

Annual Report

2021–2022



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Chair and CEO foreword

The past 12 months have tested all Victorians, including our dedicated, hard-working people. The ongoing health emergencies have stretched our vital community service to its limits. No frontline response organisation in the world has been immune to pandemic-related demand surges and their accompanying capacity pressures.

Triple zero (000) services saw unprecedented demand over 2021–22 across all jurisdictions. Since the start of the pandemic ambulance calls in Victoria grew by around a third, with an average of 291 more calls a day than last year. May 2022 averaged 2,884 calls a day, the highest ever monthly ambulance call volume and Code 1 caseload. These surges, combined with staff furloughing, reduced our ability to meet ambulance call answer performance targets. The onset of Omicron in January 2022 saw our ambulance call performance at its lowest for the year. By June, thanks to significant government investment, call performance had improved by over 47 per cent, just below the performance target of the Inspector-General for Emergency Management (IGEM).

The journey to restoring community confidence will be a long one. We're now on the front foot having already taken significant steps to more effectively meet community expectations and begin reform. These actions will build our workforce capacity and capability and see us better supported by new technology solutions, training opportunities and development pathways.

We have begun this performance improvement journey by strengthening engagement with state and national governments, emergency service partners and unions. We can gratefully report, this helped us secure more frontline staff along with resources from NSW Ambulance and Victoria's broader government workforce.

Despite demand pressures, we added 68 frontline operational call-taking and dispatch (CTD), full-time equivalent (FTE) employees. Importantly, we continue to support our people with key mental health and wellbeing initiatives despite being in the midst of perhaps the most challenging period in our history. To better support the community and our emergency services partners we have addressed various emergency services communication blackspots that had inadequate or no radio or pager coverage.

While we are still only part way through our reform journey, we want to acknowledge the extraordinary contribution of our people in getting us through this difficult period. Despite the setbacks, they have continued to respond to community demands and delivering Victoria's critical emergency services. We would also like to thank our Board members and Executive team, our emergency services partners and the Victorian Government for its support during this trying year.



Flavia Gobbo
Chair



Stephen Leane
CEO

About ESTA

OUR ROLE AND FUNCTION

ESTA is a statutory authority pursuant to the *Emergency Services Telecommunications Authority Act 2004* (ESTA Act). It links the Victorian community to their emergency services agencies. Our free, 24/7, emergency, triple zero (000) and non-urgent CTD services are used by:

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

ESTA also manages the provision of advanced, operational communications to Victoria's emergency services.

ESTA's role in coordinating multi-agency response helps Emergency Management Victoria (EMV) and the Victorian community's emergency services agencies prepare, respond and recover from critical events and emergencies.

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

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



OUR VISION

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



OUR VALUES

ESTA's **people** want an **inspiring workplace culture** that is **innovative, progressive and collaborative**, and where **everyone is accountable**. We are **working** with **our people to reflect this culture** through our **values**.

OUR ASPIRATIONS



Our services enhance **community safety** and **care**, and **prevent harm**



Our people are **proud** and **well**



We support **agency partner outcomes**



Enabled by key fundamentals

At ESTA we are:

Bold. Kind. Better together.



OUR SERVICES

ESTA delivers three core services to the community and our emergency services partners. All three are supported by advisory and corporate support services including:

- ▶ corporate secretary and legal services
- ▶ risk and assurance services
- ▶ governance and strategy
- ▶ people and capability services
- ▶ finance and corporate services.

Emergency Communication Services

Triple zero is enabled by ESTA's Emergency Communication Services (ECS). ECS engages the Victorian community via a range of channels to receive and manage requests for emergency help and the dispatch of applicable resources. ECS also provide resources and assistance to emergency services organisations (ESOs) as well as assisting ESOs with logistics and operational communications.

Emergency Communication Information Services

ESTA is dedicated to providing community safety through 24/7 Emergency Communication Information Services (ECIS), which support the ESOs' response to Victorians' needs. ECIS provides the expertise and technology that maintains and continually improves ESTA's innovative technology-based services and digital channels. This technology includes; telephony, responder field radios, secure statewide radio and data networks, privacy/protection services of emergency data, and information and intelligence data sharing platforms, to allow for real-time communication between AV, VP, FRV, CFA and VICSES.

Emergency Management Services

ESTA's emergency management event support includes critical support before, during and after emergencies, including interfacing with the State Control Centre personnel.

ESTA Service Locations

Our three State Emergency Communications Centres (SECCs) employ 1,200-plus* people who provide all of Victoria with 24/7 critical emergency communications. The locations of these secure, 24/7 facilities are:

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

** This figure refers to the total number of employees on ESTA's payroll, not FTE.*

OUR GOVERNANCE

ESTA is responsible to the Minister for Emergency Services, Jaclyn Symes MLC, as appointed in August 2021.

ESTA's decisions and activities are underpinned and supported by internal organisational structures and governance committees. We're accountable to both the government and the community and subject to independent reviews.

Corporate governance

ESTA's Board oversees corporate governance. Its 2021–22 membership comprised:

- Ms Flavia Gobbo (Chair)
- Ms Siobhan Boyd-Squires (member)
- Ms Christine Collin (member)
- Ms Mary Delahunty (member)
- Ms Fiona Green (member)
- Mr Paul Henderson (member)
- Mr Chris Altis (member)
- Dr Angela Williams (member)
- Mr Luke Enright (member¹)
- Mr Stephen Leane (CEO and member²).

The ESTA Board is created under the ESTA Act and it:

- sets ESTA's strategic direction
- oversees financial management
- monitors performance
- identifies significant business risks
- has overall responsibility for ESTA's compliance and corporate governance.

These responsibilities are supported by five Board Committees:

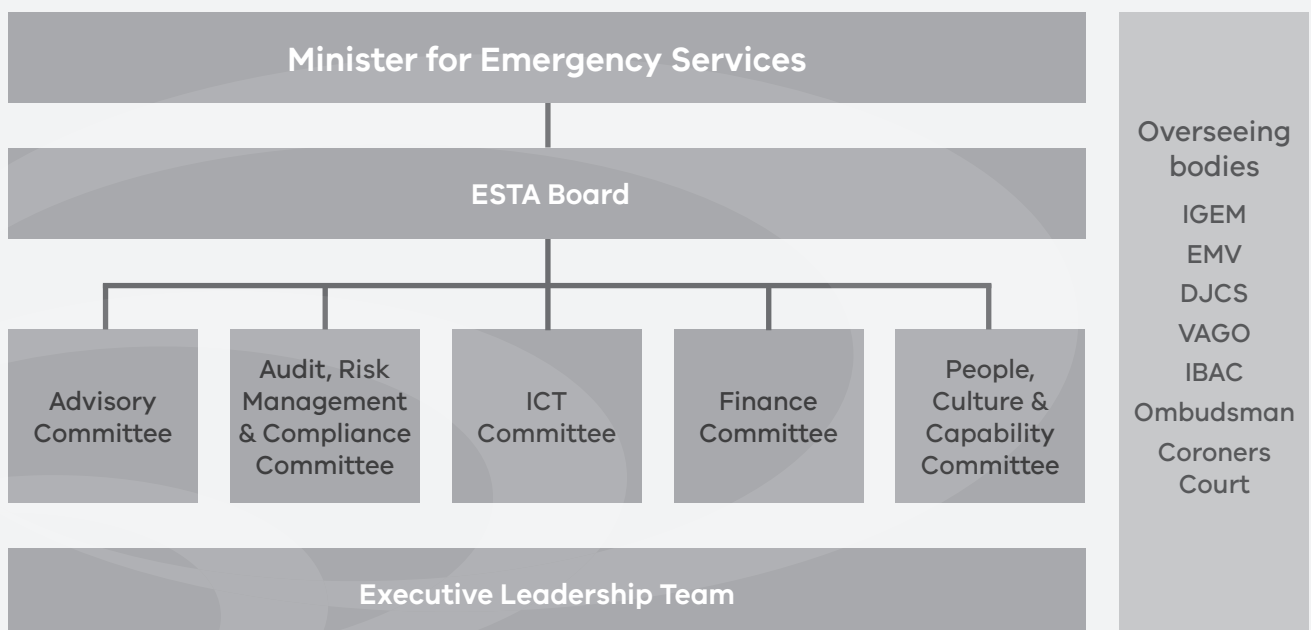
- Advisory Committee
- Audit, Risk Management and Compliance Committee (ARMCC)
- Information and Communications Technology (ICT) Committee
- Finance Committee
- People, Culture and Capability Committee.

See pages 41–43 for more.

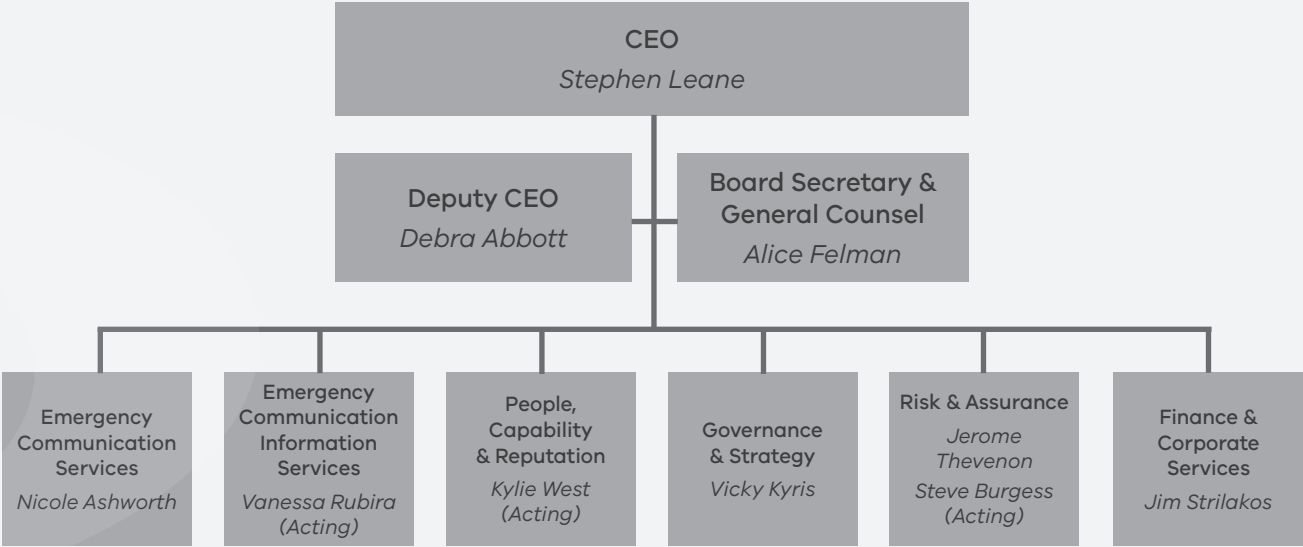
1. Term of appointment concluded 3 July 2021.

2. Mr Stephen Leane took a leave of absence from his Board position following his appointment as CEO of ESTA on 25 October 2021.

Corporate governance



Organisational structure as at 30 June 2022



Our people

ESTA's employees are dedicated, highly skilled and deeply committed to serving their community.

Our safe, inclusive workplace and culture, promotes individual mental health and a diverse workforce that reflects the community. We believe it's critical to have the capacity and capability to operate effectively and to understand and connect with all Victorians.

WORKFORCE OVERVIEW

Today we have 986 FTE employees. A team of corporate and delivery employees support all our hardworking frontline CTD employees. Following additional investment from the Victorian government in 2021-22 we have created 91 new FTEs, including 68 new frontline operational CTD positions. See page 33 for more information.

Table 1: Paid FTE of all active employees of ESTA employed in the last full pay period ended 30 June 2022, and for the last two reporting periods.

EMPLOYEES (FTE)	JUNE 2022	JUNE 2021	JUNE 2020
Frontline operational	748	680	681
Support	223	195	196
Senior executive	15	20	20
Total	986	895	897



TRAINING

The Victorian Registration and Qualifications Authority has re-affirmed ESTA's Registered Training Organisation status until 2026.

Further government investment has allowed us to uplift the ESTA Learning Centre (ELC). This is boosting training capacity and service levels and lets us more effectively onboard new call-takers without compromising current capacity. Importantly, the ELC can switch between classroom and flexible learning for learners who can't study full time or onsite with no change to training and mentoring volumes.

Working closely with AV and ESTA operational leaders, the ELC redesigned the emergency ambulance call-taking program in late December 2021, optimising the structure to enable it to be delivered in five weeks. The revised training schedules and increased throughput have enabled ESTA to onboard more trained emergency ambulance call-takers from January 2022.

Accreditation qualification outcomes

Table 2: 22456VIC Certificate II in Emergency Communications; accredited training to provide skills and knowledge required of a person undertaking the functional role of an ESTA call-taker.

AGENCY	ENROLLED (TOTAL)	IN PROGRESS (ACTIVE)	COMPLETED (SUCCESSFUL)	CANCELLED (UNSUCCESSFUL)
Ambulance	200	42	102	56
Police	105	12	67	26
Fire	26	4	20	2
Total	331	58	189	84

Table 3: 22457VIC Certificate III in Emergency Communications; accredited training to obtain the skills and knowledge required of a person undertaking the functional role of an ESTA dispatcher.

AGENCY	ENROLLED (TOTAL)	IN PROGRESS (ACTIVE)	COMPLETED (SUCCESSFUL)	CANCELLED (UNSUCCESSFUL)
Ambulance	34	5	25	4
Police	36	3	30	3
Fire	16	4	12	0
VICSES	5	0	5	0
Total	91	12	72	7

Table 4: HLTAID009 Provide Cardiopulmonary Resuscitation enrolments.

ENROLLED (TOTAL)	IN PROGRESS (ACTIVE)	COMPLETED (SUCCESSFUL)	CANCELLED (UNSUCCESSFUL)
153	25	122	6

GENDER EQUALITY AND INCLUSION

Our profile

ESTA's inclusive work environment values equal opportunity and diversity and reflects the communities, we serve.

ESTA's workforce profile is unique compared to other ESOs, with almost 70 per cent identifying as female.

We believe equal gender representation best reflects the community that we serve and will help us succeed.

December 2021 saw ESTA submit its first Gender Equality Audit to the Gender Equality Commissioner. The accompanying baseline organisational data on gender equality will help us monitor and assess the progress towards workplace gender equality. It will also enable us to identify opportunities to improve our female representation across all areas, including leadership positions.

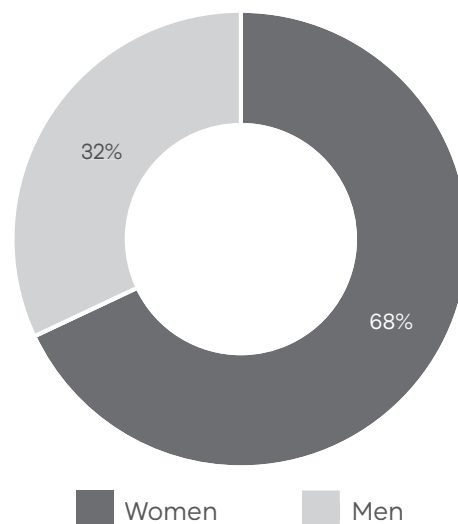
Women in leadership

Consistent with the *Gender Equality Act 2020*, ESTA's target is to see at least 50 per cent of senior leadership positions filled by women. ESTA has sound female representation within the executive leadership team, with two-thirds comprising of women.

During the current reporting period ended 30 June 2022, ESTA experienced a slight decline in gender representation across senior leadership positions. As at 30 June 2022, the representation was 41 per cent female, compared to 44 per cent as at 30 June 2021. This can largely be attributed to external labour market conditions and post COVID-19 career changes. ESTA plans to address this through strategies to:

- ▶ proactively recruit women
- ▶ provide women strong career pathways
- ▶ make ESTA an attractive career choice.

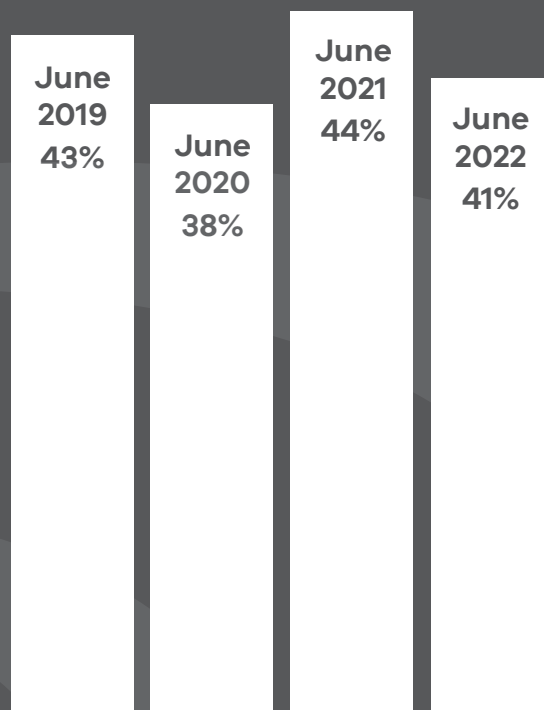
Figure 1: Overall ESTA workforce composition.



GENDER DIVERSITY



Our **Senior Leadership gender diversity ratio** remained **above 40%** in **three** of the past **four** years



Gender diversity actions

Following the Gender Equality Audit, ESTA's Gender Equality Action Plan (GEAP) was reviewed and revised then submitted to the Gender Equality Commissioner for auditing. With the GEAP, ESTA can monitor and assess our gender equality and intersectionality progress, including measuring how effective our strategies are before the end of the next reporting period.

Female and male ESTA representatives attended #Breaking the Bias – an inter-agency Emergency Services Foundation (ESF) International Women's Day Event. This forum acknowledged women's challenges in the sector and discussed how it can continue to support and empower women.

CULTURE AND CAPABILITY

COVID-19 had a big impact on our culture and employee engagement. However, while COVID-19 paused some programs, ESTA was able to progress multiple initiatives.

Capability and Service Review of ESTA

This independent review, led by former Victorian Chief Commissioner of Police Graham Ashton AM APM, provided a baseline assessment of ESTA's current capabilities and services. It recommended multiple capability and service delivery reforms to improve capabilities through 2022 and beyond.

