Notes			
Cash flows from operating activities				
Payments				
Payments to suppliers and employees		(69,428)	(28,798)	(20,879)
Grants and subsidies		(925,270)	(375,043)	(444,827)
Interest paid		(239)	(51)	(10)
Total payments		(994,937)	(403,892)	(465,716)
Receipts				
Grants and other contributions		1,349,034	628,881	517,064
Other revenue		-	4,668	-
Total receipts		1,349,034	633,549	517,064
Net cash flows from operating activities	7	354,097	229,657	51,348
Cash flows from investing activities				
Purchases of property, plant and equipment		(101,664)	(214)	-
Net cash flows used in investing activities		(101,664)	(214)	-
Cash flows from financing activities				
Payment of principal portion of lease liabilities		-	(784)	(118)
Net cash flows used in financing activities		-	(784)	(118)
Net increase/(decrease) in cash and cash equivalents		252,433	228,659	51,230
Opening cash and cash equivalents		257,059	257,059	-
Cash transferred in as a result of administrative restructuring	15	-	-	205,829
Closing cash and cash equivalents	7	509,492	485,718	257,059

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

Resilience NSW

Notes to the Financial Statements

for the year ended 30 June 2021

1. Statement of significant accounting policies

1.1 Reporting entity

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

The Agency was created and commenced operations on 1 May 2020, as a result of the *Administrative Arrangements (Administrative Changes - Resilience NSW) Order 2020* (the Order). The Order transferred the functions and staff employed in the former Office of Emergency Management division in the Department of Communities and Justice to Resilience NSW. The financial statements comprise transactions and balances for the year ended 30 June 2021. The comparative period is the period 1 May 2020 to 30 June 2020.

These financial statements for the year ended 30 June 2021 have been authorised for issue by the Commissioner on 18 October 2021.

1.2 Basis of preparation

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

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

Property, plant and equipment and assets (or disposal groups) held for sale and certain financial assets and liabilities are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention, except where otherwise stated. Judgements, key assumptions and estimations that management has made are disclosed in the relevant notes to the financial statements.

The Agency's financial statements have been prepared on a going concern basis. The Agency receives grant funding from the Department of Premier and Cabinet (DPC) which receives appropriations from the Consolidated Fund. Appropriations for each financial year are set out in the Appropriation Act for that year.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency (\$), which is the Agency's presentation and functional currency.

1.3 Statement of compliance

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

1.4 Administered activities

The Agency administers, but does not control, certain activities on behalf of the Crown in the right of the State of New South Wales (the Crown). It is accountable for the transactions relating to those administered activities but does not have the discretion to deploy the resources for the achievement of the Agency's own objectives.

Transactions and balances relating to the administered activities are not recognised as the Agency's income, expenses, assets and liabilities, but are disclosed in Note 5.2 as Administered Income, Administered Expenses, Administered Assets and Administered Liabilities.

Resilience NSW

Notes to the Financial Statements

for the year ended 30 June 2021

1. Statement of significant accounting policies (continued)

1.5 Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in FY2020-2021

The Agency applied AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) for the first time. The nature and effect of the changes as a result of adoption of this new accounting standard are described below.

AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 is effective for the entity from 1 July 2020. At the same time NSW Treasury Policy and Guideline Paper TPP06-08: Accounting for Privately Financed Projects (TPP06-8) was withdrawn effective from 1 July 2020. Service Concession Arrangements are contracts between an operator and a grantor, where the operator provides public services related to a service concession asset on behalf of the grantor for a specified period of time and manages at least some of those services. AASB 1059 has no impact on the financial statements as the Agency has no Service Concession Arrangements.

Several other amendments and interpretations apply for the first time in FY2020-21, but do not have an impact on the financial statements.

(ii) Issued but not yet effective

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

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

- AASB 17 *Insurance Contracts*
- AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*
- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- AASB 2020-3 *Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments*
- AASB 2020-5 *Amendments to Australian Accounting Standards – Insurance Contracts*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2020-7 *Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures*
- AASB 2020-8 *Amendments to Australian Accounting Standards–Interest Rate Benchmark Reform–Phase 2*

The possible impact of these Standards in the period of initial application is not expected to materially affect the financial statements.

(iii) International Financial Reporting Standards Interpretations Committee final agenda decisions not yet adopted

In April 2021, the International Financial Reporting Standards Interpretations Committee (IFRIC) issued a final agenda decision, Configuration or customisation costs in a cloud computing arrangement. The decision discusses whether configuration or customisation expenditure relating to cloud computing arrangements is able to be recognised as an intangible asset and if not, over what time period the expenditure is expensed. Resilience NSW's accounting policy has historically been to capitalise all costs related to cloud computing arrangements as intangible assets in the Statement of Financial Position. The adoption of this agenda decision could result in a reclassification of these intangible assets to either a prepaid asset in the Statement of Financial Position and/or recognition as an expense in the Statement of Comprehensive Income, impacting both the current and/or prior periods presented.

Resilience NSW

Notes to the Financial Statements

for the year ended 30 June 2021

1. Statement of significant accounting policies (continued)

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

As at 30 June 2021, Resilience NSW has not adopted this IFRIC agenda decision. The impact of the change is not reasonably estimable as Resilience NSW has yet to complete its assessment and expects to adopt the IFRIC agenda decision next financial year. Intangible assets of \$14,000 (net carrying amount) are recognised on the Statement of Financial Position and will be subject to this detailed assessment. Resilience NSW's preliminary analysis indicates that the impact is not material.

1.6 Summary of significant accounting policies

Resilience NSW's accounting policies are contained within the Notes to which they relate, with the exception of those listed below.

(a) Insurance

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

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

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

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

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from or payable to the Australian Taxation Office are classified as operating cash flows.

(c) Equity

Accumulated funds

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

Equity transfers - recognition and measurement

The transfer of net assets between entities as a result of an administrative restructure, transfers of programs/functions and parts thereof between NSW public sector entities and 'equity appropriations' are designated or required by AAS to be treated as contributions by owners and recognised as an adjustment to 'Accumulated funds'. This treatment is consistent with AASB 1004 and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit and for-profit government entities are recognised at the amount at which the assets and liabilities were recognised by the transferor immediately prior to the restructure. Subject to below, in most instances this will approximate fair value.

All other equity transfers are recognised at fair value, except for intangibles. Where an intangible has been recognised at (amortised) cost by the transferor because there is no active market, the entity recognises the asset at the transferor's carrying amount. Where the transferor is prohibited from recognising internally generated intangibles, the entity does not recognise that asset.

1. Statement of significant accounting policies (continued)

1.6 Summary of significant accounting policies (continued)

(d) Trust funds

The Agency holds moneys in Trust. As the Agency performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the Agency's own objectives, these funds are not recognised in the financial statements. Refer to Note 5.3.

(e) Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament for the Department in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustments for transfer of functions between entities as a result of Administrative Arrangement Orders) are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained in Note 18.

(f) Comparative information

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

2. Significant accounting judgements, estimates and assumptions

The preparation of the Agency's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Agency based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Agency. Such changes are reflected in the assumptions when they occur.

Accruals for Natural Disaster expenditure payables are supplied by relevant Agencies and are based on expenditure incurred by Agencies but for which claims have not been submitted to Resilience NSW as at 30 June 2021. When claims are submitted for payment, they will then be subject to compliance testing prior to payment.

COVID-19

The effect of COVID-19 on the financial position and performance of the Agency has been considered in the preparation of these financial statements. Impacts on the property market for leased accommodation were recognised in 2019-20, by impairing the value of the Agency's right of use assets. This was based on recommendations by Property NSW (refer to Note 11). In 2020-21, an impairment reversal of \$14,000 was recognised on right of use assets as Property NSW amended their 2019-20 impairment recommendation. Other impacts, primarily work-from-home arrangements and additional office cleaning, are considered to be immaterial. The Agency's funding source is the Consolidated Fund, therefore budgeted revenue has not declined. During 2020-21, the Agency received an additional \$1.5 million of funding to support COVID-19 related assistance expenditure.