New Manager Induction Program

Our custom-designed induction program is equipping new leaders with the fundamental knowledge and technical skills that they need to navigate the organisation and manage their teams. This program has been delivered for all new assistant team leaders in ECS, and work is underway to continue the design and delivery of manager induction programs more broadly across the organisation.

Leadership capability uplift

ESTA has partnered with Melbourne Business School to design and deliver a customised leadership program, across emerging, frontline, senior and executive management. Before COVID-19 we had completed around 75 per cent of committed deliverables. We are resuming the program in 2022–23 with a focus on aligning outcomes with our revised strategic objectives.

Employee engagement

The 2021 People Matter Survey showed ESTA's engagement levels closely align with the wider sector, including:

- ▮ strong team member pride
- ▮ a sense of purpose and accomplishment
- ▮ immediate leader support and diversity and inclusion indicators.

The 2022 People Matter Survey will measure any areas identified for improvement.

EMPLOYMENT CONDITIONS/WORKPLACE RELATIONS

ESTA's terms and conditions of employment are governed by legislation, Enterprise Agreements and ESTA policy:

- ▮ our frontline operations employees are covered by the Emergency Services Telecommunications Authority Operational Employees Enterprise Agreement 2019 that expires on 30th June 2023
- ▮ our support office and administrative employees are covered by the ESTA Support Office Enterprise Agreement 2021 approved by the Fair Work Commission on 27 January 2022 and expires on 30 June 2025.

As part of ESTA's COVID-19 pandemic response and efforts to maximise our existing workforce:

- ▮ we re-engaged unions and finalised a Memorandum of Understanding (MoU) with industrial parties to allow roster workforce flexibility
- ▮ added further incentive and allowance payments for frontline operational employees.

OCCUPATIONAL HEALTH AND SAFETY AND WELLBEING

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

- ▶ employees
- ▶ visitors
- ▶ emergency services partners
- ▶ community.

ESTA's first Mental Health and Wellbeing Plan 2024 was developed in consultation with our people and approved by the ESTA Board in November 2020. It supports mental health by focusing on our people, their health, safety and wellbeing and is based on the premise that we can positively influence our people's mental health.

ESTA has five defined objectives to support its employees' mental health and wellbeing.

There was a focus in 2021–22 on support services for frontline operational employees to lessen the frequency and severity of occupational health and safety (OH&S) incidents. Our proactive wellbeing pilot program has resulted in peer-initiated wellbeing checks being mapped into delivery plans.

Promotion of ESTA's suicide safety guidelines resource has occurred through an awareness campaign. In addition to this campaign, SafeTALK suicide alertness workshops have been delivered to leaders, peers and employees during 2021–22.

COVID-19 wellbeing response

Based on advice from the Department of Health (DH), during 2021–22 ESTA's health, safety and wellbeing team focused on COVID-19 safety prevention and response. In partnership with our ECS and business continuity and facilities teams, we shaped policies and procedures to the changing pandemic orders. These changes kept our people, visitors, contractors, and agency partners healthy and safe at work.

FIVE OBJECTIVES



Connect

Connect with others and reduce stigma and barriers to seeking help and accessing support services



Learn

Build mental health, resilience and self-management awareness and preparedness



Lead

Strengthen people, leadership and development in order to create a sustainable, mentally healthy, positive and thriving workplace



Protect and prevent

Prevent, identify and manage mental health risks, strengthen existing protective factors, and put new ones in place



Intervene early

Early response, recovery and growth following early signs and identification of trauma exposure and other psychological impacts

Key changes included:

- ▶ mandatory rapid antigen test program
- ▶ contact tracing
- ▶ enhanced infection prevention controls
- ▶ increased onsite Employee Assistance Program support
- ▶ 36 new peer support officers, bringing the SECC-wide total to 56.

Incident management

The COVID-19 pandemic and significantly increased demand for ESTA services challenged our workforce. ESTA saw a growth in reported incidents due to COVID-19 related injuries.

Over 2021–22 ESTA raised awareness and acceptance of mental health as part of promoting our Mental Health and Wellbeing Plan. Over 2022–23 our health and safety strategy will focus on prevention; this will include reducing the lost time injury frequency rate. See page 38 for more information.

RECOGNISING ACHIEVEMENT

ESTA's annual awards night recognises the achievements and commitment of our staff



*Together
we make a difference*

Our performance

ESTA provides critical 24-hour triple zero emergency CTD services to all Victoria's emergency services.

In 2021-22, we answered over 2.8 million emergency and non-emergency calls (inclusive of burnoff calls), equal to over 7,600 calls a day, or one every 11 seconds. Over 1.9 million of these calls came via the triple zero emergency call service. ESTA dispatched over 2.2 million emergency service events (inclusive of emergency ambulance Priority 3 events).

CTD SERVICE PERFORMANCE

IGEM monitors ESTA's performance against its determined standards for ESTA's CTD operations.

ESTA's performance standards comprise benchmarks for the provision of CTD services to:

- ▶ AV*
- ▶ VP
- ▶ FRV
- ▶ CFA
- ▶ VICSES.

ESTA provides a statewide service. The figures and tables below in the individual ESO sections reflect statewide activity and performance against the respective IGEM determined standard.

** The ambulance service standard only applies to metropolitan service delivery.*



CALL-TAKING PERFORMANCE*



Call type



Benchmark



Achieved %

AV

Emergency

90% within 5 sec



Non-emergency

90% within 30 sec



VP

80% within 5 sec



MFB/FRV

Emergency

90% within 5 sec



Non-emergency/
operational

90% within benchmark



CFA

Emergency

90% within 5 sec



Non-emergency/
operational

90% within benchmark



VICSES

Emergency

90% within 20 sec



Non-emergency/
operational

80% within 20 sec



Exceeded benchmark



Did not meet benchmark

* Cumulative 12-month performance, statewide.

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

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

* Emergency medical response.

QUANTITATIVE PERFORMANCE IMPACTS IN 2021–22

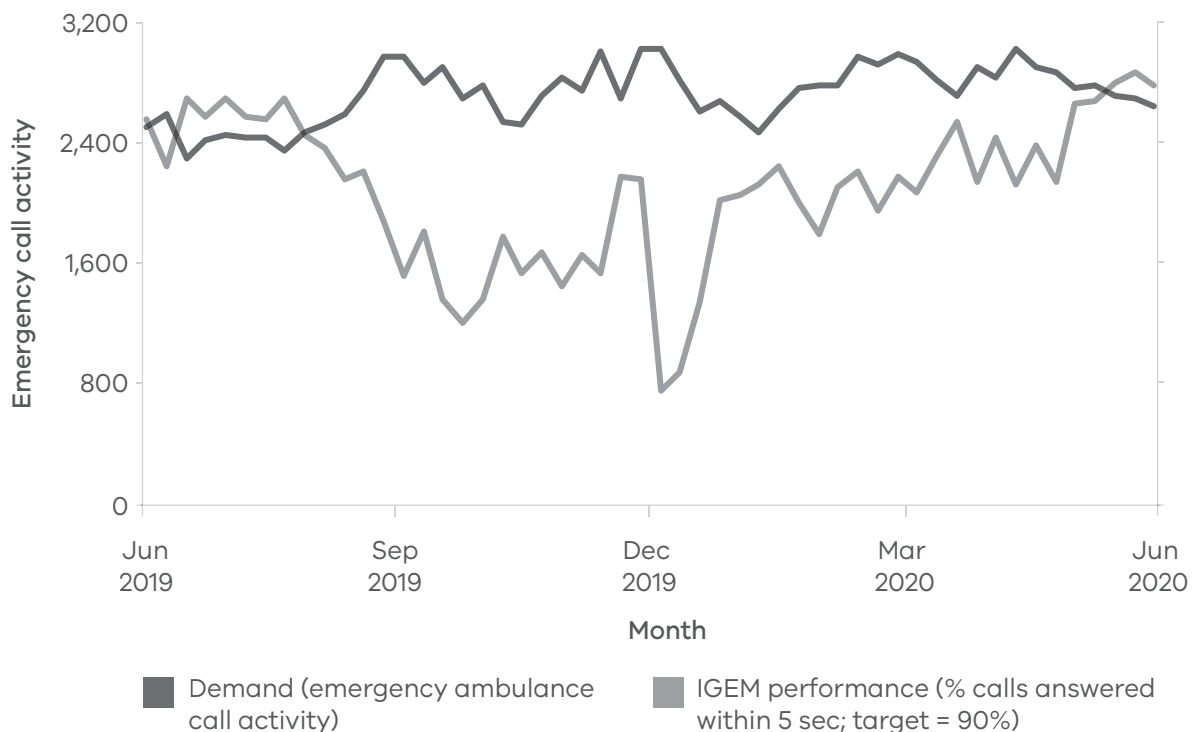
The surging, dynamic demand for the triple zero service in 2021–22 impacted ESTA's performance, especially for emergency ambulance services.

Ambulance call demand increased because of the COVID-19 pandemic, delayed health treatments and the removal of lockdown restrictions as Victoria moved to an open and vaccinated economy. Ambulance demand hit an all-time high, with ESTA receiving an average of 412 more calls a day than in 2020–21. With the Delta and Omicron COVID-19 waves, we had 38 days where call volume in ambulance service exceeded over 3,000, peaking at 3,849 on 1 January 2022. Extreme demand combined with staff furloughs, made it very difficult for us to meet ambulance call answer performance targets as outlined in the IGEM Review.

Performance of VICSES was directly impacted by the extreme and dynamic weather events of October and the following months. The severe weather conditions saw the highest monthly call activity total for the year. Despite increased demands and staffing challenges, stable call volumes in other services meant that ESTA exceeded performance standards for police and fire services.

Thanks to additional government investment, ESTA was able to commence expanding its frontline CTD workforce. This expansion had a measurable impact on ambulance call answer performance. In January 2022, performance fell to 39 per cent of calls answered in five seconds, by June 2022 this grew to 86.2 per cent, just below IGEM's benchmark of 90 per cent of calls answered within five seconds over the calendar month. For more detail, see Table 6.

Figure 2: Impacts on ESTA's performance due to spikes in emergency ambulance call activity.



AV

Table 6: AV primary monthly statewide emergency call answer performance, 2021–22.

AV EMERGENCY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer primary monthly performance (%)	77.2	81.2	67.8	47.4	47.8	57.5	39.0	66.0	63.9	69.1	71.8	86.2
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2021–22 call activity	76,176	74,670	79,894	88,350	78,833	88,085	87,006	73,095	89,304	84,924	89,406	81,403

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

During 2021–22 ESTA:

- answered 64.2 per cent of emergency calls – on a statewide basis – within five seconds, which did not meet IGEM’s standard benchmark of 90 per cent of calls answered within five seconds over a calendar month (primary call benchmark), primarily due to the significant rise in ambulance demand since the COVID-19 pandemic.
- answered 90.7 per cent of ambulance non-emergency patient transport calls within 30 seconds (exceeding the IGEM standard benchmark of 90 per cent of calls answered within 30 seconds over a calendar month).
- dispatched 82.7 per cent of Code 1 events across the state within the benchmark* time of 150 seconds (under the IGEM standard benchmark of 90 per cent of calls dispatched within 150 seconds over a calendar month).
- dispatched 92.0 per cent of Code 2 events across the state within 300 seconds (exceeding IGEM’s standard benchmark of 90 per cent of calls dispatched within 300 seconds over a calendar month).

* This IGEM standard benchmark is calculated over a calendar month and is defined for metropolitan Melbourne only, however, ESTA applies the metropolitan standard to regional Victoria for the purposes of performance reporting.

VP

Table 7: VP primary monthly statewide emergency call answer performance, 2021–22.

VP EMERGENCY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer primary monthly performance (%)	89.2	87.4	86.7	80.0	79.9	84.9	83.0	80.7	81.4	85.8	87.0	85.9
Performance benchmark (%)	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0
2021–22 call activity	103,674	105,932	104,449	111,931	109,857	121,488	106,207	100,791	112,835	101,963	99,197	93,378

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

During 2021–22 ESTA:

- ▶ exceeded the primary performance IGEM standard benchmark of answering 80 per cent of emergency calls within five seconds over a calendar month, in 11 out of the 12 months.
- ▶ answered 84.2 per cent of calls for the year within five seconds.
- ▶ exceeded the dispatch IGEM standard benchmark over the calendar month for Priority 1, 2 and 3 events, in each of the 12 months.
- ▶ dispatched 94.9 per cent of Priority 1 VP events within the IGEM standard benchmark of 90 per cent of Priority 1 events dispatched within 160 seconds over a calendar month, which is up from the past two years
- ▶ dispatched 87.9 per cent for Priority 2 events (80 per cent in 300 seconds) and 98.1 per cent for Priority 3 events (80 per cent in 900 seconds) in 2021–22.

FRV and CFA

Table 8: FRV primary monthly statewide emergency call answer performance, 2021–22.

FRV EMERGENCY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer primary monthly performance (%)	98.4	98.1	97.2	85.7	97.6	94.3	92.1	95.1	91.4	95.0	96.3	99.2
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2021–22 call activity	1,673	1,651	1,739	2,209	1,899	2,475	2,764	2,105	2,227	1,967	1,703	1,561

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

Table 9: CFA primary monthly statewide emergency call answer performance, 2021–22.

CFA EMERGENCY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer primary monthly performance (%)	98.2	97.6	98.9	89.3	97.9	93.4	92.6	94.6	95.4	97.7	96.9	99.1
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2021–22 call activity	2,064	2,243	2,366	2,944	2,855	4,431	4,469	3,030	3,012	3,375	2,107	1,806

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

During 2021–22 ESTA:

- exceeded the emergency call answer primary performance standard in 11 out of the 12 months for both CFA and FRV.
- answered 95.5 per cent (CFA) and 94.6 per cent (FRV) of emergency calls within five seconds.
- dispatched 93.2 per cent of FRV Priority 1 events within the IGEM standard benchmark in 11 out of the 12 calendar months.
- met the dispatch performance standard for CFA Priority 1 in 11 out of the 12 months, with a cumulative, 12-month performance of 93.2 per cent of CFA Priority 1 events dispatched within the benchmark
- met dispatch performance for CFA Priority 3 in 8 out of 12 months with a cumulative 12-month performance of 87.9 per cent.

VICSES

Table 10: VICSES primary monthly statewide emergency call answer performance, 2021–22.

VICSES EMERGENCY	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Call answer primary monthly performance (%)	94.8	97.2	87.0	19.8	67.7	57.7	66.5	96.9	90.6	93.6	95.6	96.5
Performance benchmark (%)	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
2021–22 call activity	2,543	1,249	2,609	13,273	7,530	4,483	7,656	1,864	2,448	1,504	970	1,291

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

During 2021–22 ESTA:

- complied with the storm emergency call answer performance IGEM standard benchmark of 90 per cent of calls answered within 20 seconds in seven out of the 12 calendar months. The cumulative 12-month total of 60.9 per cent was well short of the benchmark of 90 per cent of calls answered within 20 seconds
- call activity to the VICSES storm queue is very dynamic, with extreme weather, limited notice and unpredictable surge activity being the main drivers of non-compliance for any given month
- late October 2021's severe storms and the accompanying floods challenged all emergency services when, over a three-day period, ESTA received 10,914 VICSES storm emergency calls to 132 500 and triple zero, peaking at 6,015 on Friday 29 October 2021. This represented 13 per cent of VICSES' annual calls on a single day
- met dispatch performance for VICSES Priority 1 in 10 out of 12 months with a cumulative 12-month total of 91.5 per cent
- met dispatch performance for VICSES Priority 2 & 3 in 11 out of 12 months with a cumulative 12-month total of 94.7 per cent.

QUALITY PERFORMANCE

ESTA's Quality Improvement Team (QIT) carries out our quality assurance. It collects quality data and trend analytics to identify opportunities for continuous improvement.

QIT reports monthly to IGEM on quality service delivery performance for both community and agency outcomes as well as potential adverse events and quality improvement performance. The team reviews several thousand events a year for its independent service delivery audits (SDAs) of emergency and non-emergency calls and dispatches. These audits are random to ensure integrity.

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

AGENCY	MEASURES	2021-22 (%)	KPI STANDARD (%)
AV	EMERGENCY METROPOLITAN		
	<i>Call-taking qualitative measures</i>		
	Accuracy of event location	99.4	99.1
	Accuracy of event type	97.3	97.6
	Accuracy of general event information	99.8	99.7
	<i>Dispatching qualitative measures</i>		
	Accuracy of general event information	99.9	99.8
	Appropriateness of allocated resources	97.9	97.9
	Method of dispatch notification	100.0	100.0
	<i>Messaging</i>		
	Responsiveness to requests	99.4	99.2
	EMERGENCY REGIONAL		
	<i>Call-taking qualitative measures</i>		
	Accuracy of event location	99.9	99.1
	Accuracy of event type	98.9	97.6
	Accuracy of general event information	99.9	99.7
	<i>Dispatching qualitative measures</i>		
	Accuracy of general event information	100.0	99.8
	Appropriateness of allocated resources	99.8	97.9
	Method of dispatch notification	100.0	100.0
	<i>Messaging</i>		
	Responsiveness to requests	99.8	99.2
	NON-EMERGENCY METROPOLITAN		
	<i>Call-taking qualitative measures</i>		
	Accuracy of NETCOMM event details	99.8	97.9
	<i>Dispatching qualitative measures</i>		
	Appropriateness of allocated resources	100.0	100.0
	Method of dispatch notification	100.0	100.0
	Time of dispatch	100.0	100.0
	NON-EMERGENCY REGIONAL		
	<i>Call-taking qualitative measures</i>		
	Accuracy of NETCOMM event details	99.7	97.9
	<i>Dispatching qualitative measures</i>		
	Appropriateness of allocated resources	100.0	100.0
	Method of dispatch notification	100.0	100.0
	Time of dispatch	100.0	100.0

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

AGENCY	MEASURES	2021-22 (%)	KPI STANDARD (%)
VP			
	<i>Call-taking qualitative measures</i>		
	Accuracy of event location	99.7	85.0
	Accuracy of event type	99.2	85.0
	Accuracy of general event information	99.4	85.0
	Adherence to VP structured call-taking	99.5	85.0
	<i>Dispatching qualitative measures</i>		
	Accuracy of general event information	98.7	95.0
	Appropriateness of allocated resources	99.4	95.0
	<i>Messaging</i>		
	Accuracy of processed messages	99.8	95.0
	Responsiveness to requests	99.9	95.0
FRV			
	<i>Call-taking qualitative measures</i>		
	Accuracy of additional information	94.6	98.0
	Accuracy of event location	97.9	98.0
	Accuracy of event type	97.9	98.0
	<i>Dispatching qualitative measures</i>		
	Appropriateness of allocated resources	99.6	98.0
	<i>Messaging</i>		
	Accuracy of processed messages	99.9	98.0
	Responsiveness to requests	99.8	98.0
CFA			
	<i>Call-taking qualitative measures</i>		
	Accuracy of additional information	98.7	98.0
	Accuracy of event location	98.8	98.0
	Accuracy of event type	98.5	98.0
	<i>Dispatching qualitative measures</i>		
	Appropriateness of allocated resources	100.0	98.0
	<i>Messaging</i>		
	Accuracy of processed messages	99.7	98.0
	Responsiveness to requests	99.6	98.0

* Bold text indicates performance did not meet IGEM KPI standard.

Table 12: Number of SDAs and compliance rates for 2021–22.

KEY PERFORMANCE INDICATOR	NUMBER OF AUDITS 2021–22	NUMBER OF AUDITS COMPLIANT 2021–22 (%)	IGEM COMPLIANCE TARGET (%)
All SDAs	19,911	95.5	90.0
Ambulance emergency call-taking	2,416	94.0	90.0
Ambulance emergency dispatch	944	94.9	90.0
Ambulance non-emergency call-taking	588	97.3	90.0
Ambulance non-emergency dispatch	231	98.7	90.0
Police call-taking	6,081	96.2	90.0
Police dispatch	4,310	95.9	90.0
Fire call-taking	1,708	89.8	90.0
Fire dispatch	3,633	97.5	90.0

Potential adverse events

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

The QIT reviews all cases and assigns one or more risk categories in line with IGEM's risk methodology framework. Events with a potential high impact or critical risk assessment require reporting to IGEM.

In 2021–22, 39 events were classified as potentially high risk so required IGEM notification. These were mostly related to ambulance answer delays.

Triple zero and data governance

ESTA's QIT also provides audio and event related information requests from our emergency services partners, the public and as part of court prosecution requests from the Coroners Court of Australia. Such requests grew 2.4 per cent in 2021–22.

Table 13: Triple zero audio data governance requests, 2021–22.

TRIPLE ZERO AUDIO DATA GOVERNANCE	DESCRIPTION	NUMBER OF REQUESTS
Requests for audio and related information	Public and legal requests for information under the ESTA Act and <i>Freedom of Information Act 1982</i>	969
Audio requests for ESOs	Agency requests for audio of phone calls or radio dispatch	757

2021–22 year in review

The 2021–22 year was the most challenging in ESTA's history. Community demand pressures strained our workforce and impacted service delivery in many ways. The COVID-19 pandemic hit ESTA particularly hard in October 2021 and did not relent in the following months. ESTA's reputation as a trusted community service and emergency services partner was also challenged. Yet, behind every one of those calls for help were people at ESTA who remained dedicated to serving the community. Like their frontline emergency service and health colleagues, they continued to put the Victorian community's needs before their own. They answered 2,803,126 calls for help.

ESTA was the subject of significant scrutiny in 2021–22, both through media and public spotlight and via independent review. The need to better examine ESTA's service delivery was justified; ESTA was not performing to the standard expected by the community or its partners. It was clear, parts of ESTA needed to change.

This section provides insight into what propelled ESTA's transformation journey and highlights key achievements in 2021–22 related to the following areas:

- ▮ reviews and Royal Commissions
- ▮ ESTA's Reform Program
- ▮ technological highlights
- ▮ community engagement.



SERVICE ACTIVITY SNAPSHOT 2021–22



2,803,126
calls answered



One call
every
11
seconds

Highest **daily**
volume of calls

13,666



29 October 2021



2,715
average number
of AV emergency
calls per day



2,226,702
total agency
events **dispatched**



176
babies
born

REVIEWS AND ROYAL COMMISSIONS

Reviews into ESTA

To support ESTA in the delivery of its critical services, the Victorian Government commissioned an independent review to better understand ESTA's current services, capabilities, and challenges and to ensure more sustainable operations for ESTA into the future.

The ESTA Capability and Service Review recommended significant organisational change and made 20 recommendations to ensure that ESTA remains focused on delivering contemporary CTD services to the Victorian community. The Victorian Government has accepted in principle all 20 recommendations to improve ESTA's governance, increase support for employees, strengthen and streamline service delivery, and future-proof its capabilities and services.

ESTA initiated the scoping and planning for key capability and capacity building activities prior to the public release of the report. ESTA has already progressed several recommendations and continues to work with the Department of Justice and Community Safety (DJCS) to develop a more comprehensive implementation plan.

In January 2022, IGEM commenced a review of Victoria's emergency call answer performance. The aim of this review was to assess the emergency management sector's planning for and execution of its response to the COVID-19 related surge of calls to triple zero. The review focused on how ESTA and its partners in both the health and emergency management sectors forecasted, prepared for and responded to the surge in demand. This review has been completed and the report was provided to the Minister for Emergency Services in August 2022.

The Royal Commission into Victoria's Mental Health System

In 2020–21, the Royal Commission into Victoria's Mental Health System recommended a transformation of the mental health system, including that it focuses on a health-based response for people either experiencing mental health issues or acute mental health crises.

ESTA was successful in obtaining funding through a whole of Victorian Government budget bid for funding over two years to support ESTA in the design, analysis and implementation of the Commission's recommendations.

In 2021–22, ESTA worked with DH, and with DJCS, VP and AV to support development of an operating model to enable a health-led response to mental health events. Work to define the agreed operating model will continue into 2022–23.

ESTA REFORM PROGRAM

This section highlights the key actions undertaken in 2021–22 to improve the delivery of ESTA's critical CTD services and the experience for Victorians when they call triple zero. ESTA's reform program is designed to build greater workforce capacity and capability that is supported by stronger partnerships and engagement, better alignment with the sector and a safe and healthy workplace.

ESTA was able to commence critical reform initiatives in 2021–22 thanks to additional government investment.

Building greater capacity

ESTA's workforce grew in 2021–22, increasing by a total of 91 FTEs across the organisation, including 68 new frontline operational CTD positions.

In January 2021 ESTA was able to secure additional frontline support with seconded CTD staff from NSW Ambulance to help manage demand from the Omicron peak. In 2021–22 ESTA also secured assistance and additional resources from the broader Victorian Government workforce, AV, EMV and Telstra.

ESTA implemented a pilot program that provided a flexible training program for second-year paramedics into emergency call-taking roles, while also expanding dedicated non-standard roster coverage, which increases emergency call-taking resources.

Secure funding and additional recruitment resourcing enabled ESTA to review and re-forecast the forward plan of recruitment and training. The expansion in recruitment resulted in ESTA enrolling 348 new applicants in the call-taking program, with 189 successfully completing the Certificate II in Emergency Communications during the year. With the addition of ESTA's new recruits, the frontline operational workforce increased the headcount from 824 in June 2021 to 961 in June 2022.

To cater for the rapidly expanding frontline operational workforce required to meet surging community demand for ESTA's services, a facility redevelopment commenced to expand operational workstations and training rooms, with the focus being on providing additional workstations for 24/7 emergency ambulance CTD across all three sites.

Enhanced capability

Frontline service delivery requirements were prioritised to ensure surging community demand and the expanding frontline workforce was appropriately supported through a range of ICT environment changes, including:

- ▮ scaling up the operational environment to support more call-takers
- ▮ expanding triple zero telephone lines into ESTA
- ▮ introducing ambulance post-dispatch instruction recorded voice announcements
- ▮ creating and enhancing additional training databases to allow for multiple learning assessments to be delivered at the same time
- ▮ implementing AV Clinician call-breakthrough telephony arrangements to enable remote connection with call-takers if no AV Clinician is onsite.

Strengthening emergency services partnerships

In response to the growing crisis, a plan to better support frontline service delivery and meet surging community demand was developed in October 2021. ESTA started by strengthening engagement with government, emergency service partners and unions, at state and national levels.

Consultation and engagement with unions and partners enabled ESTA to finalise a MoU with greater roster workforce flexibility and improved working conditions.

ESTA made significant changes to the Executive team and streamlined internal committees. This has enhanced governance arrangements bringing ESTA into closer alignment with government and emergency services partners.

Alignment with emergency management practices

Recognising the need to better align with standard emergency management practices, ESTA:

- ▶ enacted emergency management principles, including planning, risk mitigation and incident response and recovery functions
- ▶ established an external CTD Tasking and Coordination Group to better collaborate and engage with our emergency services partners, as well as conducting an internal weekly Tasking and Coordination Group, that drives better outcomes and facilitates the development of efficient and effective strategies to increase the performance of CTD
- ▶ appointed dedicated Operations Surge Support Managers (OSSM) to provide coverage of surge and real-time incident and resource and performance management across all three SECCs.

Surge response management

ESTA has established dedicated OSSMs to continually monitor the operating environment and respond to any surge events that were not anticipated. They work across the organisation to implement a suite of interventions designed to bolster our operational staffing numbers to respond to the demands of the event. This includes the recall of operationally qualified staff who are onsite undertaking scheduled training or project work to respond to short-term surge events. Where the event is likely to be protracted, requests for additional staff to attend the required ESTA SECC are sent to off-duty staff to respond to the required location.

TECHNOLOGICAL HIGHLIGHTS

Information technology

ESTA's technology services provide ICT platforms, products and services that enable the delivery of frontline services to the Victorian community and ESOs.

In 2021–22 ESTA focused on supporting frontline operations, stabilising the current technical environment, and better securing operations. ESTA has also commenced work on a technology roadmap, a key plan to leverage flexible, adaptable and scalable platforms that will deliver new digital capabilities and improve stakeholder satisfaction with ESTA's technology services.

Computer-aided dispatch upgrade program

ESTA's computer-aided dispatch (CAD) system underpins the triple zero service delivery and is continuously upgraded to meet community and agency requirements. A program is currently in place to further improve ESTA's CAD service. This CAD upgrade program includes three key phases:

Phase 1

This was completed in November 2020. This phase saw the completion of an upgrade to the main CAD system and increased the sustainability and security of the system, as well as provided continued vendor support.

Phase 2

The Alternate CAD solution will provide an alternate failover system in the event that the current CAD system is unavailable. Alternate CAD will enhance current processes in the event of unplanned and planned outages. Work is progressing on Phase 2 with requirements defined and solution options being considered.

Phase 2 and 3

The cybersecurity component of the program will ensure crucial emergency systems and data are secure, helping to mitigate the risk of triple zero disruption due to cyber-attacks. This part of the program has commenced delivery with multiple improvements and enhancements already implemented.

This phase of the CAD program improves availability and performance monitoring across: People, process, systems and facilities as part of an ongoing uplift.

Other enhancements

ESTA completed the cloud enablement initiative, which is the first step in transforming the Information Technology Services operating model. This initiative connects ESTA's data centre with cloud services, to accelerate delivery of new services while uplifting customer satisfaction of ESTA's change delivery capability.

Cyber and information security

Recognising the evolving cyber and information security landscape, ESTA significantly strengthened its cyber security protection by engaging in the following activities:

- undertook an assessment of ESTA's current state of data security, conducted a thorough risk assessment and gap analysis, and developed a comprehensive ongoing Cyber Strategy
- improved proactive detection and response to cyber threats by implementing Security Incident and Event Monitoring, the Critical Incident Response Program, and response playbooks
- implemented induction and ongoing cyber awareness training, and utilised different communication channels to educate our people
- updated cyber governance and risk processes, policies and reporting to ensure more stringent controls and protection
- completed ESTA's Protective Data Security Plan in accordance with the Office of the Victorian Information Commissioner's Victorian Protective Data Security Framework.
- actioned the federal government's Essential 8 Technology, recommended by the Australian Cyber Security Centre to reduce the likelihood of cyber security incidents.

OPERATIONAL COMMUNICATIONS

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

In 2021–22, the state's operational communications networks performed at an extremely high level, providing all critical emergency service first responders with consistent and reliable service availability.

In October 2021 the Metropolitan Mobile Radio (MMR), Emergency Alerting System (EAS) and Regional Mobile Radio (RMR) networks' site infrastructure was subject to extended statewide power outages because of a significant storm event. Power supply redundancy initiatives within all networks ensured there was no loss of coverage while restoration works were undertaken.

MMR

The MMR network provided a highly reliable level of service performance in 2021–22. Operational issues with the Motorola APX8000 series of radio terminals were identified and remediated. This issue also impacted the Managed Device Service (MDS). The radio terminal remediation program throughout 2021–22 has seen upgraded radio terminals progressively deployed for all impacted agencies. MMR radio coverage enhancements were commissioned at the Melbourne Underground Rail Loop, Karingal Hub Shopping Centre, Northern Hospital and the Victorian Heart Hospital during 2021–22.

EAS

The EAS network provided an optimal level of service performance in 2021–22, delivering all tiers of paging messages. Enhanced pagers featuring increased sensitivity have been progressively rolled out for AV, CFA and the VICSES delivering improved coverage in known blackspots. New EAS sites were commissioned at Ocean Grove, Beechworth and Drysdale.

RMR

The RMR network provided a highly reliable level of service performance in 2021–22. Several new sites were commissioned to improve coverage and capacity, including Mooroolbark North, Pakenham Upper, Wye River, Mount Lady Franklin, Monbulk and Bendigo Law Courts.

Mobile Data Network

The Mobile Data Network (MDN) provided a highly reliable level of service performance in 2021–22. Highlights during the 2021–22 period included progression of the AV Vehicle Hub project, which enables Wi-Fi hotspot capability in AV vehicles for future connectivity of internet-based services.

MDS

ESTA worked closely with FRV trialling an alternate radio for operational use to replace current portable radios and expand its portable fleet, statewide.

COMMUNITY ENGAGEMENT

ESTA reset and uplifted media and strategic communications capabilities to support strong and accurate messaging designed to improve community awareness on when to call triple zero and when to engage with alternative primary care pathways.

Triple zero heroes

Due to COVID-19 limitations, the 2021 Junior Triple Zero Hero Awards were not able to be presented in person at a formal ceremony. Instead, the 21 young heroes received their medal and certificate in the mail.

'I am 000' podcast

Despite the significant impact of COVID-19 restrictions, six episodes of the 'I am 000' podcast were produced during the current reporting period providing listeners with rare access to real-life triple zero calls and the people behind them. The podcast profiles those involved from the callers, patients, triple zero operators and emergency services, sharing their stories and experiences from each case.

<https://www.esta.vic.gov.au/i-am-000-podcast>

Emergency services footy match

After a year-long hiatus due to COVID-19, the annual Aussie Rules Emergency Services match returned to the Melbourne Cricket Ground on 14 May 2022. The match honours frontline emergency management workers and volunteers. This year's game, between Richmond and Hawthorn, focused on raising awareness on emergency services work, and the impact it has on the mental health and wellbeing of those working in the sector.

Two days prior to the AFL Emergency Services match, call-takers and dispatchers from Ballarat, Tally Ho and Williams Landing joined their emergency service sector colleagues at the ESF Better Together Luncheon at the MCG. It was a great chance to talk, swap stories and acknowledge the impact that work can have on mental health and wellbeing.



Other disclosures

COMPARATIVE WORKFORCE DATA

Classification data

ESTA's workforce has three categories of employees:

- ▮ operations – frontline CTD. Part of the operational enterprise agreement classification, employees progress in increments from call-taker to dispatcher to team leader, based on skills acquired and training completed while with ESTA.
- ▮ support – ESTA's people are Victorian Public Service (VPS) employees, however ESTA under its authorising legislation has established its own grading for support staff which is similar to VPS grading, reflecting different levels of responsibility and capability.
- ▮ senior employees, including managers, executives, and Board members.

Tables 14 and 15 show recent headcount and FTE numbers for all active employees.



Table 14: Comparative workforce classification data as at 30 June 2022.

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

Table 15: Comparative workforce classification data as at 30 June 2021.

CLASSIFICATION DATA	JUNE 2021						
	ALL EMPLOYEES NUMBER		F/T HEAD COUNT	ONGOING P/T		FIXED TERM/CASUAL NUMBER	
	HEAD COUNT	FTE		HEAD COUNT	FTE	HEAD COUNT	FTE
Operations grades	824	680	634	165	677	25	3
Call-taker 1	82	64	80	0	64	2	0
Call-taker 2	80	74	76	3	74	1	0
Call-taker 3	123	81	68	47	80	8	1
Call-taker 4	56	46	42	11	46	3	0
Dispatcher 1	26	26	26	0	26	0	0
Dispatcher 2	23	20	19	3	20	1	1
Dispatcher 3	271	218	183	78	217	10	1
Dispatcher 4	56	49	39	17	49	0	0
Assistant TL 1	45	42	44	1	41	0	0
Assistant TL 2	20	19	17	3	19	0	0
Team leader	42	41	40	2	41	0	0
Support grades	208	195	173	17	180	18	15
Band 1	10	7	6	2	7	2	0
Band 2	46	43	36	6	39	4	4
Band 3	38	36	32	4	34	2	2
Band 4	56	53	50	2	50	4	3
Band 5	45	43	39	3	40	3	3
Band 6	13	13	10	0	10	3	3
Senior employees	20	20	2	0	2	18	18
Executives	8	8	0	0	0	8	8
Band 7	3	3	2	0	2	1	1
Senior managers	9	9	0	0	0	9	9
Total employees	1,052	895	809	182	859	61	36

Employment and conduct principles

ESTA is committed to merit and equity principles. All selection processes ensure job applicants are evaluated fairly, equitably and without discrimination against key selection criteria and other accountabilities. Employees have been correctly classified in workforce data collections.

Demographic data

Tables 16 and 17 show recent gender and age information for active ESTA employees.