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

3. Expenses

3.1 Employee related expenses

	2021	For the period
	\$'000	1 May 2020 to
		30 June 2020
	\$'000	\$'000
Salaries and wages (including annual leave)	15,836	2,438
Overtime	389	663
Long service leave	1,038	1,430
Workers' compensation insurance	153	5
Defined benefit superannuation - current year service costs	-	81
Superannuation (pooled fund) - accepted by the Crown	3	2
Superannuation - defined contribution plans	1,019	83
Payroll and fringe benefits tax	761	127
	19,199	4,829

3.2 Depreciation and amortisation expense

	2021	For the period
	\$'000	1 May 2020 to
		30 June 2020
	\$'000	\$'000
Depreciation of property, plant and equipment*	504	(186)
Depreciation of right-of-use assets	813	112
Amortisation of intangible assets	13	3
	1,330	(71)

* The Agency exercised a 4 year lease extension of their property accommodation, from November 2020 until November 2024. Following on from this, the useful lives of leasehold improvements were extended to the same period in June 2020. The remaining value of leasehold improvements has been spread over a longer period, which has resulted in reversing a portion of 2019-20 depreciation.

3.3 Grants and subsidies

	2021	For the period
	\$'000	1 May 2020 to
		30 June 2020
	\$'000	\$'000
Disaster Response grants	485,131	438,475
Natural Disaster Resilience Program grants	5,947	981
Other grants	34,456	5,371
	525,534	444,827

Disaster Response grants are paid to NSW Government agencies for response and recovery activities, following a declared natural disaster. Natural Disaster Resilience Program grants are paid to both NSW Government agencies and the private sector, for building resilience to natural disasters. Other grants are provided to non-government organisations to enhance their operational and rescue capabilities.

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

3. Expenses (continued)

3.3 Grants and subsidies (continued)

Grants and subsidies expenditure

Grants and subsidies expenditure generally comprise cash contributions which are expensed when the Agency transfers control of the assets.

For Disaster Response grants, the Agency reimburses NSW Government agencies for eligible natural disaster expenditure they incur based on claims submitted. At balance date, Disaster Response grants also include an estimate of eligible expenditure incurred by NSW Government agencies for claims not yet submitted to the Agency for reimbursement.

3.4 Other expenses

	2021	For the period 1 May 2020 to 30 June 2020
	\$'000	\$'000
Consultancy fees	1,882	225
Contractor fees	3,180	513
Telecommunications	326	48
National emergency alert system	19,440	641
Fees for service	3,219	(119)
Travel and accommodation	438	37
Office accommodation outgoings	317	53
Training and conferences	363	14
Computer software and minor equipment	178	60
Auditor's remuneration - audit of the financial statements	88	35
Others	604	153
	30,035	1,660

4. Finance costs

	2021	For the period 1 May 2020 to 30 June 2020
	\$'000	\$'000
Interest expense on lease liabilities	51	10
	51	10

Finance costs

Finance costs consist of interest in connection with lease liabilities. Finance costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit NSW General Government Sector (GGS) entities.

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

5. Revenue

Income recognition

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

Grants

The Agency receives grant funding from the Department Premier and Cabinet which do not contain enforceable sufficiently specific performance obligations. Therefore, grants are recognised as income when the Agency obtains control over the granted assets. Control is normally obtained upon the receipt of cash.

Other revenue

Other revenue comprises monies received from outside entities not categorised in the revenue headings mentioned above. The revenue is recognised when the fee in respect of services provided is received or receivable.

5.1 Grants and other contributions

	2021	For the period
	\$'000	1 May 2020 to
		30 June 2020
	\$'000	\$'000
Grants received from the Department of Premier and Cabinet	<u>628,881</u>	<u>517,064</u>

General annual appropriations and deemed appropriations disclosure

	2021	For the period
	\$'000	1 May 2020 to
		30 June 2020
	\$'000	\$'000
Original Budget per Appropriation Act	-	-
Other Appropriations		
- Cluster grants received	<u>628,881</u>	<u>517,064</u>
Total spending authority from parliamentary appropriations, other than deemed appropriations	<u>628,881</u>	<u>517,064</u>
Add:		
Own source revenue money received during the year	4,668	-
Own source revenue balance brought forward from prior years	-	-
Total	<u>633,549</u>	<u>517,064</u>
Less: total expenditure	(404,890)	(465,834)
Variance		
Less:		
The spending authority from appropriations lapsed at 30 June	<u>(223,991)</u>	<u>(51,230)</u>
Own source revenue balance carried forward to following years	<u>4,668</u>	<u>-</u>

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

5. Revenue (continued)

5.1 Grants and other contributions (continued)

Appropriations authorities and spending limits, under the Appropriations Act, and from deemed appropriations are given to the relevant responsible minister(s) and not directly to individual agencies. Officers of agencies reporting to those ministers are then delegated authority to incur expenditure under delegation instruments issued by those ministers. Therefore, compliance with aggregate spending limits under the Appropriation Act and deemed appropriations should normally be assessed at the responsible minister(s) level unless the delegation instrument for an agency expressly creates a sub-limit for the agency as a whole (which is unusual). Resilience NSW has confirmed that its delegation instruments do not have sub-limits for the agency as a whole.

However, to provide information related to the agency's spending, the summary of compliance table compares:

- amounts that have been received by Resilience NSW as cluster grants to Resilience NSW and the agency's own source revenue, with
- Resilience NSW's actual spending for the year, including payments to other state government agencies.

The table includes monies received from the agency's own-source income from other clusters who have different responsible ministers, as comprising part of the authority to spend.

There is some complexity and uncertainty in respect of the legal implication of monies received by the agency from an agency in another cluster who has a different responsible minister. If those monies are paid from the Consolidated Fund and remain within the Consolidated Fund on receipt the appropriations authority limits of the responsible minister(s) of the paying and receiving agencies will not have been automatically adjusted on transfer of the money. This means the appropriations limit of the receiving responsible minister(s) will not have been increased. Therefore, there is a technical risk that the actual expenditure exceeds the aggregate legal limit authorised for the receiving responsible minister(s) for the relevant reporting period; on the other hand, the paying responsible minister(s) may have unutilised legal spending authority. The total appropriations limits in the Appropriations Act are not affected by this matter.

The impact of this legal uncertainty means the balance of own source revenue brought forward and carried forward in the table will not necessarily be reflective of the appropriations authority available to the agency or its responsible minister(s).

5.2 Administered activities

(a) Administered income

Resilience NSW administers, but does not control, the collection of monies from the Commonwealth on behalf of the Crown. Monies collected are not recognised as Resilience NSW revenue, but are disclosed separately. Resilience NSW is accountable for the transactions relating to these administered activities but does not have the discretion, for example, to deploy the resources for the achievement of its own objectives. As per AASB 1058 *Income of Not-for-Profit Entities*, Administered income is recognised when the monies are received.

	2021	2020
	\$'000	\$'000
Administered income and expense		
Income		
Natural Disaster Relief	14,104	621,080
Natural Disaster Resilience Scheme	10,858	-
Administered income	24,962	621,080
Expense		
Administered expenses	-	-
Total administered income and expense	24,962	621,080

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(b) Administered grants

The Agency raises funds from Transport for NSW and pays to Marine Rescue NSW on a monthly basis. The timing and amount of payment to Marine Rescue NSW is variable and dependent on Transport for NSW collecting funds from a levy on recreational boat driver licenses and registrations.

As the Agency is a pass-through agency for this grant, this is treated as an administered item. Transactions and balances relating to administered grants are not recognised as income, expenses, assets and liabilities as required by the Accounting Standards. They are instead disclosed in the notes as Administered items.

	2021	For the period 1 May 2020 to 30 June 2020
	\$'000	\$'000
Administered grants: statement of comprehensive income		
Income		
Grants revenue from Transport for NSW	8,975	937
Expense		
Grants expense to Marine Rescue NSW	(8,975)	(937)
Operating surplus	<u>-</u>	<u>-</u>
	2021	2020
	\$'000	\$'000
Administered grants: statement of financial position		
Asset		
Receivable from Transport for NSW	366	438
Liability		
Payable to Marine Rescue NSW	(366)	(438)
Net assets	<u>-</u>	<u>-</u>

5.3 Trust funds

The Agency manages monies in two bank accounts, namely the Community Disaster Relief Fund (CDRF) account and the CDRF Trust account. Both were formerly managed by the Department of Communities and Justice up to 30 April 2020.

The monies in the funds are managed according to the provisions of Part 5 of the Community Welfare Act 1987.

The funds are to be used:

- (i) for the purpose of assisting disaster victims generally or disaster victims of a particular disaster,
- (ii) for the purpose of acquiring stores and equipment to be used for the purpose of assisting victims of future disasters or,
- (iii) for the purpose of planning, and training persons, to cope with the effects of disasters.

The funds do not form part of the Agency's financial statements as they are held in trust and they cannot be used by the Agency for the achievement of its own objectives.

	2021	2020
	\$'000	\$'000
Cash balance at start of year	1,063	-
Cash transferred in as a result of administrative restructuring	-	1,562
Interest earned for the year	2	1
Bushfire recovery grant paid to BlazeAid	-	(500)
Cash balance at end of year	<u>1,065</u>	<u>1,063</u>

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5.4 Acceptance by the Crown of employee benefits and other liabilities

The following liabilities and/or expenses have been assumed by the Crown.

	2021	2020
	\$'000	\$'000
Superannuation - defined benefit	5	8
Long service leave	782	1,205
Total acceptance by the Crown of employee benefits and other liabilities	<u>787</u>	<u>1,213</u>

5.5 Other Income

	2021	2020
	\$'000	\$'000
Contributions to emergency accommodation pods*	3,500	-
Return of unspent grants	981	-
Other	2,888	125
Total other income	<u>7,369</u>	<u>125</u>

* The NSW Government is partnering with Minderoo Foundation's Fire Fund to provide temporary accommodation pods, allowing those in need to stay on their own property while they rebuild. The pods are stand-alone units with built in electricity, water, cooking and ablution facilities. Resilience NSW received contributions from the Salvation Army and Red Cross towards these pods and included these funds in the total grant paid to Minderoo in 2020-21.

6. Other (gains)/losses

	2021	For the period
	\$'000	1 May 2020 to
		30 June 2020
	\$'000	\$'000
Impairment (gains)/losses of right-of-use assets	<u>(14)</u>	<u>541</u>

Impairment losses on non-financial assets

Impairment (gains)/losses may arise on non-financial assets held by the Agency from time to time. Accounting for impairment gains or losses is dependent upon the individual asset (or group of assets) subject to impairment. Events giving rise to impairment gains/losses are disclosed in Note 11 - Lease liabilities and right-of-use assets.

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7. Cash and cash equivalents

	2021	2020
	\$'000	\$'000
Cash at bank and on hand	<u>485,718</u>	<u>257,059</u>

For the purpose of statement of cash flows, cash and cash equivalents comprise cash at bank and on hand. Refer to Note 14 for details regarding credit risk and market risk arising from financial instruments.

	2021	For the period 1
	\$'000	May 2020 to 30
		June 2020
	\$'000	\$'000
Reconciliation of cash flows from operating activities to the net result:		
Net cash used on operating activities	229,657	51,348
Depreciation of property, plant and equipment	(504)	186
Depreciation of right-of-use assets	(813)	(112)
Amortisation of intangible assets	(13)	(3)
Impairment gains/(losses) of right-of-use assets	14	(541)
Working capital adjustments		
Decrease/(increase) in trade and other receivables	2,673	(233)
Decrease in prepayments	(91,110)	(42,950)
Increase/(decrease) in GST receivables	(90)	471
Decrease/(increase) in trade and other payables	(77,943)	60,067
Increase in employee benefits	(969)	(2,654)
Decrease/(increase) in provisions	-	1,027
Net result	<u>60,902</u>	<u>66,606</u>

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8. Receivables

	2021	2020
	\$'000	\$'000
Current		
Receivables	2,719	46
GST receivables	381	471
	<u>3,100</u>	<u>517</u>

Details regarding credit risk of trade receivables that are neither past due nor impaired, are disclosed in Note 14.

Trade and other receivables

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

Recognition and measurement

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

Subsequent measurement

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

Impairment

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

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

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9. Property, Plant and Equipment

	Plant and equipment \$'000	Computer hardware \$'000	Leasehold improvements \$'000	Total \$'000
At 1 May 2020 - fair value				
Gross carrying amount	-	-	-	-
Accumulated depreciation and impairment	-	-	-	-
Net carrying amount	-	-	-	-
Period ended 30 June 2020				
Acquisitions through administrative restructures	28	67	274	369
Depreciation charge for the period*	(12)	(9)	207	186
Net carrying amount at end of period	16	58	481	555
At 1 July 2020 - fair value				
Gross carrying amount	1,354	117	2,251	3,722
Accumulated depreciation and impairment	(1,338)	(59)	(1,770)	(3,167)
Net carrying amount	16	58	481	555
Year ended 30 June 2021				
Net carrying amount at beginning of year	16	58	481	555
Additions/reclassifications	-	218	(4)	214
Depreciation charge for the year	(16)	(41)	(447)	(504)
Net carrying amount at end of year	-	235	30	265
At 30 June 2021 - fair value				
Gross carrying amount	1,354	335	2,278	3,967
Accumulated depreciation and impairment	(1,354)	(100)	(2,248)	(3,702)
Net carrying amount	-	235	30	265

* The Agency exercised a 4 year lease extension of their property accommodation, from November 2020 until November 2024. Following on from this, the useful lives of leasehold improvements were extended to the same period in June 2020. The remaining value of leasehold improvements has been spread over a longer period, which has resulted in reversing a portion of 2019-20 depreciation.

All property, plant and equipment is held and used by the Agency. There is no property, plant and equipment where the Agency is lessor under operating leases.

Property, plant and equipment

Acquisition of property, plant and equipment

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

9. Property, plant and equipment (continued)

Acquisition of property, plant and equipment (continued)

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition (see also assets transferred as a result of an equity transfer - Note 16).

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

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

Capitalisation thresholds

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

Impairment of property, plant and equipment

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

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

Specialised assets held for continuing use of their service capacity are rarely sold and their cost of disposal is typically negligible. Their recoverable amount is expected to be materially the same as fair value, where they are regularly revalued under AASB 13 Fair Value Measurement.

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

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

Depreciation of property, plant and equipment

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

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

The depreciation rates used for each class of assets are as follows:

Plant and equipment	3 to 8 years
Computer hardware	2 to 7 years
Leasehold improvement	Over term of lease

9. Property, plant and equipment (continued)

Revaluation of property, plant and equipment

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

The Agency's property, plant and equipment are non-specialised assets with short useful lives and are measured at depreciated historical cost, which for these assets approximates fair value. The Agency has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

Restoration costs

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

Maintenance

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

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10. Intangible Assets

	Software \$'000
At 1 May 2020	
Cost (gross carrying amount)	-
Accumulated amortisation and impairment	-
Net carrying amount	-
Period ended 30 June 2020	
Net carrying amount at beginning of period	-
Acquisitions through administrative restructures	30
Amortisation	(3)
Net carrying amount at end of period	27
At 30 June 2020	
Cost (gross carrying amount)	85
Accumulated amortisation and impairment	(58)
Net carrying amount	27
Year ended 30 June 2021	
Net carrying amount at beginning of year	27
Amortisation	(13)
Net carrying amount at end of year	14
At 30 June 2021	
Cost (gross carrying amount)	85
Accumulated amortisation and impairment	(71)
Net carrying amount	14

Intangible assets

The Agency recognises intangible assets only if it is probable that future economic benefits will flow to the Agency and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Agency's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

The Agency's intangible assets are amortised using the straight-line method over a period from 3 to 10 years.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than the carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

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11. Lease liabilities and right-of-use assets

Agency as a lessee

(i) Right-of-use assets under leases

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:

	Fleet \$'000	Property \$'000	Total \$'000
Balance at 1 July 2020	57	2,355	2,412
Re-measurement	-	1,069	1,069
Depreciation expense	(22)	(791)	(813)
Adjustments	(13)	(14)	(27)
Impairment gain	-	14	14
Balance at 30 June 2021	22	2,633	2,655

	Fleet \$'000	Property \$'000	Total \$'000
Balance at 1 May 2020	-	-	-
Acquisitions through administrative restructures	60	3,005	3,065
Depreciation expense	(3)	(109)	(112)
Impairment loss*	-	(541)	(541)
Balance at 30 June 2020	57	2,355	2,412

*The impairment loss in 2020 on right of use assets was due to an assessment that rental market values had declined due to the impact of COVID-19. Property NSW, as the Agency's property agent, obtained independent advice on the impact to tenancy leases that are held as right-of-use assets. This decline represents the impact upon leased accommodation in the Sydney CBD and Sydney metropolitan area.

The Agency recognised an impairment gain of \$14,000 for right-of-use assets during the year (prior period comparative, a loss of \$541,000). Impairment gains/(losses) for right-of-use assets are included in other losses (Note 6) as part of the statement of comprehensive income.