Table 16: Comparative workforce demographic data as at 30 June 2022.

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

Table 17: Comparative workforce demographic data as at 30 June 2021.

DEMOGRAPHIC DATA	JUNE 2021						
	ALL EMPLOYEES NUMBER		F/T HEAD COUNT	ONGOING P/T		FIXED TERM/CASUAL NUMBER	
	HEAD COUNT	FTE		HEAD COUNT	FTE	HEAD COUNT	FTE
Gender							
Male	332	312	287	22	296	23	17
Female	720	583	522	160	564	38	19
Self-described	0	0	0	0	0	0	0
Age							
15–24	52	47	48	2	46	2	1
25–34	399	330	324	64	325	11	5
35–44	283	234	199	63	224	21	10
45–54	216	195	167	37	185	12	10
55–64	90	78	61	15	70	14	9
65+	12	11	10	1	10	1	1

ESTA 12-month rolling employee turnover

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

Table 18: Employee attrition at 30 June 2022.

JUNE 2022	CURRENT EMPLOYEES	12 MONTH ATTRITIONS			TURNOVER/ATTRITION RATE (%)		
		VOLUNTARY	REDUNDANT/ TERMINATED	TOTAL ATTRITIONS	VOLUNTARY	REDUNDANT/ TERMINATED	TOTAL
Operations	961	117	29	146	12.2	3.0	15.2
Support	258	58	13	71	22.5	5.0	27.5
ESTA TOTAL	1,219	175	42	217	14.4	3.4	17.8

Executive officers by gender

Table 19: Senior officers by gender* at 30 June 2021 and 30 June 2022.

CLASSIFICATION	ALL		MALE		FEMALE	
	JUNE 2022	JUNE 2021	JUNE 2022	JUNE 2021	JUNE 2022	JUNE 2021
Executives+	6	8	3	5	3	3
Band 7	2	3	2	2	0	1
Senior managers^	7	9	4	6	3	3
Total	15	20	9	13	6	7

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

+ Executives = Executive Leadership Team.

^ Senior managers = All other senior employees who are on executive employment contracts.

NB: The above information is prepared in accordance with FRD 15E Executive officer disclosures and, in accordance with FRD 22I can be made available on request to the relevant Minister, Members of Parliament or the public where appropriate.

Annualised total salary for senior public servants

Table 20: Annualised salary of senior public servants by income band.

INCOME BAND (SALARY)*	EXECUTIVES+	BAND 7	SENIOR MANAGERS^
Less than \$160 000	0	0	0
\$160,000 – \$179,999	0	0	2
\$180,000 – \$199,999	1	2	5
\$200,000 – \$219,999	0	0	0
\$220,000 – \$239,999	0	0	0
\$240,000 – \$259,999	3	0	0
\$260,000 – \$279,999	0	0	0
\$280,000 – \$299,999	0	0	0
\$300,000 – \$319,999	1	0	0
\$320,000 – \$339,999	0	0	0
\$340,000 – \$359,999	0	0	0
\$360,000 – \$379,999	1	0	0
Total	6	2	7

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

+ Executives = Executive Leadership Team.

^ Senior managers = All other senior employees who are on executive employment contracts.

OH&S KEY PERFORMANCE INDICATORS

Hazard, incident and injury reporting has increased over the past three years due to:

- ▶ ESTA's increased reporting culture across psychological and physical health, safety and wellbeing
- ▶ the direct and indirect impacts of COVID-19
- ▶ ESTA's growing workforce.

Actions are well underway to promote, prevent and respond to elements of mental health and wellbeing, as set out in ESTA's first Mental Health and Wellbeing Plan (2020).

We are developing a prevention-focused Organisational Health and Safety Strategy which aims to:

- ▶ promote health and wellbeing
- ▶ proactively manage safety risk
- ▶ avoid injuries (and time lost to them)
- ▶ enable recovery.

Table 21: Health, safety and wellbeing statistics.

	2021-22	2020-21	2019-20
Lost time frequency rate (all injuries)¹	36.5	25.8	19.1
All reported hazards/incidents ²	323.0	290.0	148.0
Average number of lost time incidents per 100 FTE staff ³	7.1	5.1	3.8
Average number of reported hazards/incidents per 100 FTE staff ⁴	39.5	36.8	19.2
Number of standard claims	36.0	34.0	39.0
Average number of standard claims per 100 FTE staff ⁵	4.4	4.3	5.1
Number of lost time standard claims	32.0	27.0	32.0
Average number of standard lost time claims per 100 FTE staff	3.9	3.4	4.1
Average cost per claim	142,565	198,341	210,290

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

2. This figure includes all reported incidents and hazards as at 1 August 2022.

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

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

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

CORPORATE GOVERNANCE

ESTA and its committees

ESTA's corporate governance is overseen by the ESTA Board, supported by five specialist sub-committees. In 2021–22, ESTA Board members were:

- ▶ Ms Flavia Gobbo (Chair)
- ▶ Ms Siobhan Boyd-Squires (member)
- ▶ Ms Christine Collin (member)
- ▶ Ms Mary Delahunty (member)
- ▶ Ms Fiona Green (member)
- ▶ Mr Paul Henderson (member)
- ▶ Mr Chris Altis (member)
- ▶ Dr Angela Williams (member)
- ▶ Mr Luke Enright (member¹)
- ▶ Mr Stephen Leane (CEO and member²).

Board member biographies

Flavia Gobbo

Appointed member in February 2017, then Chair in August 2017

Flavia Gobbo is a highly experienced legal practitioner and company director. She currently serves as the Chair of WorkCover Queensland and was previously Chair of QComp, the former Workers Compensation Regulator in Queensland. Ms Gobbo is a Director with WorkSafe (Victoria) and a trustee of the SecondBite Future Trust. Admitted to practise law in the Supreme Courts of both Victoria and Queensland, plus the High Court of Australia, Ms Gobbo has extensive experience as a corporate lawyer. She was a member of Telstra Legal Services Senior Leadership team and held other senior roles at Telstra Corporation over 15 years. She is a graduate of the Australian Institute of Company Directors (AICD). Ms Gobbo is also Chair of ESTA's Advisory Committee and a member of our committees for Finance; and People, Culture and Capability.

Paul Henderson

Appointed May 2015

Paul Henderson is a lawyer with over 30 years' experience. Mr Henderson is a partner and director at Gordon Legal and an expert in personal injury law. He was a partner and director of Slater & Gordon Lawyers, retiring in February 2015. Mr Henderson has served on the Specialist Board of Examiners and various Law Institute and court committees. He was previously on the Board of the Western Bulldogs Football Club Community Foundation and is a Board member of the AFL Players Association Injury and Hardship Fund. Mr Henderson is a director of several private companies and a graduate of the AICD. He chairs ESTA's ARMCC.

Angela Williams

Appointed November 2017

Dr Angela Williams is a senior forensic physician at the Victorian Institute of Forensic Medicine. She is also a senior lecturer at Monash University's Department of Forensic Medicine and chairs the Faculty of Clinical Forensic Medicine at the Royal College of Pathologists of Australasia. Dr Williams is Vice-President of the Board of Directors for OzChild and Chair of its Quality and Child Safety Committee. Dr Williams is a member of the Eastern Health Board and chairs its Quality and Safety Committee. She is also a member of the Victorian Post Sentence Authority and serves as a sessional member of both the Victorian Civil and Administrative, and Football Victoria tribunals. Dr Williams is a doctor and a lawyer, holding Master's degrees in public health, business administration, forensic medicine and health management. She chairs ESTA's People, Culture and Capability Committee.

1. Term of appointment concluded 3 July 2021.

2. Mr Stephen Leane took a leave of absence from his Board position following his appointment as CEO of ESTA on 25 October 2021.

Christine Collin
Appointed May 2015

Christine Collin is employed at Maurice Blackburn Lawyers where she has oversight of their operations nationally. Ms Collin holds a Master of Business Administration. She once led business units and also directed consulting engagements while with KPMG, where she worked with a variety of government and non-government clients, assisting them with strategy, operations, digital innovation and business transformations. Prior to KPMG, Ms Collin was with United Energy and then AGL for 12 years, in various leadership positions including General Manager for AGL's Retail Operations. Ms Collin has served as a member of key energy industry organisations including as a Board member for the Energy and Water Ombudsman, Victoria; and the Energy and Water Ombudsman, NSW. Ms Collin chairs ESTA's ICT Committee.

Mary Delahunty
Appointed August 2015

Mary Delahunty has held senior roles in financial services and superannuation. She is the Founder and Managing Director of Seven Advisory, a specialist in environmental, social and corporate governance (ESG) advisory. Ms Delahunty was previously the Head of Impact at industry superannuation fund HESTA. She was elected as a councillor, City of Glen Eira in 2012 and served as Mayor there. Ms Delahunty was Chair of the Women's Ministerial Advisory Council on Gender Equality, and a Board member and Chair at Reclink Australia, a national charitable organisation providing sporting, social and arts activities to support people experiencing disadvantage. She has a Master of Applied Finance and is a 2015 Churchill fellow. She is a graduate of the Oxford Said Business School, and the AICD where she was awarded the 2011 Perpetual Foundation Company Directors Scholarship. Ms Delahunty chairs ESTA's Finance Committee.

Chris Altis
Appointed July 2021

Chris Altis has over 25 years' experience in the health sector, including in a policy and advisory capacity in the Victorian and Australian governments. He is a non-executive Director of both Eastern Melbourne Primary Health Network and Austin Health, and consults in health, medical research and aged care.

Mr Altis holds Bachelor of Commerce and Master of Arts (Public Policy) degrees from the University of Melbourne and is a graduate of the AICD. He is a member of ESTA's People, Culture and Capability Committee.

Siobhan Boyd-Squires
Appointed November 2016

Siobhan Boyd-Squires provides consultancy services, primarily to government departments and agencies, with a focus on health and human service regulation, dispute resolution, and safety management systems. She has held senior roles in health services, insurance and public sector agencies with a focus on government relations, operational policy and the implementation of regulatory reform. Ms Boyd-Squires holds Master's degrees in both Law and Public Health, a Graduate Diploma in Health Education and a Bachelor of Applied Science (Physiotherapy). She serves on the Board of the Victorian Assisted Reproductive Treatment Authority and is a sessional member of the Victorian Civil and Administrative Tribunal's Review and Regulation list. Ms Boyd-Squires brings a wealth of experience in the provision of government services to the community, having also worked for WorkSafe Victoria, the Commission for Children and Young People, the Accident Compensation Conciliation Service and the National Redress Scheme. She is a graduate of the AICD and a nationally accredited mediator. Ms Boyd-Squires is a member of ESTA's ARMCC.

Fiona Green

Appointed July 2018

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

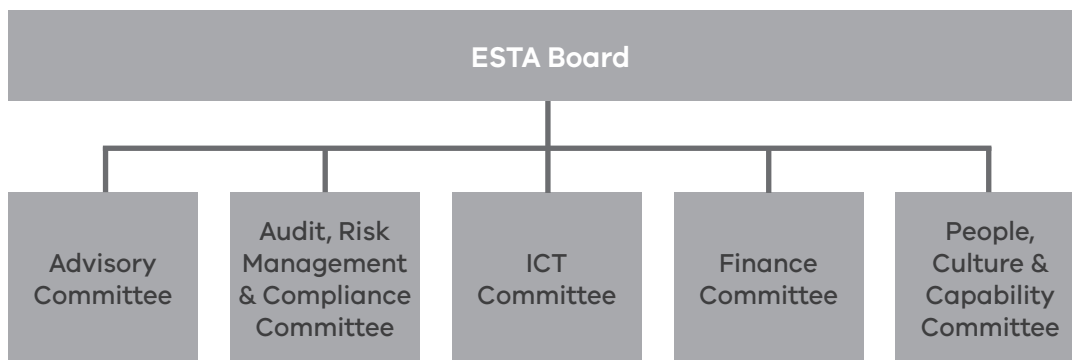
Mr Stephen Leane

Appointed September 2020

Mr Leane is Deputy President of the Police Registration and Services Board. He was a sworn member of VP for 40 years, before retiring in December 2019 as an Assistant Commissioner – a rank he held for more than six years. During his policing career Mr Leane worked in many frontline operational roles and in corporate support. He held several command roles including Professional Standards, and Road Policing, where much of his time was spent as Regional Commander for the North West Metro Region. Mr Leane holds a Bachelor of Laws, a Graduate Diploma of Legal Practice and a Master of Education. He has also attended executive programs at the Warton Business School in Philadelphia, USA and the London Business School, and is a graduate of the AICD.

COMMITTEES

The Board operated five Committees in 2021–22.



ESTA Advisory Committee

The ESTA Advisory Committee is appointed by the ESTA Board in accordance with section 21 of the ESTA Act. It must:

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

This year, the Advisory Committee had members who hold the position of CEO or equivalent, from each of the following organisations:

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

The Committee met three times, chaired by Ms Flavia Gobbo, Chair of the ESTA Board.

ARMCC

The ARMCC's priorities are to:

- ▶ focus on ESTA's major areas of risk – monitoring and reviewing the actions, systems and processes in place to manage these
- ▶ oversee and advise on matters of compliance and internal risk control
- ▶ review, ratify and oversee ESTA's audit and compliance activities including the:
 - scope of work, performance and independence of the internal auditor
 - scope of work and audit strategy of the external auditor.

Its full membership was:

- ▶ Mr Paul Henderson (Chair and Board member)
- ▶ Ms Siobhan Boyd-Squires (Board member)
- ▶ Ms Flavia Gobbo (ESTA Board Chair)
- ▶ Ms Fiona Green (Board member)
- ▶ Mr John Gibbins (external committee member)
- ▶ Ms Kerry O'Brien (external committee member).

Five meetings were held.

Finance Committee

The priorities of the Finance Committee are:

- ▶ monitoring and providing advice on financial forecasting
- ▶ monitoring and providing guidance on the budget process
- ▶ development and monitoring of models to support forecasting and scenario planning
- ▶ advising on costs and appropriate achievement of savings.

Members were:

- ▶ Ms Mary Delahunty (Chair and Board member)
- ▶ Ms Flavia Gobbo (ESTA Board Chair)
- ▶ Professor Robert Officer (external committee member)
- ▶ Mr Stephen Leane.

The committee met five times. A representative from EMV participated in each meeting, in an advisory role.

ICT Committee

The priorities of this committee are:

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

Committee members were:

- ▶ Ms Christine Collin (Chair and Board member)
- ▶ Ms Fiona Green (Board member)
- ▶ Ms Julie Fahey (external committee member)³
- ▶ Mr Bruce Moore (external committee member)⁴
- ▶ Mr Scott Arbuthnot (external committee member)⁵.

The ICT Committee met five times.

People Culture and Capability Committee

The priorities of this committee are to:

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

In 2021–22 members were:

- ▶ Ms Angela Williams (Chair and Board member)
- ▶ Ms Flavia Gobbo (ESTA Board Chair)
- ▶ Ms Siobhan Boyd-Squires (Board member)
- ▶ Mr Chris Altis (Board member)
- ▶ Mr Gary Rothville (external committee member).

The committee met three times.

3. For the period up until 25 October 2022.

4. Ms Fahey concluded her appointment in March 2022.

5. Mr Arbuthnot commenced his term of appointment in June 2022.

Table 22: Board and external members attendance at Board and Advisory Committee meetings in 2021–22.

MEMBER	BOARD		ESTA AC*		ARMCC		FINANCE COMMITTEE		ICT COMMITTEE		PCC+ COMMITTEE	
	A	B	A	B	A	B	A	B	A	B	A	B
Board												
Flavia Gobbo	9	9	3	3	5	4	5	4			3	3
Siobhan Boyd-Squires	9	9			5	5					3	2
Christine Collin	9	9			5				5	5		
Mary Delahunty	9	7			5		5	5				
Chris Altis	9	8			5						3	2
Fiona Green	9	9			5	3			5	5		
Paul Henderson	9	8			5	5						
Angela Williams	9	8			5						3	3
Stephen Leane	4	4			2		1	1				
External												
Julie Fahey									3	1		
John Gibbins					5	5						
Kerryn O'Brien					5	5						
Gary Rothville											3	3
Robert Officer							5	5				
Bruce Moore									5	5		
Scott Arbuthnot									1	1		

* ESTA Advisory Committee.

+ People, Culture and Capability.

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

B – Number of meetings attended.

FACILITIES

We continued to expand and upgrade operational facilities at our SECCs, including:

Burwood East (THO)

- ▶ An additional control room, including 57 new operational desks and facilities for ESTA operational managers and agency partners, and a major upgrade of building infrastructure – featuring artwork from local Wurundjeri people to provide an Indigenous connection to Country. This work resulted in expanding our operational capacity to accommodate an additional 35 ambulance call-takers at the beginning of 2022–23.

Burwood East (Wesley Court)

- ▶ A lease has been signed for a new corporate office to accommodate corporate staff displaced by the control room expansion.

Ballarat

- ▶ Uninterrupted power supply, increased capacity and new kitchen facilities.
- ▶ New heating and cooling system, painting, carpeting and external infrastructure underway

Both Burwood East (THO) and Ballarat sites now have upgraded and bigger training rooms with new desks, chairs and better training support accessories.

Table 23: Location of ESTA's facilities and floor space in each.

FACILITY	SQM
Burwood East (THO)	6,625
Williams Landing	3,126
Ballarat	2,614
Burwood East (Wesley Court)	1,550

ENVIRONMENTAL IMPACTS

ESTA's 24/7, year-round operations rely heavily on electrical equipment to provide CTD services. In addition, to support physical distancing and maintain a COVID-19 safe environment, ECS staff have moved into rooms previously not used by operational employees, requiring more use of 24/7 air conditioning and supplementary systems.

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

COVID-19 has also seen most support office employees move to hybrid working arrangements – operating between the office and home.

Paper consumption

Paper use continues to decrease due to new ways of storing and sharing information. This is supported by a clean desk policy and 'follow me printing' (printing only when the person is onsite). All printing defaults to black and white double sided. Having support office staff work from home has also decreased demand. Due to an ordering issue, which has been rectified, there was a 28 per cent decrease in the use of non-recycled paper, from 100 per cent to 62 per cent, over the financial year.