(ii) Lease liabilities

Set out below are the carrying amounts of lease liabilities and the movement during the period:

	2021 \$'000	For the period 1 May 2020 to 30 June 2020 \$'000
Opening balance	3,017	-
Acquisitions through administrative restructures	-	3,125
Re-measurement	1,069	-
Interest expenses	51	10
Payments	(862)	(118)
Balance at 30 June	3,275	3,017

Current	912	631
Non-current	2,363	2,386

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11. Lease liabilities and right-of-use assets (continued)

(ii) Leases liabilities (continued)

The following amounts are the amounts recognised in the statement of comprehensive income:

	2021	For the period 1 May 2020 to 30 June 2020
	\$'000	\$'000
Depreciation expense of right-of-use assets	813	112
Impairment (gain)/loss of right-of-use assets	(14)	541
Interest expense on lease liabilities	51	10
Total amount recognised in the statement of comprehensive income	850	663

The Agency had total cash outflows for leases of \$862,000 for the year ended 30 June 2021 (\$118,000 for the period 1 May 2020 to 30 June 2020).

The Agency exercised a lease extension in 2020 for its accommodation lease. The old lease end date was November 2020. The extension option was taken up for 4 years, until November 2024 and has been included in the lease liabilities as at 30 June 2020.

(iii) Leases at significantly below-market terms and conditions principally to enable the entity to further its objectives

The Agency has no dependence on leases that have significantly below-market terms and conditions.

Leases

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

Agency as a lessee

The Agency applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Agency recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Lease contracts are typically made for fixed periods of 1 to 10 years, but may have extension options. Lease terms are negotiated on an individual basis.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). All potential future cash outflows have been included in the lease liability because the remaining lease option for office accommodation was exercised during the financial year and there are currently no further options. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

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

11. Lease liabilities and right-of-use assets (continued)

Right-of-use assets

The Agency recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, estimated costs of dismantling and removing the asset or restoring the site, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Buildings	1 to 6 years
Motor vehicles	2 to 5 years

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

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

Lease liabilities

At the commencement date of the lease, the Agency recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Agency and payments of penalties for terminating the lease, if the lease term reflects the Agency exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Agency uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

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11. Lease liabilities and right-of-use assets (continued)

Short-term leases and leases of low-value assets

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

12. Payables

	2021	2020
	\$'000	\$'000
Current		
Disaster grants payable	284,950	225,569
Accrued salaries, wages and on-costs	236	158
Other payables	<u>31,392</u>	<u>12,908</u>
	<u>316,578</u>	<u>238,635</u>

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in Note 14.

Trade and other payables

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

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

Accruals for Natural Disaster expenditure payables are supplied by relevant Agencies and are based on expenditure incurred by Agencies but for which claims have not been submitted to Resilience NSW as at 30 June 2021. When claims are submitted for payment, they will then be subject to compliance testing prior to payment.

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13. Provisions

i) Employee benefits

	2021	2020
	\$'000	\$'000
Current		
Recreation leave*	1,877	1,132
Long service leave*	485	284
	<u>2,362</u>	<u>1,416</u>
Non-current		
Long service leave	<u>48</u>	<u>25</u>
* Expected settlement of current employee benefits and related on-costs.		
Current annual leave obligations expected to be settled after 12 months	788	475
Current long service leave obligations expected to be settled after 12 months	203	119
	<u>991</u>	<u>594</u>
Aggregate employee benefits and related on-costs		
Employee benefits - current	2,362	1,416
Employee benefits - non-current	48	25
Accrued salaries, wages and on-costs (Note 12)	236	158
	<u>2,646</u>	<u>1,599</u>

Salaries and wages, annual leave and sick leave

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

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

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

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

Resilience NSW
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13. Provisions (continued)

i) Employee Benefits (continued)

Long service leave and superannuation

Long service leave assumed by the Crown

The Agency accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

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

Superannuation liabilities assumed by the Crown

The Agency's liabilities for defined benefit superannuation are assumed by the Crown.

The superannuation expense for the financial period is determined by using the formula specified in the Treasurer's Directions. The expense for defined contribution superannuation schemes (that is, Basic Benefit and Aware Super) is calculated as a percentage of the employees' salary. For defined benefit superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

Consequential on-costs

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

ii) Other provisions

	2021	2020
	\$'000	\$'000
Current		
Restoration costs	<u><u>425</u></u>	<u><u>425</u></u>
Movement in provisions		Restoration costs
		\$'000
2021		
Carrying amount at 1 July 2020		425
Additional provisions recognised		<u>-</u>
Carrying amount at 30 June 2021		<u><u>425</u></u>

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13. Provisions (continued)

ii) Other provisions (continued)

Other provisions

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

Restoration costs are the expected cost for the restoration or cost of dismantling of an asset after its useful term is expired. The Resilience NSW restoration costs are for make good of leasehold premises.

If the effect of the time value of money is material, provisions are discounted at pre-tax rates that reflect the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time (i.e. unwinding of discount rate) is recognised as a finance cost.

iii) Total provisions

	2021	2020
	\$'000	\$'000
Current		
Employee benefits	2,362	1,416
Other	425	425
	<u>2,787</u>	<u>1,841</u>
Non-current		
Employee benefits	<u>48</u>	<u>25</u>

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

14. Financial Instruments

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

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

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

(i) Financial instruments

Class:	Note	Category	Carrying amount 2021 \$'000	Carrying amount 2020 \$'000
Financial assets				
Cash and cash equivalents	7	Amortised cost	485,718	257,059
Receivables ¹	8	Amortised cost	2,719	46
			488,437	257,105
Financial liabilities				
Payables ²	12	Financial liabilities at amortised cost	316,567	238,635
Lease liabilities	11	Financial liabilities at amortised cost	3,275	3,017
			319,842	241,652

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

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

Derecognition of financial assets and financial liabilities

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

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

When the Agency has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

Where the Agency has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Agency's continuing involvement in the asset. In that case, the Agency also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Agency has retained.

14. Financial instruments (continued)

Offsetting financial instruments

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

Financial risks

(ii) Credit risk

Credit risk arises when there is the possibility of the Agency's debtors defaulting on their contractual obligations, resulting in a financial loss to the Agency. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses and allowance for impairment).

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

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

The Agency considers a financial asset in default when contractual payments are 90 days past due.

However, in certain cases, the Agency may also consider a financial asset to be in default when internal or external information indicates the Agency is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Agency.

Cash and cash equivalents

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Trade and other receivables

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

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

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Agency has identified the unemployment rate, wages growth rate and CPI inflation to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments.

The loss allowance for trade receivables was determined to be \$nil at 30 June 2021 (2020: \$nil).

The Agency is not materially exposed to concentrations of credit risk to a single debtor or group of debtors as at 30 June 2021 or 30 June 2020.

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

14. Financial instruments (continued)

(iii) Liquidity risk

Liquidity risk is the risk that the Agency will be unable to meet its payment obligations when they fall due. The Agency continuously manages risk through monitoring future cash flows, which coordinates the payment of creditors with cash inflows from the Crown and cash receipts from debtors.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the payment of simple interest is at the discretion of the Commissioner.

During the current and prior period, there were no defaults of loans payable. No assets have been pledged as collateral.

The Agency's exposure to liquidity risk is deemed insignificant based on current assessment of risk.

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

	Weighted average effective interest rate %	Nominal amount \$'000	Interest Rate Exposure				Maturity dates				Total \$'000
			Fixed interest rate \$'000	Variable interest rate \$'000	Non- interest bearing \$'000	Less than 3 months \$'000	3 to 12 months \$'000	1 to 5 years \$'000	>5 years \$'000		
2021											
Lease liabilities ¹	2.42	-	3,328	-	-	234	703	2,391	-	3,328	
Payables ²	-	-	-	-	316,567	-	316,567	-	-	316,567	
		-	3,328	-	316,567	234	317,270	2,391	-	319,895	
2020											
Lease liabilities ¹	2.42	-	4,001	-	-	212	607	3,182	-	4,001	
Payables ²	-	-	-	-	238,635	-	238,635	-	-	238,635	
	2.42	-	4,001	-	238,635	212	239,242	3,182	-	242,636	

¹ The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Agency can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the amounts in the statement of financial position.

² The amounts disclosed here exclude statutory payables and unearned revenue (not within scope of AASB 7).