Energy and fuel consumption

Total electricity and gas use has increased this year, although usage per FTE decreased. The increase is due to heating and cooling running 24/7 for COVID-19 management. Williams Landing is the only site that can generate its own electricity.

Water

Water use decreased this year – the lowest since 2016. Water readings for Williams Landing were estimated over the last nine months and understated actual use. This will be resolved at the next meter reading.

Waste

There was an increase in all waste streams, but total waste per FTE increased only slightly. Recycling dropped from 35 per cent to 31 per cent of total waste due to the cross-contamination of waste with recycling.

Transport

ESTA employees use three hybrid corporate vehicles for business travel. There was an increase in pool vehicle usage this year.

ESTA uses the state government's supplier for air and rail travel bookings. This travel is included in our environmental impact calculations. An increase from last year was inevitable given air travel has only just resumed. Most 2021–22 air travel was NSW Ambulance Service employees flying to Victoria to assist with call-taking.

Greenhouse gas emissions

Due mainly to COVID-19 restrictions, our greenhouse gas (GHG) emissions reduced from 5.7 to 4.8 tonne per FTE – their lowest level in more than a decade.

Table 24: ESTA's measures to reduce our environmental impact.

ENVIRONMENT	DESCRIPTION	UNIT OF MEASUREMENT	2021–22	2020–21
Paper				
	% recycled	0–49%	62%	100%
	Use per FTE	Reams per FTE	1.20	1.54
	Total use	Reams of A4	1,187	1,374
	Total GHG emissions	tCO₂e*	78.04	90.34
Energy (electricity & gas) purchased through state purchase contract				
	Use per FTE	MJ per FTE	20,160	20,423
	Use per m ² of office space	MJ per m ²	1,461	1,343
	Total use	MJ	19,876,167	18,268,311
	Total GHG emissions	tCO₂e	4,508	4,973
	Green power	% purchased	0	0
Onsite electricity generated by solar PV				
	Consumption behind the meter	MWh	24.50	NR ⁺
	Exported to grid	MWh	0	NR
	Installed generation capacity	MW	0.03	NR
Diesel for stationary equipment (generator)				
	Total fuel used in building or machinery	MJ	87,400	NR
	Total GHG emissions	tCO₂e	20	NR
Water				
	Consumption per FTE	kL per FTE	5.12	9.00
	Total consumption	kL	5,045	8,048
		kL per m2	0.37	0.59

* Tonnes CO₂ equivalent.

+ Not required for this reporting period.

Table 24: ESTA's measures to reduce our environmental impact (continued).

ENVIRONMENT	DESCRIPTION	UNIT OF MEASUREMENT	2021-22	2020-21
Waste				
	Generated per FTE	kg per FTE	98	94
	Total recycled	%	31	35
	Waste disposed of by destination (kg)			
	Landfill		96,584	83,785
	Commingled		13,296	12,668
	Organic		7,597	4,732
	Secure document		14,893	18,884
	Sanitary		308	275
	Cardboard/paper		12,799	12,655
	Total GHG emissions	tCO₂e	125.56	108.92
Transport				
	Fuel (petrol)	MJ	90,174	83,174
	Fuel (petrol)	L	2,047	2,432
	Operational km travelled	km	26,405	15,187
	Vehicle emissions	tCO ₂ e/1000 km	0.18	0.37
	Air travel km travelled	km	35,438	0
	Air travel emissions	tCO ₂ e/1000km	26.61	0
	Employees using sustainable transport to get to work	% of FTE	7.24	8.74
	Total travel GHG emissions	tCO₂e	26.79	0.37
GHG emissions				
	Total GHG emissions for FY	tCO₂e	4,757.97	5,082.33
	Total GHF emissions offset purchase	tCO ₂ e	0	0.00
	Total GHG emissions per FTE	tCO₂e	4.83	5.68
FTE				
	Total FTE count		986	895

PROCUREMENT

For most of 2021–22, ESTA operated under critical incident protocols and processes, responding to the surge in triple zero calls during the COVID-19 pandemic.

Support office staff (Corporate Services, ICT and Legal Services) have been working to strengthen ESTA's procurement policies and procedures and introduce a new contract management system. New processes support organisational change, aligning our services and ensuring compliance with Victorian Government Purchasing Board (VGPB) requirements. ESTA became a VGPB mandated agency on 1 July 2022.

Social procurement in practice

As a core business function, ESTA's procurement is aligned with the Victorian Government's Social Procurement Framework (SPF). This means suppliers are asked to demonstrate their level of commitment to social procurement, women's equality, diversity, safe and fair workplaces, and any other initiatives that may apply in their organisation. By aligning with the SPF, we will increase the non-monetary benefits of procuring goods, services and construction.

Sustainable procurement

Wherever possible, ESTA considers the environment when procuring goods and services. Tenderers must respond to the Environmentally Sustainable Business Practices Self-Assessment. The evaluation panel and procurement representative consider this response when choosing who to buy from.

Critical incident procurement

To maintain operations and service delivery during the pandemic, ESTA was required to undertake procurement activities within the critical incident protocols. During the year, a total value of \$2.94 million for goods and services were procured.

Projects commenced

This year ESTA commenced two Local Jobs First standard projects worth \$12.5 million in commercial value. Both were in metropolitan Melbourne – one with a commitment of 99 per cent and the other 95 per cent local content. Outcomes expected were:

- ▶ an average of 97 per cent local content commitment across both projects
- ▶ eight annualised employee equivalent (AEE) jobs committed, including the creation of seven new AEE jobs and the retention of one existing AEE job.

Projects completed

One Local Jobs First standard project was completed, worth \$4 million. The outcomes achieved against the Local Jobs First Policy were:

- ▶ 100 per cent local content
- ▶ creation of six new AEE jobs.

All projects

During 2021–22, three businesses applied to the Industry Capability Network for an LIDP to accompany a contract.

Grants

Nil.

FINANCIAL DISCLOSURES

Details of consultancies over \$10,000

In 2021–22, ESTA engaged 25 consultancies where fees payable was \$10,000 or greater. Total expenditure was \$2.5 million, excluding goods and services tax (GST). Details are in Table 25.

Table 25: Details of consultancies (valued at \$10,000 or greater).

CONSULTANT	PURPOSE OF CONSULTANCY	TOTAL APPROVED FEE (EX GST) \$000	EXPENDITURE 2021–22 (EX GST) \$000	FUTURE EXPENDITURE (EX GST) \$000
Circle T Industries Pty Ltd	Intranet services	16	16	–
Deloitte Touche Tohmatsu	Specialist ICT advice and support on SAP solution	865	634	232
Infinity Business Advisory (DT Infinity Solutions Pty Ltd)	Independent commercial advice	20	20	–
IPSEC Pty Ltd	Governance, risk and compliance review	22	22	–
Julius Roe	Independent governance support	16	10	–
Landers & Rogers Lawyers	Legal services	127	112	15
Logical Tech Biztalk.Net Pty Ltd	Specialist ICT and data consultancy services	108	56	17
Lucid Consulting Engineers (Vic) Pty Ltd	Specialised engineering services	145	123	22
Mercer Consulting (Australia) Pty Ltd	Independent advice on employee services	47	47	–
Mingara Australasia Pty Ltd	Technical advice and support for communications assets	309	132	–
Minter Ellison	Legal services	268	249	4
Nova Systems Australia Pty Ltd	Management consultancy services	88	26	26
Pinnacle Group Australia Pty Ltd	Independent advice and support for external review	113	113	–
Pixel Perfect Pty Ltd	Probity advice	55	55	–
PriceWaterhouse Coopers	Internal audit and assurance services	963	517	261

Table 25: Details of consultancies (valued at \$10,000 or greater) (continued).

CONSULTANT	PURPOSE OF CONSULTANCY	TOTAL APPROVED FEE (EX GST) \$000	EXPENDITURE 2021-22 (EX GST) \$000	FUTURE EXPENDITURE (EX GST) \$000
Quantum Market Research (Aust) Pty Ltd	ESTA recruitment campaign	40	40	–
Regcentric Pty Ltd	Independent data and risk consultancy services	30	12	–
Richard Hobson	Legal services	50	19	4
Six O'clock Advisory Pty Ltd	Development of mental health strategic communication framework	38	37	2
Stephen Fontana	Independent review of critical infrastructure outages	22	22	0
Victorian Government Solicitor	Legal services	335	194	96
Wallis Consulting Group Pty Ltd	Quality assurance and review services	135	26	30
Total		3,814	2,484	707

Details of consultancies under \$10,000

ESTA engaged six consultancies where fees payable were less than \$10,000. Total expenditure before GST was \$38,000.

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

CONSULTANT	PURPOSE OF CONSULTANCY	TOTAL APPROVED FEE (EX GST) \$000	EXPENDITURE 2021-22 (EX GST) \$000	FUTURE EXPENDITURE (EX GST) \$000
ADP Employer Services	Payroll data integration	9	5	–
Biruu Pty Ltd	Independent commercial advice	9	9	–
Corpvote Pty Ltd	Independent support for enterprise agreement voting process	3	3	–
Cushman & Wakefield	Independent commercial advice	6	6	–
Scientific Services Pty Ltd	Independent acoustics assessment	10	9	–
Wisely Trust T/as Wise Workplace Solutions	Independent workplace relations support	11	5	6
Total		48	38	7

ICT expenditure

In 2021–22, ESTA spent \$154.8 million on ICT, as shown in Table 27 below.

ICT expenditure refers to the cost of providing business-enabling ICT services within the current reporting period. It includes spending on:

- ▶ business as usual (BAU) – primarily relates to ongoing activities to operate and maintain current ICT capability
- ▶ non-business as usual (non-BAU) – extending or enhancing ESTA's ICT capabilities.

Table 27: ICT expenditure.

ALL OPERATIONAL ICT EXPENDITURE	EXPENDITURE RELATED TO PROJECTS TO CREATE OR ENHANCE ICT CAPABILITIES		
BAU ICT \$000	NON-BAU ICT \$000	OPERATIONAL \$000	CAPITAL \$000
137,538	17,299	7,312	9,987

Advertising expenditure

In 2021–22, there was one ESTA advertising campaign with a total media spend of \$100,000 or greater, excluding GST.

Table 28: Advertising expenditure, 2021–22.

CAMPAIGN	EXPENDITURE
New ESTA recruits (1 March–30 June 2022)	
Advertising	506,000
Creative (design/development)	357,000
Print and collateral	46,000
Total 2021–22	909,000

FREEDOM OF INFORMATION

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

The designated person for the purpose of the FOI Act was the ESTA General Counsel and Board Secretary.

People wanting access to ESTA documentation under the FOI Act should submit the online form at:

<http://www.esta.vic.gov.au/freedom-information-act>

Or write to:

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

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

ESTA responded to 46 FOI requests in 2021–22 compared to 47 FOI requests in 2020–21.

Disclosure of information under the FOI Act

The FOI Act allows disclosure of information, otherwise considered to be confidential under that Act, if written authority is received from the Minister or the person to whom the information relates.

ESTA relies on Ministerial Authorisations which, in certain circumstances, allow ESTA to release triple zero call audio and other associated information for the purposes of:

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

Statutory information

ESTA reports on specific activities undertaken during the year, in line with reporting requirements.

Publications

ESTA maintained a public website and published information via Facebook, Twitter, LinkedIn and Instagram throughout the year. An annual report for 2020–21 was published and presented to Parliament. ESTA also produced and distributed a summary of its Corporate Plan and internal employee publications.

Public Interest Disclosure Act 2012 (Vic) and Independent Broad-based Anti-corruption Commission

ESTA is not a public sector body prescribed under the *Public Interest Disclosure Act 2012* (PIDA) to receive a public interest disclosure. Disclosures about ESTA, its employees, officers or members should be made directly to Independent Broad-based Anti-corruption Commission (IBAC).

Address: IBAC
GPO Box 24234
Melbourne VIC 3001

Website: www.ibac.vic.gov.au

Phone: 1300 735 135

Attestation

Attestation for financial management compliance with Standing Direction 5.1.4

Emergency Services Telecommunications Authority Financial Management Compliance Attestation Statement

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

Flavia Gobbo
Chair

Financial performance and financial statements

FINANCIAL PERFORMANCE

ESTA's commitment to strong financial governance and significant additional investment from government has seen its financial position continue to improve in 2021–22. This has strengthened ESTA's capacity to provide critical community services. In 2021–22 ESTA:

- ▶ continued to work with government to support an immediate uplift in capacity to address triple zero COVID-19 related demand
- ▶ maintained financial and prudent liquidity performance; ensuring ESTA can continue to meet future commitments and provide for investment in strategic initiatives to meet its long-term vision
- ▶ continued to administer critical managed services for operational communications, on behalf of the state and agencies.

Financial results

2021–22 saw a moderate net surplus of \$2.1 million, \$2.4 million lower than the \$4.5 million surplus in 2020–21. This net result was due to increased government funding to support an immediate capacity uplift to address triple zero COVID-19 demand, and higher funding for operational communications services.

The higher funding is partially offset by a corresponding cost increase, mainly for capacity uplift-related employee expenses and other operating costs, and increased depreciation and amortisation costs related to operational communications assets held on behalf of the state (see Table 29).

ESTA's net assets grew \$2.1 million to \$112.5 million at 30 June 2022 (up from \$110.4 million as at 30 June 2021), reflecting the positive operating result and lower operational communications services contingency.

ESTA's Annual Report includes the financial statements for 2021–22. The organisation's consolidated net result reflects a combination of its three major service lines:

- ▶ CTD – emergency and non-emergency CTD operations and related support functions
- ▶ operational communications – state service contracts managed by ESTA on behalf of DJCS
- ▶ projects – agency requested works that are recovered on a fee-for-service basis.

Table 29: Net result by service line.*

SERVICE LINE	2021–22 \$000	2020–21 \$000	2019–20 \$000
CTD operations and corporate overheads	4,634	(1,606)	1,125
Operational communications	(2,281)	3,159	7,374
Projects (fee for service)	(263)	2,900	474
Total net result	2,090	4,453	8,973

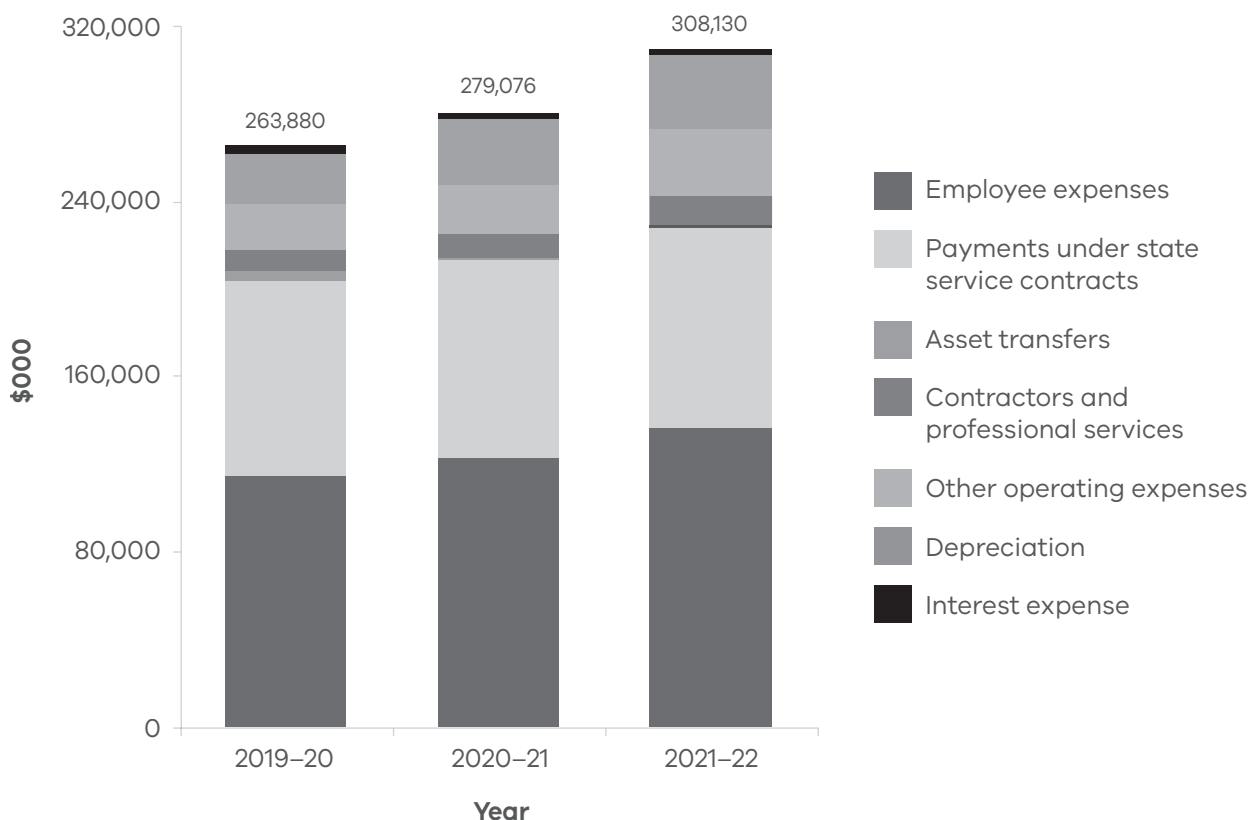
* The basis of identifying the service line is consistent with the presentation in the notes to the financial statements (see Note 8.2.1).

Total expenses in 2021–22 were \$308.1 million and comprised mainly employee expenses and operational communications costs. During the current reporting period, expenditure increased to support additional government funding for an uplift in capacity to address increased triple zero COVID-19 related demand. The increase in total expenses were associated with:

- ▶ employing more CTD employees
- ▶ increased IT and communication operating costs
- ▶ replacing desktop computers to increase CTD capacity.

The main reason behind increased depreciation expenses was the capitalisation of operational communications assets held on behalf of the state. ESTA's underlying cost base is subject to significant year-on-year fluctuations in relation to the accounting of state service contracts.

Figure 3: Total expenses.



Cash and liquidity

ESTA's total cash position as at 30 June 2022 was \$87.1 million – a \$3.6 million increase from 30 June 2021.

Cash held for state service contract commitments has decreased mainly due to contingency funds being used for unplanned works and blackspot remediation capital works still to be spent.

ESTA's cash balance for committed projects decreased due to a drop in expenditure. Unspent funding provided in 2020–21 for system improvements will enable investment to continue into the next reporting period to improved CTD services. With funding provided in 2020–21 and investment to continue into the next reporting period, the CAD system expenditure incurred in 2021–22 was used to improve CTD services.

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

- ▶ a surplus CTD operating result
- ▶ timing of expenses spend
- ▶ increased government funding for immediate capability uplift
- ▶ lower capital spending.

ESTA maintains the CTD cash balance at prudent levels to enable investment in infrastructure upgrades, people, processes and technology, as required.

Table 30: Cash balance and liquidity.

	(\$MILLION)		
30 JUNE	2022	2021	2020
State service contracts and committed government project funding	28.5	33.4	38.5
ESTA's committed projects	8.7	10.3	1.7
CTD	49.9	39.8	35.1
Cash balance	87.1	83.5	75.3
Number of weeks of cash (CTD)	16.6	13.3	11.7

FINANCIAL STATEMENTS

Declaration in the financial statements

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

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2022 and financial position of the Emergency Services Telecommunications Authority at 30 June 2022.

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

We authorise the attached financial statements for issue on 10 October 2022.



Flavia Gobbo
Chair
Melbourne
10 October 2022



Stephen Leane
Chief Executive Officer
Melbourne
10 October 2022



Jim Strilakos
Chief Financial Officer
Melbourne
10 October 2022

COMPREHENSIVE OPERATING STATEMENT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022	NOTE	2022 \$'000	2021 \$'000
Revenue and income from transactions			
Revenue	2.1	309,794	277,656
Fair value of assets received free of charge	2.1.2		4,844
Total revenue and income from transactions		309,794	282,501
Expenses from transactions			
Employee expenses	3.1.1	136,065	121,900
Depreciation and amortisation	4.4	34,156	30,510
Payments under state service contracts		90,401	90,174
Contractors and professional services		14,542	10,428
Other operating expenses	3.2	30,488	22,128
Interest expense	6.1.1	2,307	2,710
Fair value of assets transferred free of charge	3.3	171	1,226
Total expenses from transactions		308,130	279,076
Net result from transactions (net operating balance)		1,664	3,425
Other economic flows included in net result			
Net gain/(loss) on non-financial assets		(169)	13
Other gains/(losses) from other economic flows		595	1,015
Total other economic flows included in net result		426	1,028
Net result		2,090	4,453
Comprehensive result		2,090	4,453

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

BALANCE SHEET

AS AT 30 JUNE 2022	NOTE	2022 \$000	2021 \$000
Assets			
Financial assets			
Cash and deposits	6.3.1	87,057	83,455
Receivables	5.1	17,129	10,501
Total financial assets		104,186	93,956
Non-financial assets			
Prepayments		4,419	6,265
Property, plant and equipment	4.1	53,442	54,931
Intangible assets	4.2	4,816	5,016
Right-of-use assets	4.3	65,840	81,528
Total non-financial assets		128,517	147,740
Total assets		232,703	241,696
Liabilities			
Payables	5.2	21,930	19,867
Lease liabilities	6.1	70,307	85,311
Employee benefit provisions	3.1.2	24,940	23,787
Other provisions		3,008	2,303
Total liabilities		120,185	131,268
Net assets		112,518	110,428
Equity			
Accumulated surplus/(deficit)		(15,356)	(18,299)
Contributed capital		113,142	113,142
Contract contingency reserve		14,732	15,585
Net worth		112,518	110,428

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

CASH FLOW STATEMENT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022	NOTE	2022 \$000	2021 \$000
Cash flows from operating activities			
Receipts			
Grants		68,879	67,537
Receipts from customers		251,312	234,078
Interest received		316	286
Total receipts		320,507	301,901
Payments			
Payments to suppliers and employees		(284,642)	(265,762)
GST paid to the Australian Taxation Office (ATO)		(1,018)	(1,350)
Total payments		(285,660)	(267,112)
Net cash flows from/(used in) operating activities	6.3.2	34,847	34,789
Cash flows from investing activities			
Purchases of non-financial assets		(11,227)	(13,084)
Net cash flows from/(used in) investing activities		(11,227)	(13,084)
Cash flows from financing activities			
Repayment of lease liabilities		(20,018)	(24,014)
Owner contributions by state government – appropriation for capital expenditure purposes		–	10,448
Net cash flows from/(used in) financing activities		(20,018)	(13,566)
Net increase/(decrease) in cash and cash equivalents		3,602	8,139
Cash and cash equivalents at the beginning of the financial year		83,455	75,316
Cash and cash equivalents at the end of the financial year	6.3.1	87,057	83,455

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

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022	NOTE	ACCUMULATED SURPLUS /(DEFICIT) \$000	CONTRIBUTED CAPITAL \$000	CONTRACT CONTINGENCY RESERVE \$000	TOTAL \$000
Balance at 1 July 2020		(27,709)	102,694	20,542	95,527
Net result for the year		4,453	–	–	4,453
Capital appropriations	8.7.1	–	10,448	–	10,448
Transfer to/from contract contingency reserve	8.1	4,957	–	(4,957)	–
Balance at 30 June 2021		(18,299)	113,142	15,585	110,428
Balance at 1 July 2021		(18,299)	113,142	15,585	110,428
Net result for the year		2,090	–	–	2,090
Capital appropriations		–	–	–	–
Transfer to/from contract contingency reserve	8.1	853	–	(853)	–
Balance at 30 June 2022		(15,356)	113,142	14,732	112,518

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. About this report

ESTA is a statutory authority created by the ESTA Act and commenced operations on 1 July 2005.

ESTA's principal address is:

33 Lakeside Drive
Burwood East VIC 3151

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

Structure

- 1.1 Basis of preparation
- 1.2 Compliance information

1.1 Basis of preparation

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

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

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

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

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

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

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

The accounting policies set out below have been applied in preparing the statements for the year ended 30 June 2022 and the comparative information presented for the year ended 30 June 2021.

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

All amounts in the financial statements have been rounded to the nearest \$1,000 unless otherwise stated. Figures in the financial statements may not equate due to rounding.

Coronavirus (COVID-19) impact

ESTA's operations have continued as per normal in the COVID-19 world environment. Given how COVID-19 and its impacts are now embedded into ESTA's normal operations, and larger operating environment, only limited COVID-19 specific disclosures are made throughout this report. Despite no specific disclosures being made, the impacts of and responses to COVID-19 continue to be factored in as part of normal business operations, including financial budgeting, cash flow forecasting and financial risk analyses.

Capability and Service Review

This report was commissioned to better understand ESTA's functions and challenges, and to provide advice to government on how to improve service delivery and ensure a sustainable future for ESTA. Government has accepted in principle all recommendations from the report, which may result in the renaming and rebranding of ESTA to Triple Zero (000) Victoria, modifications to its form and structure, and changes to its reporting and governance arrangements.

Consultation on the nature and timing of any changes has commenced, with announcements expected from government in 2022–23. As the nature and extent of any changes remain unknown, the 2021–22 accounts have been prepared on a basis consistent with that of 2020–21.

1.2 Compliance information

These general purpose financial statements have been prepared in accordance with the FMA and applicable AAS, which include Interpretations, issued by the AASB. In particular, they are presented in a manner consistent with the requirements of the AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

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

2. Funding of our services

ESTA is predominantly funded by service charges levied upon the ESOs. These charges are approved annually by the Minister for Emergency Services.

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

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

Structure

2.1 Revenue and income from transactions

2.1 Revenue and income from transactions

	NOTE	2022 \$000	2021 \$000
CTD services revenue	2.1.1	161,767	136,089
Project revenue	2.1.1	17,812	12,30
State service contracts revenue	2.1.1	124,362	122,366
Other operating revenue	2.1.1	5,536	6,609
Fair value of assets received free of charge	2.1.1, 2.1.2	–	4,844
Interest on deposits		316	286
Total revenue and income from transactions		309,794	282,501

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

	2022 \$000	2021 \$000
Sale of services	240,598	209,834
Grants	68,879	67,537
Fair value of assets received free of charge	–	4,844
Interest on deposits	316	286
Total revenue and income from transactions	309,794	282,501

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

CTD revenue

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

Project revenue

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

State service contracts revenue

State service contracts revenue is recognised upon completion and delivery of EAS, MDN, MMR, RMR and MDS services to ESOs. ESTA is responsible for providing telecommunication services over time and revenue is recognised as services are delivered.

Other operating revenue

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

Interest on deposits

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

Sale of services

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

Performance obligations and revenue recognition policies

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

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

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

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

Grants

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

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when ESTA has an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the cash, ESTA recognises grant revenue in accordance with AASB 1058 *Income of Not-for-Profit Entities*.

2.1.2 Fair value of assets received free of charge

	2022 \$000	2021 \$000
Assets		
Communications equipment (including right-of-use assets)	–	4,844
Total fair value of assets received free of charge	–	4,844

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

Nil MDS assets were received free of charge from DJCS in 2022. (2021: \$4.8 million).

3. The cost of delivering services

Introduction

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

Structure

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

3.1 Expenses incurred in the delivery of services

	NOTE	2022 \$000	2021 \$000
Employee expenses	3.1.1	136,065	121,900
Payments under state service contracts		90,401	90,174
Contractors and professional services		14,542	10,428
Other operating expenses	3.2	30,488	22,128
Fair value of assets transferred free of charge	3.3	171	1,226
Total expenses incurred in the delivery of services		271,669	245,856

3.1.1 Employee expenses in the comprehensive operating statement

	NOTE	2022 \$000	2021 \$000
Defined contribution superannuation expense	3.1.3	10,580	9,255
Termination benefits		633	555
Salaries and wages, annual leave and long service leave (LSL)		124,853	112,090
Total employee expenses		136,065	121,900

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

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

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

3.1.2 Employee benefits in the balance sheet

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

Employee expenses and provision for outstanding employee benefits

	2022 \$000	2021 \$000
Current		
Annual leave and time in lieu		
Unconditional and expected to be settled within 12 months	7,254	6,468
Unconditional and expected to be settled after 12 months	1,985	1,705
Long service leave		
Unconditional and expected to be settled within 12 months	1,690	1,640
Unconditional and expected to be settled after 12 months ⁽ⁱ⁾	9,208	9,210
On-costs		
Unconditional and expected to be settled within 12 months	1,134	1,204
Unconditional and expected to be settled after 12 months ⁽ⁱ⁾	1,921	1,692
Total current employee benefits and on-costs	23,193	21,919
Non-current		
Conditional LSL ⁽ⁱ⁾	1,491	1,615
On-costs ⁽ⁱ⁾	256	253
Total non-current provisions	1,747	1,868
Total provisions for employee benefits	24,940	23,787

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

Reconciliation of movement in on-costs provision

	2022 \$000
Opening balance	3,149
Additional provisions recognised	1,939
Additions due to transfer in	61
Reductions arising from payments/other sacrifices of future economic benefits	(1,749)
Unwind of discount and effect of changes in the discount rate	(87)
Reduction due to transfer out	(1)
Closing balance	3,312
Current	3,056
Non-current	256

Wages and salaries, annual leave and time in lieu

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

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

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

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

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

Long service leave

Liability for LSL is recognised in the provision for employee benefits.

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

The components of current LSL liability are measured at:

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

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

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

3.1.3 Superannuation expenses

All ESTA employees are entitled to benefits under accumulation funds. Employees are covered under Vic Super, Australian Super or another superannuation scheme. Employees have the opportunity to make personal contributions to the funds at a self-nominated rate or amount. The employer contributions to the fund, pursuant to the Superannuation Guarantee Charge, was 10 per cent for the period 1 July 2021 and 30 June 2022.

	2022 \$000	2021 \$000
Employer contributions		
Australian Super	1,286	1,074
Vic Super	6,513	5,918
Other superannuation funds	2,657	2,237
Total employer contributions	10,456	9,229
Outstanding contributions	124	26
Total	10,580	9,255

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

3.2 Other operating expenses

	2022 \$000	2021 \$000
Staff costs other	2,542	2,151
Communications	5,241	4,383
Information technology and infrastructure	12,618	10,752
Outgoings and utilities	3,395	2,876
Lease rental expenses – operating lease payments		
Low-value lease assets	72	70
Office equipment	3,874	570
Travel and accommodation	703	73
Stationery	619	123
Finance and insurance costs	712	513
Audit services	502	552
Other	210	65
Total other operating expenses	30,488	22,128

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

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

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

Audit fees of \$36,200 in 2022 (\$35,400 in 2021) were paid or payable to the Victorian Auditor-General's Office (VAGO) for the audit of the Annual Financial Report of ESTA.

COVID-19

ESTA implemented a number of measures to address risks associated with COVID-19 during 2020–21 and 2021–22. These have resulted in additional costs which form part of employee expenses, other operating expenses and property, plant and equipment.

	2022 \$000	2021 \$000
24/7 cleaning and cleaning supplies	1,305	964
24/7 thermal screening	57	709
Dedicated staff on COVID-19 response	296	70
Special leave and work from home allowances	725	345
IT and office equipment, licenses, support, contractors and professional services	1,358	291
Other	23	27
Total COVID-19 related expenditure	3,764	2,406
Accommodation social distancing works	–	722
Thermal body temperature detection system	–	118
Total COVID-19 related capital expenditure	–	840
Total	3,764	3,246

3.3 Fair value of assets transferred free of charge

	2022 \$000	2021 \$000
Fair value of EAS assets transferred free of charge	171	1,226
Total fair value of assets transferred free of charge	171	1,226

Under the EAS Operate and Maintain contract that commenced in November 2012 (previously under a Public Private Partnership contract), the State of Victoria (the State) now owns the assets. ESTA funded the construction of EAS assets during 2022 and 2021. This was transferred to DJCS as assets given free of charge. The transaction aligns to DJCS' treatment of free of charge transfers.

4. Key assets available to support activities

Introduction

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

Structure

- 4.1 Property, plant and equipment
- 4.2 Intangible assets
- 4.3 Right-of-use assets
- 4.4 Depreciation, amortisation and impairment

4.1 Property, plant and equipment

	GROSS CARRYING AMOUNT \$000	ACCUMULATED DEPRECIATION \$000	NET CARRYING AMOUNT \$000
2022			
Computers and communications equipment at fair value	116,626	(85,712)	30,914
Plant and equipment at fair value	1,651	(424)	1,227
Leasehold improvements at fair value	37,291	(19,114)	18,177
Capital works in progress at cost	3,124	–	3,124
Total property, plant and equipment	158,691	(105,250)	53,442
2021			
Computers and communications equipment at fair value	110,843	(78,249)	32,594
Plant and equipment at fair value	1,582	(266)	1,316
Leasehold improvements at fair value	36,506	(18,082)	18,425
Capital works in progress at cost	2,596	–	2,596
Total property, plant and equipment	151,527	(96,596)	54,931

Initial recognition

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

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

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

Subsequent measurement

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

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

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

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

	COMPUTERS AND COMMS EQUIPMENT AT FAIR VALUE \$000	PLANT AND EQUIPMENT AT FAIR VALUE \$000	LEASEHOLD IMPROVEMENTS AT FAIR VALUE \$000	CAPITAL WORK IN PROGRESS AT COST \$000	TOTAL \$000
2022					
Opening balance	32,594	1,315	18,425	2,586	54,920
Additions	–	–	–	11,609	11,609
Assets constructed on behalf of DJCS ⁽ⁱ⁾	–	–	–	171	171
Assets transferred to DJCS free of charge ⁽ⁱ⁾	–	–	–	(171)	(171)
Depreciation /amortisation expense	(9,888)	(158)	(2,008)	–	(12,055)
Disposal	–	–	(241)	–	(241)
Transfer to expense	–	–	–	–	–
Capitalisation of intangible assets	–	–	–	(792)	(792)
Capitalisation of works in progress	8,208	70	2,001	(10,279)	–
Closing balance	30,914	1,227	18,177	3,124	53,442
2021					
Opening balance	17,661	185	20,143	13,229	51,218
Additions	4,874	–	–	20,165	25,040
Assets constructed on behalf of DJCS ⁽ⁱ⁾	–	–	–	1,226	1,226
Assets transferred to DJCS free of charge ⁽ⁱ⁾	–	–	–	(1,226)	(1,226)
Depreciation /amortisation expense	(7,460)	(141)	(1,909)	–	(9,511)
Disposal	–	–	(615)	–	(615)
Transfer to expense	–	–	–	(6,426)	(6,426)
Capitalisation of intangible assets	–	–	–	(4,784)	(4,784)
Capitalisation of works in progress	17,520	1,272	806	(19,598)	–
Closing balance	32,594	1,315	18,425	2,586	54,921

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

4.2 Intangible assets

	CAD SOFTWARE		OTHER SOFTWARE		TOTAL	
	2022	2021	2022	2021	2022	2021
	\$000	\$000	\$000	\$000	\$000	\$000
Gross carrying amount						
Opening balance	9,553	5,200	19,550	19,119	29,103	24,319
Additions	373	4,353	419	431	792	4,784
Closing balance	9,926	9,553	19,969	19,550	29,895	29,103
Accumulated amortisation and impairment						
Opening balance	(5,490)	(5,200)	(18,597)	(18,332)	(24,087)	(23,532)
Amortisation	(556)	(290)	(437)	(265)	(993)	(555)
Closing balance	(6,046)	(5,490)	(19,034)	(18,597)	(25,079)	(24,087)
Net carrying amount	3,880	4,063	935	953	4,816	5,016

Initial recognition

Purchased intangible assets are initially recognised at cost. When the recognition criteria in AASB 138 *Intangible Assets* is met, internally generated intangible assets are recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Depreciation and amortisation begins when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

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

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

Subsequent measurement

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

Significant intangible assets

ESTA has capitalised the CAD software. The net carrying amount of the software is \$3.9 million (2021: \$4.1 million). Its useful life is nine years. It was upgraded in 2021 and 2022.