14. Financial instruments (continued)

(iv) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Agency's exposures to market risk are primarily through interest rate risk on lease liabilities and cash balances. The Agency has no exposure to foreign currency risk and does not enter into commodity contracts.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Agency's exposure to interest rate risk through interest bearing liabilities and cash at bank is \$nil at 30 June 2021 (2020: \$nil).

Lease liabilities are fixed rate financial instruments. The Agency does not account for any fixed rate financial instruments at fair value through profit or loss or as at fair value through other comprehensive income. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity.

The Agency does not earn interest on its cash balances. Interest earned is retained by NSW Treasury.

(v) Fair value measurement

Fair value compared to carrying amount

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

The Agency does not hold financial assets or financial liabilities where their fair values differ from carrying amount.

Fair value recognised in the statement of financial position

Management assessed that cash and cash equivalents, receivables, payables and other current liabilities approximate their fair values, largely due to the short-term maturities of these instruments. The Agency does not hold financial assets or financial liabilities that are valued at fair value using valuation techniques.

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

15. Related party disclosure

In accordance with AASB 124 Related Party Disclosures, key management personnel are those having authority and responsibility for planning, directing and controlling activities of the Agency. For Resilience NSW, these consist of the Commissioner and the Resilience NSW Executive.

(a) Compensation key management personnel

	2021	2020
Short-term employee benefits		
Salaries	2,964,347	281,980
Other monetary allowances	-	-
Non-monetary benefits	-	-
Total remuneration	<u><u>2,964,347</u></u>	<u><u>281,980</u></u>

The Agency did not enter into any transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.

(b) Transactions with related parties

During the reporting period there were no material transactions between key management personnel or their associates and any NSW Government entities.

During the period, the Agency entered into transactions with NSW Government related entities that are controlled, jointly controlled or significantly influenced by NSW Government. These transactions are all at arm's length and in the ordinary course of the business of the Agency.

The transactions include:

- Natural disaster relief claims paid to government sector agencies;
- Long service leave and defined benefit superannuation assumed by the Crown;
- Transactions relating to the Treasury Banking System;
- Employer contributions paid to defined benefit superannuation funds;
- Payments to the Department of Communities and Justice for the provision of shared services;
- Payments into the Treasury Managed Fund for workers' compensation insurance and other insurances; and
- Grants received from the Department of Premier and Cabinet.

The Agency did not have any related party transactions with the Cluster portfolio Ministers during the period.

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

16. Net assets from equity transfers

Transfers in arising from Administrative Arrangements (Administrative Changes - Resilience NSW) Order 2020.

Transfer in - Office of Emergency Management from the Department of Communities and Justice. Refer to Note 1 for further details of the administrative restructure.

	As at 1 May
	2020
	\$'000
Assets	
Current assets	
Cash and cash equivalents	205,829
Receivables	279
Prepayments	134,060
Total current assets	340,168
Non-current assets	
Plant and equipment	376
Right-of-use assets	3,069
Intangible assets	30
Total non-current assets	3,475
Total Assets	343,643
Liabilities	
Current liabilities	
Payables	(297,510)
Lease liabilities	(630)
Provisions	(1,443)
Total Current Liabilities	(299,583)
Non-current liabilities	
Provisions	(9)
Lease liabilities	(2,495)
Total Non-Current Liabilities	(2,504)
Total Liabilities	(302,087)
Net assets	41,556

Resilience NSW
Notes to the Financial Statements
for the year ended 30 June 2021

16. Net assets from equity transfers (continued)

Statement of Comprehensive Income for Functions Transferred from the Department of Communities and Justice

	Department of Communities and Justice 1 Resilience NSW			
	July 2019 to 30 2019	1 May 2020 to 30 April 2020	1 May 2020 to 30 June 2020	Total 1 July 2019 to 30 June 2020
	\$'000	\$'000	\$'000	\$'000
Expenses				
Employee benefits expense	9,122	13,110	4,829	17,939
Depreciation and amortisation expense	558	1,121	(71)	1,050
Grants and subsidies	158,912	814,865	444,827	1,259,692
Rental expenses	458	875	111	986
Other expenses	3,343	845	1,660	2,505
Finance costs	5	55	10	65
Total expenses	172,398	830,871	451,366	1,282,237
Revenue				
Grants and contributions*	-	155	517,064	517,219
Acceptance by the Crown of employee benefits and other liabilities	-	-	1,213	1,213
Other income	2,048	799	236	1,035
Total revenue	2,048	954	518,513	519,467
Operating Result	(170,350)	(829,917)	67,147	(762,770)
Other losses	(16)	53	(541)	(488)
Net result	(170,366)	(829,864)	66,606	(763,258)
Other comprehensive income	-	-	-	-
Total comprehensive (loss)/income for the period	(170,366)	(829,864)	66,606	(763,258)

*Resilience NSW received cluster grant funding from the Department of Premier and Cabinet after the *Administrative Arrangements (Administrative Changes - Resilience NSW)* Order 2020 (the Order) became effective on 1 May 2020. Prior to the Order, funding was appropriated to the Department of Communities and Justice.

17. Commitments and contingencies

Capital commitments

The Agency did not have any capital commitments as at 30 June 2021 (2020: \$nil).

Contingent assets and liabilities

The Agency did not have any contingent assets or liabilities as at 30 June 2021 (2020: \$nil).

Resilience NSW

Notes to the Financial Statements

for the year ended 30 June 2021

18. Budget Review

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

Net result

The actual net result was lower than budget by \$291.9 million. This was primarily due to:

- Revenue: \$712.3 million lower than budgeted. Cluster grant revenue drawn down was \$719.9 million less than budgeted due to grant revenue only being drawn down to meet actual expenses and commitments. Other revenue was \$7.2 million higher than budget due to receipt of unbudgeted grants for emergency accommodation pods, reimbursement of bushfire recovery projects and refund of unspent grant funding.
- Expenses: \$420.4 million lower than budgeted. Employee related expenditure was \$18.7 million lower, as recruiting to the budgeted structure resulted in savings from temporarily unfilled positions. Other operating expenses were \$1.8 million below budget due to timing differences for a number of projects and savings in accommodation and training expenses while the entity becomes established. Grant expenses were \$399.7 million lower than budget, with \$267 million for 2019-20 bushfire and March 2020 flood grant programs being extended into future years or transferred to other agencies. The balance of the unspent grant budget will be included in a carry forward request, transferring its availability to 2021-22.

Assets and liabilities

Actual net assets are \$291.9 million lower than budgeted, with total assets \$212.7 million lower and liabilities, \$79.2 million higher.

- Assets: \$212.7 million lower than budget. Current assets were \$112.3 million lower as the prepayment was fully utilised during the year and only enough grant funding drawn down to cover current expenditure and commitments. Non-current assets were \$100.4 million lower than budget as expenditure from the Betterment Fund, a \$100 million fund to enhance the resilience of state assets, was transferred into future years.
- Liabilities: \$79.2 million higher than budget, primarily due to a higher than budgeted payables amount for Disaster Recovery grants remaining outstanding as at 30 June 2021. Resilience NSW has the ability to meet these payments from existing cash balances.

Cash flows

The closing cash balance was \$23.8 million lower than budgeted.

- Operating Activities. Cash flows from operating activities were \$124.4 million lower than budget. This was due to lower recurrent cluster grant drawdowns, \$715.5 million lower, offset by \$591 million lower cash payments, being less than budgeted grant expense and an increase in the accounts payable balance as at 30 June 2021.
- Investing Activities. Cash flows from investing activities were \$101.5 million less than budgeted as the \$100 million Betterment Fund was transferred to future years and \$1.5 million to implement a new IT system was transferred to 2021-22.
- Financing Activities. There were no financing activities budgeted, however Resilience NSW incurred lease liability payments on its office accommodation. These are classified as financing activities for the purpose of the financial statements.

19. Events after the Reporting Period

There have been no other significant events occurring after the reporting period which may affect either the Agency's operations or results of those operations or the Agency's state of affairs.

END OF AUDITED FINANCIAL STATEMENTS

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Statutory reporting

Statutory reporting

Human resources

As at 30 June 2021, Resilience NSW had a headcount of 105 highly skilled and dedicated staff, compared to 103 last year. The headcount is the total number of employees working for Resilience NSW in either a full-time or part-time capacity, including ongoing and temporary employees, as well as those seconded from other agencies. The headcount does not include contingent labour hire workers (contractors).