4.3 Right-of-use assets

	GROSS CARRYING AMOUNT \$000	ACCUMULATED DEPRECIATION \$000	NET CARRYING AMOUNT \$000
2022			
Buildings at fair value	77,513	(36,761)	40,752
Computers and communications equipment at fair value	47,569	(22,611)	24,959
Motor vehicles at fair value	167	(38)	130
Total	125,249	(59,409)	65,840
2021			
Buildings at fair value	75,515	(24,174)	51,341
Computers and communications equipment at fair value	44,186	(14,117)	30,069
Motor vehicles at fair value	137	(19)	118
Total	119,838	(38,310)	81,528

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

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

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

Right-of-use asset – subsequent measurement

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

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

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

4.4 Depreciation, amortisation and impairment

4.4.1 Depreciation and amortisation expense by asset class

	2022 \$000	2021 \$000
Buildings (including right-of-use assets)	12,587	12,790
Computers and communications equipment (including right-of-use assets)	18,506	15,089
Motor vehicles (including right-of-use assets)	28	26
Plant and equipment	158	141
Leasehold improvements	2,008	1,909
Intangible assets	869	555
Total depreciation and amortisation	34,156	30,510

All property, plant and equipment, intangible assets and right-of-use assets that have finite useful lives are depreciated. Leasehold improvements are depreciated over the shorter of the remaining term of the lease or the estimated useful life of the improvements using the straight-line method.

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

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

ASSET	USEFUL LIFE (YEARS)
Buildings (including right-of-use assets)	1–15 ⁽ⁱ⁾
Computers and communications equipment (including right-of-use assets)	2–7 ⁽ⁱ⁾
Motor vehicles (including right-of-use assets)	1–3
Plant and equipment	5–10
Leasehold improvements	5–10
Intangible assets	3–9

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

4.4.2 Impairment

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

5. Other assets and liabilities

Introduction

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

Structure

5.1 Receivables

5.2 Payables

5.1 Receivables

	2022 \$000	2021 \$000
Contractual		
Services	10,072	3,027
Other receivables	5,095	5,450
	15,167	8,477
Statutory		
GST input tax credit recoverable	1,962	2,024
	1,962	2,024
Total receivables	17,129	10,501
Represented by:		
Current receivables	17,129	10,501
Non-current receivables	–	–

Receivables comprise almost exclusively amounts due from Victorian Government agencies.

Receivables consist of:

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

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

ESTA's impairment policies, its exposure to credit risk and the calculation of the loss allowance are set out in Note 71.3.

5.2 Payables

	2022 \$000	2021 \$000
Contractual		
Supplies and services	3,079	3,783
Unearned income	324	29
Accrued expenses	16,383	13,986
	19,786	17,798
Statutory		
Payroll tax payable	789	580
GST payable	1,355	1,489
	2,144	2,069
Total payables	21,930	19,867
Represented by:		
Current payables	21,930	19,867
Non-current payables	–	–

Payables consist of:

- Contractual payables, such as accounts payable and unearned income. Contractual payables are classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to ESTA prior to the end of the financial year that are unpaid, and arise when ESTA becomes obliged to make future payments in respect of the purchase of those goods and services. All contractual payables are due to be paid within one month of 30 June 2022.
- Statutory payables, such as GST and fringe benefits tax payable. Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost because they do not arise from contracts.

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

6. How we financed our operations

Introduction

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

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

Structure

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

6.1 Lease liabilities

	2022 \$000	2021 \$000
Current lease liabilities		
Lease liabilities ⁽ⁱ⁾		
– Right-of-use lease liability	18,859	19,737
Total current lease liabilities	18,859	19,737
Non-current lease liabilities		
Lease liabilities ⁽ⁱ⁾		
– Right-of-use lease liability	51,448	65,574
Total non-current lease liabilities	51,448	65,574
Total lease liabilities	70,307	85,311

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

Lease liabilities are interest bearing liabilities arising from lease of assets.

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

Interest bearing lease liabilities are initially recognised at the fair value of the consideration received less directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

6.1.1 Maturity analysis of lease liabilities

	CARRYING AMOUNT \$000	NOMINAL AMOUNT \$000	LESS THAN 1 MONTH \$000	MATURITY DATES			
				1-3 MONTHS \$000	3 MONTHS – 1 YEAR \$000	1-5 YEARS \$000	5+ YEARS \$000
2022							
Lease liabilities	70,307	70,307	2,079	3,087	13,484	38,463	13,194
Total	70,307	70,307	2,079	3,087	13,484	38,463	13,194
2021							
Lease liabilities	85,311	85,311	2,009	2,897	14,831	50,823	14,751
Total	85,311	85,311	2,009	2,897	14,831	50,823	14,751

6.2 Leases

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

ESTA's leasing activities

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

ESTA received MDS assets from DJCS in October 2020 of \$2.9 million. The associated right-of-use asset of \$2.9 million has been recognised in Note 4.3.

Leases at significantly below-market terms and conditions

ESTA leases state-owned sites throughout Victoria to facilitate EAS paging coverage. The lease contract specifies lease payments of \$1 per annum. The leased sites must be used by ESTA to provide emergency services telecommunication. The right-of-use assets associated with these leases are initially and subsequently measured at cost.

6.2.1 Right-of-use assets

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

6.2.2 Amounts recognised in the comprehensive operating statement

The following amounts are recognised in the comprehensive operating statement relating to leases:

	2022 \$000	2021 \$000
Interest expense on lease liabilities	2,307	2,710
Expenses relating to leases of low-value assets	72	70
Total amount recognised in the comprehensive operating statement	2,379	2,780

Interest expense includes costs incurred in connection with the lease of assets and includes the interest component of lease repayments. Interest expenses are recognised in the period in which it is incurred.

6.2.3 Amounts recognised in the statement of cash flows

The following amounts are recognised in the statement of cash flows for the year ended 30 June 2022 relating to leases:

	2022 \$000	2021 \$000
Total cash outflow for leases	(20,018)	(24,014)

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

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

This policy is applied to contracts entered into, or changed on or after 1 July 2019.

Separation of lease and non-lease components

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

Recognition and measurement of leases as a lessee

Lease liability – initial measurement

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

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

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

Lease liability – subsequent measurement

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

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

Short-term leases and leases of low-value assets

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

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

At 30 June 2022, ESTA did not have any short-term lease commitments.

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

	MINIMUM FUTURE LEASE PAYMENTS		PRESENT VALUE OF MINIMUM FUTURE LEASE PAYMENTS	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000
Other lease liabilities payable⁽ⁱ⁾				
Not longer than 1 year	20,473	21,915	18,650	19,737
Longer than 1 year but not longer than 5 years	41,247	54,616	38,463	50,823
Longer than 5 years	14,564	16,482	13,194	14,751
Minimum lease payments	76,284	93,013	70,307	85,311
Less future finance charges	(5,977)	(7,702)	–	–
Present value of minimum lease payments	70,307	85,311	70,307	85,311
Included in the financial statements as:				
Current lease liabilities (Note 6.1)			18,859	19,737
Non-current lease liabilities (Note 6.1)			51,448	65,574
Total			70,307	85,311

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

6.3 Cash flow information and balances

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

6.3.1 Reconciliation of cash and cash equivalents

	2022 \$000	2021 \$000
Cash and deposits	87,057	83,455
Balance as per cash flow statement⁽ⁱ⁾	87,057	83,455

(i) Balance as per cash flow statement include:

- Provisions held for employee entitlements and funds held for specific funded projects.
- Short-term investments include non-discretionary funds held for third parties. These are funds held in contingency reserves for the state managed contracts: EAS, MDN, MDS, MMR and RMR. The funds in reserves are quarantined specifically for the purpose under which these reserves has been established for state managed contracts. The balance of these reserves at 30 June 2022 is \$14.73 million (\$15.59 million in 2021).

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

	2022 \$000	2021 \$000
Net result for the period	2,090	4,453
Non-cash movements:		
Depreciation and amortisation	34,156	30,510
(Gain)/loss on sale or disposal of non-current assets	169	(13)
Movements in assets and liabilities:		
Decrease (increase) in receivables	(6,628)	2,620
Decrease (increase) in prepayments	1,845	925
Increase (decrease) in payables	1,767	(4,345)
Increase (decrease) in unearned income	296	(9)
Increase (decrease) in provisions	1,153	648
Net cash flows from/(used in) operating activities	34,847	34,789

6.4 Commitments for expenditure

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

6.4.1 Total commitments

	2022 \$000	2021 \$000
(a) Capital expenditure commitments		
Total capital expenditure contracted for the purchase and implementation of infrastructure at balance date but not provided for in the accounts.		
Not longer than 1 year	1,473	814
	1,473	814
(b) Software licence and services commitments⁽ⁱ⁾		
A commitment exists in relation to software licensing with various vendors and the software licensing and support agreement for CTD held with Intergraph Corporation Pty Ltd.		
Not longer than 1 year	6,629	4,054
Longer than 1 year and not longer than 5 years	262	982
	6,891	5,036
(c) State-managed operation and service commitments⁽ⁱⁱ⁾		
Not longer than 1 year	74,664	78,888
Longer than 1 year and not longer than 5 years	173,324	241,778
Longer than 5 years	–	621
	247,988	321,287
(d) Operate and maintain contract commitments⁽ⁱⁱⁱ⁾		
Not longer than 1 year	4,214	11,762
Longer than 1 year and not longer than 5 years	–	4,214
	4,214	15,976
(e) Other expenditure commitments		
Not longer than 1 year	2,476	1,690
Longer than 1 year and not longer than 5 years	1,928	2
	4,404	1,692
Total commitments for expenditure (exclusive of GST)	264,970	344,805
Plus GST recoverable from the ATO	26,497	34,481
Total commitments for expenditure (inclusive of GST)	291,467	379,286

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

(ii) This expenditure relates to ESTA's management of the state's emergency services operational communications network (MMR, RMR, MDN and MDS), which is provided by Motorola Solutions Australia Pty Ltd and Telstra Corporation Limited. This is offset by equivalent amounts in revenue received from DJCS and ESOs such as AV, VP, FRV, CFA and VICSES.

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

7. Risks, contingencies and valuation judgements

Introduction

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

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

Structure

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

7.1 Financial instruments

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

Categories of financial assets

Financial assets at amortised cost

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

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

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

ESTA recognises the following assets in this category:

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

Categories of financial liabilities

Financial liabilities at amortised cost

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

- payables (excluding statutory payables)
- lease liabilities.

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

7.1.1 Categorisation of financial instruments

	CASH AND DEPOSITS \$000	FINANCIAL ASSETS AT AMORTISED COST \$000	FINANCIAL LIABILITIES AT AMORTISED COST \$000	TOTAL \$000
2022				
Contractual financial assets				
Cash and deposits	87,057	–	–	87,057
Receivables ⁽ⁱ⁾				
Services	–	10,072	–	10,072
Other	–	5,095	–	5,095
Total contractual financial assets	87,057	15,167	–	102,224
Contractual financial liabilities				
Payables ⁽ⁱ⁾				
Supplies and services	–	–	3,079	3,079
Accruals	–	–	16,383	16,383
Lease liabilities	–	–	70,307	70,307
Total contractual financial liabilities	–	–	89,769	89,769
2021				
Contractual financial assets				
Cash and deposits	83,455	–	–	83,455
Receivables ⁽ⁱ⁾				
Services	–	3,027	–	3,027
Other	–	5,450	–	5,450
Total contractual financial assets	83,455	8,477	–	91,932
Contractual financial liabilities				
Payables ⁽ⁱ⁾				
Supplies and services	–	–	3,783	3,783
Accruals	–	–	13,986	13,986
Lease liabilities	–	–	85,311	85,311
Total contractual financial liabilities	–	–	103,080	103,080

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

7.1.2 Financial risk management

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

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability are disclosed in related sections throughout this financial report.

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

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

7.1.3 Credit risk

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

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

In addition, ESTA does not engage in hedging for its contractual financial assets and ESTA's policy is to only deal with banks with credit ratings higher than AA-.

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

Currently ESTA does not hold any collateral as security nor credit enhancements relating to any of its financial assets. There has been no material change to ESTA's credit risk profile in 2021–22.

Credit quality of financial assets

	FINANCIAL INSTITUTIONS (AA- CREDIT RATING) \$000	GOVERNMENT AGENCIES (AAA CREDIT RATING) \$000	OTHER \$000	TOTAL \$000
2022				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	87,055	–	2	87,057
Contractual receivables	–	12,961	2,206	15,167
Total financial assets	87,055	12,961	2,208	102,224
2021				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	83,453	–	2	83,455
Contractual receivables	–	7,943	534	8,477
Total financial assets	83,453	7,943	536	91,932

Impairment of financial assets

Where applicable, ESTA records the allowance for expected credit loss for the relevant financial instruments in accordance with AASB 9's *Expected Credit Loss* approach. Subject to the AASB 9 impairment assessment are ESTA's contractual receivables, statutory receivables, and cash and deposits. No credit loss allowances have been recognised for the current period or prior year.

Contractual and statutory receivables at amortised cost

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

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

Both the contractual and statutory receivables are considered to have low credit risk, taking into account the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term. As a result, the loss allowance method used for these financial assets during the period was limited to 12 months expected losses. No loss allowance recognised at 30 June 2021 or 30 June 2022.

7.1.4 Liquidity risk

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

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

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

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

Refer to Note 6.2 for the carrying amount of lease liabilities and the maturity analysis of these.

7.1.5 Interest rate risk

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

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. ESTA has minimal exposure to cash flow interest rate risks through cash and deposits that are at variable interest rate.

Interest rate exposure of financial instruments

Minimisation of risk is achieved by mainly undertaking fixed rate or non-interest bearing financial instruments. For financial liabilities, ESTA mainly undertakes financial liabilities with relatively even maturity profiles.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates and ESTA's sensitivity to interest rate risk are set out in the table that follows.

Interest rate exposure as at 30 June

	WEIGHTED AVG ANNUAL EFFECTIVE INTEREST RATE %	CARRYING AMOUNT \$000	FIXED INTEREST RATE \$000	VARIABLE INTEREST RATE \$000	NON- INTEREST BEARING \$000
2022					
Financial assets					
Cash and deposits	0.40	87,057	–	87,055	2
Receivables⁽ⁱ⁾					
Services		10,072	–	–	10,072
Other receivables		5,095	–	–	5,095
Total contractual financial assets		102,224	–	87,055	15,169
Financial liabilities					
Payables⁽ⁱ⁾					
Supplies and services		3,079	–	–	3,079
Other payables		16,383	–	–	16,383
Lease liabilities	2.96	70,307	70,307	–	–
Total contractual financial liabilities		89,769	70,307	–	19,462
2021					
Financial assets					
Cash and deposits	0.40	83,455	–	83,453	2
Receivables⁽ⁱ⁾					
Services		3,027	–	–	3,027
Other receivables		5,450	–	–	5,450
Total contractual financial assets		91,932	–	83,453	8,479
Financial liabilities					
Payables⁽ⁱ⁾					
Supplies and services		3,783	–	–	3,783
Other payables		13,986	–	–	13,986
Lease liabilities	3.32	85,311	85,311	–	–
Total contractual financial liabilities		103,080	85,311	–	17,769

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

Interest rate risk sensitivity

	CARRYING AMOUNT \$000	-100 BASIS POINTS NET RESULT \$000	+100 BASIS POINTS NET RESULT \$000
2022			
Contractual financial assets			
Cash and deposits ⁽ⁱ⁾	87,057	(871)	871
Total impact	87,057	(871)	871
	CARRYING AMOUNT \$000	-50 BASIS POINTS NET RESULT \$000	+50 BASIS POINTS NET RESULT \$000
2021			
Contractual financial assets			
Cash and deposits ⁽ⁱ⁾	83,455	(417)	417
Total impact	83,455	(417)	417

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

7.2 Contingent assets and contingent liabilities

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

7.2.1 Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within ESTA's control. These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable. ESTA has no contingent asset as of 30 June 2022 (2021: Nil).

7.2.2 Contingent liabilities

Contingent liabilities are:

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

ESTA has no contingent liability as at 30 June 2022 (2021: Nil)

7.3 Fair value determination

This section sets out information on how ESTA determines fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fair values are determined for the following assets and liabilities carried at fair value:

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

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

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

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

Fair value hierarchy

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

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

ESTA determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period. There have been no transfers between levels during the reporting period.

How this section is structured

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

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

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

7.3.1 Fair value determination of financial assets and liabilities

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

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

ESTA currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to their short-term nature or with the expectation that they will be paid in full by the end of the 2021–22 reporting period.