A major transition of the Resilience NSW workforce was undertaken during the reporting period. This followed extensive work to develop and consult with staff and external stakeholders on the new agency's vision, purpose, and organisational strategy and structure. The workforce transition was guided by an approved agency Change Management Plan. The plan and the consultation approach adhered to the NSW Public Service Commission's Agency Change Management Guidelines.

The new organisational structure was designed to support Resilience NSW's vision to lead whole-of-government disaster and emergency efforts from prevention through to recovery. The headcount of Resilience NSW has grown from approximately 100 ongoing staff when it was established and is expected to reach 230 once transition to our new structure is

complete. This growth is in line with the agency's expanded remit and responsibilities to deliver disaster management and improved community resilience across the spectrum of preparedness, prevention, response and recovery.

As part of the workforce transition, existing ongoing staff were transferred from roles in the agency's previous structure to roles in the new structure after an assessment of the proposed changes on individual roles. This was done following consultation with staff and the Public Service Association of NSW. No existing ongoing staff were declared excess. Following this internal process, the remaining vacant roles in the new agency structure (140) were advertised externally with the assistance of our recruitment partner, Hays. Recruitment activities to fill these roles remained ongoing at the end of the reporting period and were completed by the end of September 2021.

Industrial relations

Resilience NSW engaged with the Public Service Association of NSW throughout the reporting period.

There were no industrial disputes lodged and no working time was lost due to industrial disputes during the reporting period.

Table 1: Number of employees by employment category by year

Resilience NSW	2019-2020	2020-2021
Ongoing	55	70
Temporary	37	20
Senior Executives ¹	9	14
Casual	2	1
Others	0	0
Total	103	105

Source: Workforce Profile Report 2020-21. Information reported by Department of Communities and Justice.

1. In accordance with the *Government Sector Employment Act (GSE) Act 2013*, all Senior Executive employees are now subject to common Public Service Senior Executive (PSSE) employment contracts and are covered by the conditions of employment and guidelines for the Senior Executive. Where staff are performing higher duties to fill a PSSE position and are not already a PSSE employee, these numbers are not included in this table as Senior Executive employees as they are still covered by their substantive conditions of employment while receiving a notional monetary value equivalent to a Senior Executive position.

Senior Executive grades and remuneration

In this section, the definition of Senior Executive is in accordance with the *Government Sector Employment Act* (GSE Act). Former SES and Senior Officers have transitioned to a 4-band structure, with remuneration determined in accordance with the NSW Public Service Senior Executive Remuneration Management Framework.

This definition significantly broadens the classification of Senior Executive by including Senior Officers and employees acting in a Senior Executive role or in a higher band at the end of the reporting year.

Over the period 2020–2021, Resilience NSW increased the number of its Senior Executives and equivalent positions by approximately 67%.

Table 2: Number of Public Service Senior Executives (PSSEs) employed in each band

PSSE band	2020–2021	
	Female	Male
1 (Director)	4	4
2 (Executive Director/Chief Executive)	4	2
3 (Deputy Secretary)	N/A	1
4 (Secretary)	N/A	N/A
Total	15	

Table 3: Average remuneration of PSSEs employed in each band

PSSE band	2020–2021	
	Average remuneration (\$)	Range (\$)
1 (Director)	234,421	192,600–274,700
2 (Executive Director/Chief Executive)	321,265	274,701–345,550
3 (Deputy Secretary)	475,000	345,551–487,050
4 (Secretary)	N/A	N/A

Diversity and inclusion

Since its establishment in May 2020, Resilience NSW has been focused on building the agency to ensure it can help communities devastated by drought, bushfires, floods and now COVID-19 to rebuild and recover. Over the last 12 months we have implemented short-term diversity and inclusion goals and initiatives; however, as we continue to fully establish our agency, these will develop into longer term strategies.

During 2020–2021, Resilience NSW continued to promote greater diversity and inclusion. This included focusing on the goals of 50% of senior leadership roles being held by women, increasing the number of Aboriginal people in senior leadership roles, and working towards 5.6% of government sector roles being held by people with disability by 2025, as per the Premier’s Priorities. These targets will become a focus of our future Diversity and Inclusion Action Plan, alongside initiatives that will continue to drive the implementation of a flexible workforce – particularly as we continue to support our people managers to lead dispersed teams.

Our Diversity and Inclusion Action Plan will deliver initiatives across our agency that promote, celebrate and acknowledge the importance of establishing a diverse, highly engaged and capable workforce, bound together by shared values, a sense of purpose and a culture of inclusion.

Table 4: Workforce diversity statistics

Workforce diversity group	Benchmark/target	Resilience NSW
Trends in the representation of workforce diversity groups¹ (% of total staff²)		
Women	50%	61.4%
Aboriginal and Torres Strait Islander people	3.3%	2.0%
People whose first language spoken as a child was not English	23.2%	7.9%
People with disabilities	5.6%	2.0%
People with disabilities requiring work-related adjustment	N/A	0.0%
Trends in the distribution of workforce diversity groups³ (Distribution Index)		
Women	100	95
Aboriginal and Torres Strait Islander people	100	N/A
People whose first language spoken as a child was not English	100	N/A
People with disabilities	100	N/A
People with disabilities requiring work-related adjustment	100	N/A

Source: NSW Public Service Commission Workforce Profile – Diversity Data 2021. Information reported by Department of Communities and Justice

Notes:

- 1 Based on staff numbers as at 30 June 2021.
- 2 Excludes casual staff.
- 3 A Distribution Index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases, the index may be more than 100, indicating that the workforce diversity group is less concentrated at lower salary levels. The Distribution Index is not calculated where workforce diversity group or non-workforce diversity group numbers are less than 20.

Multicultural policies and services

All NSW Government agencies are expected to provide high-quality services and programs for all people of NSW.

Multicultural NSW telephone interpreting system

During 2020–2021, Resilience NSW signed an agreement for language services with Multicultural NSW providing access to a telephone interpreting system. This system was activated during the flood event in March 2021 and was available to all the recovery centres in NSW. This service enabled community members from non-English-speaking backgrounds to access recovery services supported by an ‘on-demand’ telephone interpreting service. Resilience NSW also has access to LanguageLink, Multicultural NSW’s online translating and interpreting booking system. The service was well received, most notably by the South Windsor Recovery Centre, which had 1,000 visitors including clients seeking interpreter services for Cantonese, Vietnamese and Khmer languages.

Annual report production

The production cost for the 2020–2021 Annual Report (in addition to staff salaries of involved personnel) was nil.

Workplace health and safety

During the reporting period there were 3 incidents reported for Resilience NSW. These related to a fall, a minor car accident and a minor electric shock from a faulty socket. None of these incidents triggered a workers compensation claim. The incidents were recorded as nil injuries, 3 near misses and 1 hazard for this period.

Table 5: Number of workers compensation claims, costs incurred and average cost at each year

Workers compensation	2020–2021
Total claims	Nil
Total cost incurred (\$)	N/A
Average cost per claim (\$)	N/A

Source: NSW Self Insurance Corporation Data Warehouse and icare Portal

Notifiable incidents

Two incidents were notified to SafeWork NSW. The first related to a worker who was shocked from a faulty electrical socket and the second to a staff member who fell and dislocated their shoulder.

Promotion

There was no overseas travel to promote the agency.

Consumer response

No complaints were received during the reporting period.

Payment of accounts

The table below summarises the account payment performance during FY2020–2021.

The payment of accounts for goods and services is closely monitored to ensure accounts are paid in accordance with NSW Treasury directions.

Table 6: Aged analysis at the end of each quarter

Measure	Sep 2020 (\$'000)	Dec 2020 (\$'000)	Mar 2021 (\$'000)	Jun 2021 (\$'000)
All suppliers				
Current not yet due (\$)	1,141	0	35	224
Overdue 1–30 days (\$)	0	0	0	0
Overdue 31–60 days (\$)	0	0	0	0
Overdue 61–90 days (\$)	0	0	0	0
Overdue 91 days and over (\$)	0	0	0	0
Small business suppliers				
Current not yet due (\$)	0	0	0	0
Overdue 1–30 days (\$)	0	0	0	0
Overdue 31–60 days (\$)	0	0	0	0
Overdue 61–90 days (\$)	0	0	0	0
Overdue 91 days and over (\$)	0	0	0	0

Source: Justice SAP

Table 7: Accounts due or paid within each quarter

Measure	Unit	Sep 2020	Dec 2020	Mar 2021	Jun 2021
All suppliers					
Accounts due for payment	Number	259	247	219	448
Accounts paid on time	Number	253	245	216	446
Accounts paid on time (based on number of accounts)	Per cent	98	99	99	100
Accounts due for payment	\$'000	57,616	48,697	32,947	65,397
Accounts paid on time	\$'000	57,452	48,652	32,877	65,397
Accounts paid on time (based on \$)	Per cent	100	100	100	100
Payments for interest on overdue accounts	Number	0	0	0	0
Interest paid on overdue accounts	\$'000	0	0	0	0
Small business suppliers					
Accounts due for payment	Number	41	33	17	12
Accounts paid on time	Number	37	32	16	10
Accounts paid on time (based on number of accounts)	Per cent	90	97	94	83
Accounts due for payment	\$'000	9,096	2,467	7,515	1,568
Accounts paid on time	\$'000	8,933	2,423	7,515	1,568
Accounts paid on time (based on \$)	Per cent	98	98	100	100
Payments for interest on overdue accounts	Number	0	0	0	0
Interest paid on overdue accounts	\$'000	0	0	0	0

Source: Justice SAP

Note: Dollar figure units are \$'000

Funds granted to non-government community organisations

Please refer to **Appendix 01** for a list of funds granted to non-government community organisations.

Consultants

Table 8: Consultant engagements of more than \$50,000

Name of consultant	Title of project	Actual costs
PwC Australia	Resilience NSW Strategic Directions People Transition – Completion of detailed organisation design, development of change management approach and support for transition of workforce to future structure	\$794,389
PwC Australia	Resilience NSW Strategic Directions Phase 2	\$400,000
KPMG	Call and Dispatch Business Case	\$290,000
Communicorp Group	Mental Health Review Project Briefing – Board of Commissioners review of mental health and trauma support in NSW emergency services agencies, in response to Parliamentary Inquiry	\$113,000
McKinsey Pacific Rim Inc.	2019–2020 Lessons from the Bushfire Recovery Efforts – Preparation of report into lessons from the 2019–2020 bushfire recovery efforts	\$100,000
Mercer Consulting (Australia) Pty Ltd	Work Value Assessments – Roles assessments, including draft role descriptions, for the new organisation structure	\$55,740

Table 9: Engagements of less than \$50,000

Total number of engagements	Total cost
5	\$157,470

Public interest disclosures

During the reporting period Resilience NSW received no public interest disclosures.

DCJ has a Public Interest Disclosure Internal Reporting Policy covering all staff. The policy is consistent with the NSW Ombudsman model reporting policy and the requirements of the *NSW Public Interest Disclosures Act 1994* (PID Act). This policy extends to Resilience NSW for this reporting period.

The policy and corresponding procedures are available to Resilience NSW staff on the DCJ intranet. DCJ's public interest disclosure officers are also identified on the intranet.

Disclosure of subsidiaries

Nil to disclose.

Disclosure of controlled entities

Nil to disclose.

Government Information (Public Access) Act 2009

For the reporting period, one formal access application for information under the *Government Information (Public Access) Act 2009* (GIPA Act) was received for Resilience NSW. Under the current shared service arrangements, DCJ Legal determines formal access applications made under the GIPA Act for Resilience NSW.

Resilience NSW did not determine any informal requests for information from 1 July 2020 to 30 June 2021.

The reporting below is provided in accordance with clause 8 of the Government Information (Public Access) Regulation 2018.

Review of proactive release program – Clause 8(a)

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

During the reporting period Resilience NSW was newly established. It is expected that at the conclusion of the 2021–2022 reporting period Resilience NSW will address its proactive release obligations.

Number of access applications received – Clause 8(b)

During the reporting period, Resilience NSW received one registered formal access application. This includes withdrawn and invalid applications.

Number of refused applications for Schedule 1 information – Clause 8(c)

During the reporting period, Resilience NSW refused no formal access applications.

Statistical information about access applications for period 1 July 2020 to 30 June 2021 (Schedule 2)

Table A: Number of applications by type of applicant and outcome¹

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

¹ More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

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

Type of application	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm /deny whether information is held	Application withdrawn
Personal information applications ¹	0	1	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

¹ A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	0
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0
Total	0

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

Consideration	Number of times consideration used ¹
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Total	0

¹ More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

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

Consideration	Number of times consideration used
Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	2

Table F: Timeliness

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

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

Type of review	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner ¹	0	0	0
Internal review following recommendation under section 93 of the GIPA Act	0	0	0
Review by NSW Civil and Administrative Tribunal (NCAT)	0	0	0
Total	0	0	0

¹ The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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

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

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act

Type of transfer	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0
Total	0

Legal change – changes in Acts and subordinate legislation

Resilience NSW supports the Premier, Deputy Premier and the Minister for Police and Emergency Services in their roles administering a number of Acts. During the reporting year, Resilience NSW provided advice and assistance in relation to the following Acts that were amended:

State Emergency and Rescue Management Act 1989

This Act was amended by the *Bushfires Legislation Amendment Act 2020* to insert new section 15(c1), which creates a new function for the State Emergency Management Committee (SEMC), “to promote the continuous improvement of emergency management policy and practice at a State level, including through consideration of reviews and inquiries into emergency operations, exercises and training evaluations”. Resilience NSW provides Secretariat support for the SEMC and it is chaired by the Commissioner, Resilience NSW, Shane Fitzsimmons AFSM. This amendment commenced on assent and received assent on 25 November 2020.

Rural Fires Act 1997 and Rural Fires Regulation 2013

The *Bushfires Legislation Amendments Act 2020* made a number of amendments to the *Rural Fires Act 1997*, which included adding new members to the Bush Fire Co-ordinating Committee, expanding the Rural Fire Service Commissioner's powers to audit bushfire management plans, allowing bushfire hazard reduction notices to be issued to public authorities, improving the management of bushfire hazard complaints, and permitting vegetation management on rural properties, subject to a new Rural Boundary Clearing Code. The Rural Fires Regulation 2013 was amended with respect to penalties for failing to comply with a bushfire hazard reduction notice. The Bushfires Legislation Amendments Act received assent on 25 November 2020, and as of the date of writing not all provisions which amended the Rural Fires Act have commenced.

Fire and Rescue NSW Act 1989 and Fire Brigades Regulation 2014

The *Marine Pollution Amendment (Review) Act 2021* amended the *Fire and Rescue NSW Act 1989* to remove the definition of 'state waters' and replace this with the new definition of 'prescribed waters'. The Fire Brigades Regulation 2014 was amended to specify certain areas as 'prescribed waters'. This amendment received assent on 26 March 2021.

Judicial decisions

Nil in the reporting period.

Additional matters – privacy

Privacy Management Plan

Resilience NSW handles personal information in accordance with the *Privacy and Personal Information Protection Act 1998* (PPIP Act) and the *Health Records and Information Privacy Act 2002*. DCJ's Privacy Management Plan applied to Resilience NSW during this reporting period.

Internal reviews

In 2020–2021 (the reportable period from 1 July 2020 to 30 June 2021), there were no applications for internal review under section 53 of the PPIP Act relating to Resilience NSW or its former entity.

Privacy access

No applications for access under section 14 of the PPIP Act relating to Resilience NSW were received.

Privacy amendments

No applications for amendment under section 15 of the PPIP Act relating to Resilience NSW were received.

Section 45 complaints

No complaints under section 45 of the PPIP Act relating to Resilience NSW were received.

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Appendix 01

Appendix 01

Funds granted to non-government community organisations

Name of recipient organisation	Amount paid (\$)	Program and program area as per Budget Paper
Meals on Wheels NSW Ltd	69,500	Natural Disaster Resilience Program – Community Resilience Innovation Program (CRIP)
Settlement Services International	45,335	Natural Disaster Resilience Program – Community Resilience Innovation Program (CRIP)
Anglicare Community Services	25,000	Natural Disaster Resilience Program – Community Partners Volunteer Training Scheme (CPVTS)
The Salvation Army (NSW) Property Trust	25,000	Natural Disaster Resilience Program – Community Partners Volunteer Training Scheme (CPVTS)
The Uniting Church in Australia Property Trust (NSW)	25,000	Natural Disaster Resilience Program – Community Partners Volunteer Training Scheme (CPVTS)
Australian Red Cross	25,000	Natural Disaster Resilience Program – Community Partners Volunteer Training Scheme (CPVTS)
Merriwa & District VRA Rescue Squad	1,150	Natural Disaster Resilience Program - Emergency Volunteer Support Scheme (EVSS)
St John Ambulance Australia (NSW)	8,001	Natural Disaster Resilience Program - Emergency Volunteer Support Scheme (EVSS)
Surf Life Saving Randwick Offshore Rescue Boat	6,078	Natural Disaster Resilience Program - Emergency Volunteer Support Scheme (EVSS)
St John Ambulance Australia (NSW)	5,610	Natural Disaster Resilience Program – Emergency Volunteer Support Scheme (EVSS)
Marine Rescue NSW – Multiple Units	12,500	Ministerial Discretionary Fund
NSW Volunteer Rescue Association Murrurundi	7,500	Ministerial Discretionary Fund
NSW Volunteer Rescue Association Tweed Districts	5,000	Ministerial Discretionary Fund
NSW Volunteer Rescue Association Central Coast	10,000	Ministerial Discretionary Fund
NSW District Rotary	1,000	Ministerial Discretionary Fund
Royal Humane Society	5,000	Ministerial Discretionary Fund
Surf Life Saving NSW	5,700,000	Operations
Westpac Life Saver Rescue Helicopter	1,100,000	Westpac Helicopter – Operational Agreement
NSW Volunteer Rescue Association Inc	6,060,854	Election Commitment – Volunteer Rescue Association
Marine Rescue NSW	9,779,692	Waterways Fund & Marine Safety Regulation – Marine Rescue NSW
Marine Rescue NSW	9,400,000	Election Commitment – Marine Rescue NSW
Surfing NSW	312,500	Election Commitment – Surfing NSW
University of Sydney & Australian Research Council	81,402	State Emergency Management Projects (SEMP)
Community Industry Group	207,550	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2

Name of recipient organisation	Amount paid (\$)	Program and program area as per Budget Paper
The Family Place	210,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
The Men's Table Ltd	154,700	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Kyogle Lions Club	28,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Bywong Community Incorporated	56,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Michelago Region Community Association	60,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
The Trustee for the Roman Catholic Church for the Diocese of Parramatta T/A CatholicCare Western Sydney and the Blue Mountains	47,110	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Kyogle Family Support Services	86,452	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Nature Conservation Council	16,800	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Eurobodalla Sporting Community Aboriginal Corporation	203,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Mount Wilson Progress Association Inc	17,360	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Blicks Community Incorporated	56,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
South East Arts	105,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Triangle Tool Library Incorporated	93,800	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Bega Valley Shire Business Forum	174,741	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Winmalee Neighbourhood Centre Inc	19,869	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Rappville Social Club Incorporated	126,062	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Landcare NSW	200,491	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Mingaan Wiradjuri Aboriginal Council	210,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2

Name of recipient organisation	Amount paid (\$)	Program and program area as per Budget Paper
Merrimans Local Aboriginal Lands Council	14,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Merrimans Local Aboriginal Lands Council	77,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Catholic Social Services Australia Ltd	184,741	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Royal Far West	210,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
MacKillop Family Services	203,596	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Eden Community Access Centre Inc	210,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Upper Deua Catchment Landcare Group	203,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Adelong Tennis Club Incorporated	21,084	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Monaro Family Support Service Inc	154,350	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Deer Vale Community Progress Association Incorporated	121,800	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Urbenville and District Campdraft Association	61,810	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Arts Mid North Coast	128,706	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
The Trustee for the Roman Catholic Church for the Diocese of Parramatta T/A CatholicCare Western Sydney and the Blue Mountains	44,100	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
The Trustee for the Roman Catholic Church for the Diocese of Parramatta T/A CatholicCare Western Sydney and the Blue Mountains	35,105	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Mid Coast 2 Tops Landcare Connections	113,070	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Wittittrin Progress Association Inc	39,556	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Eden Local Aboriginal Land Council	210,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Cobargo Green Recovery Incorporated	76,425	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2

Name of recipient organisation	Amount paid (\$)	Program and program area as per Budget Paper
Talbingo Progress and Ratepayers Association (TPRA)	34,214	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Snowy River Interstate Landcare Committee Inc	120,368	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
The Scouts Association of Australia NSW Branch	78,232	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
NSW Business Chamber	67,200	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Bodalla Local Aboriginal Land Council	180,751	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
MidCoast Business Chamber	151,970	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Australian Business Volunteers	210,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Regional Development Australia Northern Inland	48,405	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Lions Club of Tathra	30,002	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
World Animal Protection	58,850	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
University of New England	200,900	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Police Citizens Youth Clubs NSW Ltd	191,801	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Police Citizens Youth Clubs NSW Ltd	175,273	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Burrell Creek Youth and Community Association	62,412	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Artists on Parade	25,060	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Outdoors NSW & ACT	204,656	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Mogo Village Business Chamber	83,048	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Hunter Valley Wine & Tourism Association	209,446	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2

Name of recipient organisation	Amount paid (\$)	Program and program area as per Budget Paper
Jingellic Hub Inc	25,635	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Campbell Page Limited	208,908	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Bobin School of Arts Incorporated	35,393	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Narooma Sporting and Services Club Ltd	72,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Winmalee Neighbourhood Centre Inc	30,548	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Beyond Empathy Ltd	205,251	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Quaama Progress Association Inc	50,050	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Winmalee Neighbourhood Centre Inc	41,420	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Resilient Byron, Inc	139,807	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Olinda Community Association	141,120	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Sapphire Coast Anglican Parish	169,579	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Nimbin Chamber of Commerce Inc	82,353	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Community Resources Limited	90,180	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Ebor Public School P and C	63,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Mountains Youth Services Team Inc	17,510	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
CHESS Connect	210,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Bonalbo and District Community Memorial Hall	42,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Araluen Progress Association	69,650	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2

Name of recipient organisation	Amount paid (\$)	Program and program area as per Budget Paper
Megalong Valley Community and Landowners Association	18,253	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Kempsey Showground	208,425	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Outdoors NSW & ACT	204,656	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Talbingo Progress and Ratepayers Association (TPRA)	62,060	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Wollombi School Community Education Trust Incorporated (WSCET)	55,414	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
The Trustee for the Roman Catholic Church for the Diocese of Parramatta T/A CatholicCare Western Sydney and the Blue Mountains	14,112	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
OzGREEN – Global Rivers Environmental Education Network (Australia) Incorporated	208,697	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Do It For Batlow Incorporated	210,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Bligh Park Community Services Inc	194,772	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
What Would Love Do Now Ltd	210,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
OceanWatch Australia Ltd	157,839	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
BackTrack Works	199,801	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Shoalhaven Landcare	35,630	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
NORPA	63,564	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Katungul Aboriginal Corporation Regional Health and Community Services	71,750	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
University of New South Wales	209,993	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Cobargo Wellness Group	126,000	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2
Habitat for Humanity Australia	196,439	Disaster Recovery Funding Arrangements – Bushfire Community Resilience and Recovery Fund (BCRRF) – Stream 2.2

Name of recipient organisation	Amount paid (\$)	Program and program area as per Budget Paper
Mountains Youth Services Team Inc	14,064	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Mountains Youth Services Team Inc	27,720	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Royal Far West	210,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
The Narooma and District Lions Club Inc	35,281	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Penrose Community Association Inc	27,440	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Buxton Community Association	18,550	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
The Bonalbo SOS Progress Association	24,500	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Cobargo Bushfire Resilience Centre Inc	162,722	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Disaster Relief Australia	203,350	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Police Citizens Youth Clubs NSW Ltd	38,687	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Woodenbong Public Hall Land Manager	159,963	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
MacKillop Family Services	203,596	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Watershed Landcare	199,923	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Braidwood Community Arts Association Inc	68,460	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Rotary Club of Taree on Manning	63,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
MacKillop Family Services	203,596	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Woodfordia Inc	76,202	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
MiiMi Aboriginal Corporation	209,454	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2

Name of recipient organisation	Amount paid (\$)	Program and program area as per Budget Paper
Scotts Head Bowling and Recreation Club Ltd trading as "Club Scotts"	82,022	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Commonwood Farm Incorporated	22,822	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Tamworth Regional Landcare Association	26,660	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Megalong Valley Community and Landowners Association	88,327	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Peppercorn Services Inc	210,000	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Renew Fest	208,810	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
Habitat for Humanity Australia	196,439	Disaster Recovery Funding Arrangements - Bushfire Community Resilience and Recovery Fund (BCRRF) - Stream 2.2
TOTAL	\$45,948,381	

Contact us

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