These financial instruments include:

FINANCIAL ASSETS	FINANCIAL LIABILITIES
Cash and deposits (Note 6.3)	Payables (Note 5.2):
Receivables (Note 5.1):	– Supplies and services
– Services	– Other payables
– Other receivables	Lease liabilities (Note 6.1)

7.3.2 Fair value determination of non-financial physical assets

PROPERTY, PLANT AND EQUIPMENT	CARRYING AMOUNT \$000	FAIR VALUE MEASUREMENT AT THE END OF THE REPORTING PERIOD		
		LEVEL 1 ⁽ⁱ⁾ \$000	LEVEL 2 ⁽ⁱ⁾ \$000	LEVEL 3 ⁽ⁱ⁾ \$000
2022				
Computers and communications equipment⁽ⁱⁱ⁾				
Communications equipment at fair value	116,626	–	–	116,626
Less: accumulated amortisation	(85,712)	–	–	(85,712)
	30,914	–	–	30,914
Plant and equipment⁽ⁱⁱⁱ⁾				
Plant and equipment at fair value	1,651	–	–	1,651
Less: accumulated depreciation	(424)	–	–	(424)
	1,227	–	–	1,227
Leasehold improvements⁽ⁱⁱⁱ⁾				
Leasehold improvements at fair value	37,291	–	–	37,291
Less: accumulated amortisation	(19,114)	–	–	(19,114)
	18,177	–	–	18,177
Net carrying amount of property, plant and equipment	50,317	–	–	50,317
2021				
Computers and communications equipment⁽ⁱⁱ⁾				
Communications equipment at fair value	110,843	–	–	110,843
Less: accumulated amortisation	(78,249)	–	–	(78,249)
	32,594	–	–	32,594
Plant and equipment⁽ⁱⁱⁱ⁾				
Plant and equipment at fair value	1,582	–	–	1,582
Less: accumulated depreciation	(266)	–	–	(266)
	1,316	–	–	1,316
Leasehold improvements⁽ⁱⁱⁱ⁾				
Leasehold improvements at fair value	36,506	–	–	36,506
Less: accumulated amortisation	(18,082)	–	–	(18,082)
	18,424	–	–	18,424
Net carrying amount of property, plant and equipment	52,334	–	–	52,334

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

(ii) **Computers and communications equipment**

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

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

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

7.3.2.1 Fair value determination of right-of-use assets

RIGHT-OF-USE ASSETS	CARRYING AMOUNT \$000	FAIR VALUE MEASUREMENT AT THE END OF THE REPORTING PERIOD		
		LEVEL 1 ⁽ⁱ⁾ \$000	LEVEL 2 ⁽ⁱ⁾ \$000	LEVEL 3 ⁽ⁱ⁾ \$000
2022				
Buildings⁽ⁱⁱ⁾				
Buildings at fair value	77,513	–	–	77,513
Less: accumulated amortisation	(36,761)	–	–	(36,761)
	40,752	–	–	40,752
Computers and communications equipment⁽ⁱⁱⁱ⁾				
Computers and communications equipment at fair value	47,569	–	–	47,569
Less: accumulated depreciation	(22,611)	–	–	(22,611)
	24,959	–	–	24,959
Motor vehicles^(iv)				
Motor vehicles at fair value	167	–	–	167
Less: accumulated amortisation	(38)	–	–	(38)
	130	–	–	130
Net carrying amount of right-of-use assets	65,840	–	–	65,840
2021				
Buildings⁽ⁱⁱ⁾				
Buildings at fair value	75,515	–	–	75,515
Less: accumulated amortisation	(24,174)	–	–	(24,174)
	51,341	–	–	51,341
Computers and communications equipment⁽ⁱⁱⁱ⁾				
Computers and communications equipment at fair value	44,186	–	–	44,186
Less: accumulated depreciation	(14,117)	–	–	(14,117)
	30,068	–	–	30,068
Motor vehicles^(iv)				
Motor vehicles at fair value	137	–	–	137
Less: accumulated amortisation	(19)	–	–	(19)
	118	–	–	118
Net carrying amount of right-of-use assets	81,528	–	–	81,528

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

(ii) **Buildings**

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

(iii) **Computers and communications equipment**

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

(iv) **Motor vehicles**

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

There was no change to the valuation technique of non-financial physical assets and right-of-use assets during the period to 30 June 2022. For all assets measured at fair value, the current use is considered the highest and best use.

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

PROPERTY, PLANT AND EQUIPMENT	COMPUTERS & COMMS EQUIPMENT \$000	PLANT & EQUIPMENT \$000	LEASEHOLD IMPROVEMENTS \$000	TOTAL \$000
2022				
Opening balance	32,593	1,316	18,425	52,334
Purchases (sales)	8,208	70	1,760	10,038
Depreciation	(9,888)	(158)	(2,008)	(12,055)
Subtotal	30,913	1,227	18,177	50,317
Closing balance	30,913	1,227	18,177	50,317
2021				
Opening balance	17,659	185	20,143	37,987
Purchases (sales)	22,394	1,272	191	23,857
Depreciation	(7,460)	(141)	(1,909)	(9,510)
Subtotal	32,593	1,316	18,425	52,334
Closing balance	32,593	1,316	18,425	52,334

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

RIGHT-OF-USE ASSETS	COMPUTERS & COMMS EQUIPMENT \$000	BUILDINGS \$000	MOTOR VEHICLES \$000	TOTAL \$000
2022				
Opening balance	30,068	51,341	118	81,527
Purchases (sales)	3,385	1,997	39	5,421
Depreciation	(8,494)	(12,587)	(28)	(21,108)
Subtotal	24,959	40,751	129	65,840
Closing balance	24,959	40,751	129	65,840
2021				
Opening balance	34,327	64,779	120	86,433
Purchases (sales)	3,370	(648)	24	2,746
Depreciation	(7,629)	(12,790)	(26)	(20,443)
Subtotal	30,068	51,341	118	81,528
Closing balance	30,068	51,341	118	81,528

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

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

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

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

Significant unobservable inputs have remained unchanged since 2021 for all asset classes.

8. Other disclosures

Introduction

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

Structure

- 8.1 Equity and reserves
- 8.2 Disaggregated information
- 8.3 Responsible persons
- 8.4 Remuneration of executives
- 8.5 Related parties
- 8.6 Subsequent events
- 8.7 Other accounting policies
- 8.8 AAS issued that are not yet effective
- 8.9 Glossary of technical accounting terms

8.1 Equity and reserves

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

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

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

8.2 Disaggregated information

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

8.2.1 Comprehensive operating statement – lines of business

	CTD OPERATIONS & CORPORATE OVERHEADS ⁽ⁱ⁾		OPERATIONAL COMMS ⁽ⁱⁱ⁾		PROJECTS ⁽ⁱⁱⁱ⁾		TOTAL	
	2022	2021	2022	2021	2022	2021	2022	2021
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Revenue and income from transactions								
Service revenue	174,296	149,562	117,686	115,788	–	–	291,982	265,350
Project revenue	17,017	8,774	–	–	795	3,533	17,812	12,307
Fair value of assets received free of charge	–	–	–	4,844	–	–	–	4,844
Total revenue and income from transactions	191,313	158,336	117,686	120,632	795	3,533	309,794	282,501
Expenses from transactions								
Employee expenses	133,491	119,275	2,495	2,543	79	82	136,065	121,900
Depreciation and amortisation	10,211	9,546	23,944	20,963	–	–	34,156	30,509
Other operating expenses	42,714	31,244	91,738	90,936	979	551	135,432	122,731
Interest expense	691	873	1,616	1,837	–	–	2,307	2,710
Fair value of assets transferred free of charge	–	–	171	1,226	–	–	171	1,226
Total expenses from transactions	187,108	160,938	119,965	117,505	1,058	633	308,130	279,076
Net result from transactions (net operating balance)	4,206	(2,602)	(2,279)	3,127	(263)	2,900	1,664	3,426
Other economic flows included in net result								
Net gain/(loss) on non-financial assets	(169)	13	–	–	–	–	(169)	13
Other gains/(losses) from other economic flows	597	983	(2)	32	–	–	595	1,015
Total other economic flows included in net result	428	996	(2)	32	–	–	426	1,028
Net result	4,634	(1,606)	(2,281)	3,159	(263)	2,900	2,090	4,454
Comprehensive result	4,634	(1,606)	(2,281)	3,159	(263)	2,900	2,090	4,454

(i) CTD operations

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

(ii) Operational communications

Operational communications represents revenue and expenses for the state service contracts managed by ESTA on behalf of DJCS. Across the contracts there are different contract terms, and different financing and depreciation cycles.

(iii) Projects

ESTA manages various projects funded by the state, ESOs and state contract contingency reserves. Accordingly, revenue and expenditures related to projects and the Project Management Office, responsible for project delivery, are allocated to the 'Projects' line of business.

8.3 Responsible persons

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

TITLE/NAME	TERM
Minister for Emergency Services – The Hon. Jaclyn Symes, MP	1 July 2021 to 30 June 2022
Acting Minister for Emergency Services – Natalie Hutchins, MP	20 September 2021 to 1 October 2021
– Natalie Hutchins, MP	19 April 2022 to 27 April 2022
– The Hon. Lisa Neville, MP	18 April 2022 to 18 April 2022
– The Hon. Lisa Neville, MP	16 June 2022 to 18 June 2022
Chair – Ms Flavia Gobbo	1 July 2021 to 30 June 2022
Chief Executive Officer – Mr Marty Smyth	1 July 2021 to 22 October 2021
Chief Executive Officer – Mr Stephen Leane	23 October 2021 to 30 June 2022
Board member – Ms Mary Delahunty	1 July 2021 to 30 June 2022
Board member – Mr Paul Henderson	1 July 2021 to 30 June 2022
Board member – Ms Christine Collin	1 July 2021 to 30 June 2022
Board member – Ms Siobhan Boyd-Squires	1 July 2021 to 30 June 2022
Board member – Dr Angela Williams	1 July 2021 to 30 June 2022
Board member – Ms Fiona Green	1 July 2021 to 30 June 2022
Board member – Mr Luke Enright	1 July 2021 to 3 July 2021
Board member – Mr Chris Altis	6 August 2021 to 30 June 2022
Board member – Mr Stephen Leane	1 July 2021 to 22 October 2021

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

RANGE	2022 \$000	2021 \$000
\$230,000 – \$239,999	1	–
\$290,000 – \$299,999	1	–
\$370,000 – \$379,999	–	1
Total	2	1

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

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

8.3.1 Remuneration of Board members and the Accountable Officer

	2022 \$000	2021 \$000
Short-term benefits	692	661
Post-employment benefits	77	62
Other long-term benefits	6	8
Termination benefits	105	–
Total remuneration	880	731
Total number of Board members and Accountable Officer⁽ⁱ⁾	11	10
Total AEEs⁽ⁱⁱ⁾	9.2	9.1

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

(ii) AEE is based on the time fraction worked over the reporting period.

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

8.4 Remuneration of executives

The number of executive officers, other than the Ministers, Accountable Officer and Board members, and their total remuneration during the reporting period are shown in the table below. Total AEEs provides a measure of FTE executive officers over the reporting period.

EXECUTIVE LEADERSHIP	TERM
Deputy CEO – Ms Debra Abbott	8 November 2021 to 30 June 2022
Chief Financial Officer – Mr Jim Strilakos	1 July 2021 to 30 June 2022
Executive Director, Strategy and Risk – Mr Jerome Thevenon	1 July 2021 to 30 June 2022
Acting Executive Director, Strategy and Risk – Mr Steve Burgess	26 March 2022 to 30 June 2022
General Counsel and Board Secretary – Ms Felicity Walsh	1 July 2021 to 31 July 2021
General Counsel and Board Secretary – Ms Amy Kelly	12 July 2021 to 21 March 2022
Chief Data Services Officer – Mr Jasangad Singh	1 July 2021 to 27 May 2022
Chief Data Services Officer – Ms Vanessa Rubira	27 May 2022 to 30 June 2022
Executive Director, People, Capability and Reputation – Mr Ari Cassarchis	1 July 2021 to 4 January 2022
Executive Director, People, Capability and Reputation – Ms Margot Anderson	17 March 2022 to 29 April 2022
Executive Director, People, Capability and Reputation – Ms Kylie West	18 April 2022 to 30 June 2022
Executive Director, Emergency Communications Services – Ms Sarah Renner	1 July 2021 to 6 January 2022
Executive Director, Governance and Strategy – Ms Vicky Kyris	15 May 2022 to 30 June 2022
Executive Director, Emergency Communication Services – Ms Nicole Ashworth	9 February 2022 to 30 June 2022
Executive Director, Service Transition and Programs – Ms Aline Coulson	1 July 2021 to 15 April 2022

8.4.1 Remuneration of executive officers

	2022 \$000	2021 \$000
Short-term benefits	1,816	1,752
Post-employment benefits	168	162
Other long-term benefits	24	48
Termination benefits	30	76
Total remuneration	2,038	2,038
Total number of executives⁽ⁱ⁾	15	9
Total AEEs⁽ⁱⁱ⁾	7.3	7.6

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

(ii) AAE is based on the time fraction worked over the reporting period.

8.5 Related parties

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

8.5.1 Significant transactions with government-related entities

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

Department of Justice and Community Safety

ESTA received government funding for the management of state contracts for emergency operational communications, which has been recognised as revenue, through DJCS. ESTA also received staff secondments from DJCS, which are recognised as an expense.

Department of Treasury and Finance

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

Ambulance Victoria

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

Country Fire Authority

CFA is a volunteer and community based fire and emergency services organisation. ESTA provides CTD services to CFA, which is recognised as revenue. ESTA has equipment at a number of CFA sites, which was recognised as an expense.

Fire Rescue Victoria

FRV provides fire and emergency management services. ESTA provides CTD and alarm monitoring services to FRV, which is recognised as revenue.

Major Transport Infrastructure Authority

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

Monash Health

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

Victoria Police

VP provides policing services to the Victorian community. ESTA provides CTD services to VP, which is recognised as revenue.

Victorian Government Solicitor's Office

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

Victoria State Emergency Service

VICSES is a volunteer based emergency service that responds to floods, severe storms, earthquakes, tsunami, road rescue and search and rescue. ESTA provides CTD services to VICSES, which is recognised as revenue.

Victorian Managed Insurance Authority

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

Victorian Rail Track

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

	2022 \$000	2021 \$000
Receipts recognised as revenue		
Department of Justice and Community Safety	133,370	120,783
Ambulance Victoria	34,284	32,608
Country Fire Authority	31,867	40,752
Fire Rescue Victoria	13,282	11,227
Major Transport Infrastructure Authority	–	532
Monash Health	–	177
Victoria Police	69,905	70,885
Victoria State Emergency Service	3,776	3,589
	286,484	280,553
Payments recognised as expense		
Ambulance Victoria	1,246	34
Country Fire Authority	–	313
Department of Justice and Community Safety	106	1,260
Department of Treasury and Finance	109	587
Victoria Police	–	2
Victorian Government Solicitor's Office	288	–
Victorian Managed Insurance Authority	992	1,373
Victorian Rail Track	101	112
Victoria State Emergency Service	657	17
	3,499	3,698
Receivables		
Ambulance Victoria	5,942	2,149
Country Fire Authority	222	562
Department of Justice and Community Safety	1,785	100
Fire Rescue Victoria	2,438	2,073
Monash Health	–	21
Victoria State Emergency Service	108	57
Victoria Police	2,514	2,981
	13,009	7,943
Payables		
Ambulance Victoria	–	500
Victoria Police	–	20
Victoria State Emergency Service	–	1
Victorian Government Solicitor's Office	36	1
Victorian Rail Track	1	8
	37	530

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

8.5.2 Key management personnel

Key management personnel of ESTA includes the Ministers, Board members, the Chief Executive Officer and the members of the Executive Leadership Team, as disclosed in Note 8.4.

Remuneration for the Board members and the Accountable Officer is disclosed in Note 8.3.

Remuneration for the executive officers is disclosed in Note 8.4.

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

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

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

8.6 Subsequent events

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

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

There have been no events after the reporting date that have a material impact on these financial statements.

8.7 Other accounting policies

8.7.1 Contributions by owners

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

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

8.7.2 Foreign currency transactions

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

8.8 AAS issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2021–22 reporting period. These accounting standards have not been applied. The state is reviewing its existing policies and assessing the potential implications of these accounting standards which include:

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

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

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

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

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

- AASB 17 *Insurance Contracts*
- AASB 2020–3 *Amendments to Australian Accounting Standards: Annual Improvements 2018–2020 and Other Amendments*
- AASB 2021–2 *Amendments to Australian Accounting Standards: Disclosure of Accounting Policies and Definitions of Accounting Estimates*
- AASB 2021–5 *Amendments to Australian Accounting Standards: Deferred Tax related to Assets and Liabilities arising from a Single Transaction*
- AASB 2021–6 *Amendments to Australian Accounting Standards: Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards*
- AASB 2021–7 *Amendments to Australian Accounting Standards: Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections*.

8.9 Glossary of technical accounting terms

Amortisation

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

Commitments

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

Comprehensive result

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

Current grants

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

Depreciation

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

Effective interest method

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

Employee benefits expenses

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

Ex-gratia expenses

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

Finance lease

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

Financial asset

Is any asset that is:

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

Financial instrument

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

Financial liability

Is any liability that is:

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

Financial statements

Comprise:

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

Grant expenses and other transfers

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

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

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

General government sector

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

Interest expense

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

Interest income

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

Leases

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

Lease liabilities

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

Net acquisition of non-financial assets

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

Net financial liabilities

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

Net financial worth

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

Net lending/borrowing

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

Net operating balance or net result from transactions

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

Net result

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

Net worth

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

Non-financial assets

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

Operating result

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

Other economic flows included in net result

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

Other economic flows – other comprehensive income

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

Payables

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

Receivables

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

Sales of goods and services

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

Supplies and services

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

Taxation

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

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

Transactions

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

INDEPENDENT AUDITOR'S REPORT



Victorian Auditor-General's Office

Independent Auditor's Report

To the Board of the Emergency Services Telecommunications Authority

Opinion	<p>I have audited the financial report of the Emergency Services Telecommunications Authority (the Authority) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2022• comprehensive operating statement for the year then ended• statement of changes in equity for the year then ended• cash flow statement for the year then ended• notes to the financial statements, including significant accounting policies• declaration in the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the Authority as at 30 June 2022 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
The Board members' responsibilities for the financial report	<p>The Board of the Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's
responsibilities
for the audit
of the financial
report**

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

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

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

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

MELBOURNE
13 October 2022



Janaka Kumara
as delegate for the Auditor-General of Victoria

Appendices

APPENDIX A: DISCLOSURE INDEX

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

Table A1: Disclosure index.

LEGISLATION (FRD, SD*)	REQUIREMENT	PAGE REFERENCE
Report of operations		
Charter and purpose		
FRD 22	Manner of establishment and the relevant Ministers	3, 6
FRD 22	Purpose, functions, powers and functions	3
FRD 8D	Departmental objectives, indicators and outputs	14–21
FRD 22	Nature and range of services provided	5
FRD 22	Key initiatives and projects	26–30
Management and structure		
FRD 22	Organisational structure	7
Financial and other information		
FRD 8	Performance against output performance measures	16, 18
FRD 10	Disclosure index	107
FRD 15	Executive disclosures	33–34
FRD 22	Employment and conduct principles	35
FRD 22	OH&S matters	38
FRD 22	Summary of financial results for the year	53–55
FRD 22	Significant change in financial position	53–55
FRD 22	Major changes or factors affecting performance	53–55
FRD 22	Subsequent events	99
FRD 22	Expenditure on consultancies – details of consultancies over \$10,000; details of consultancies under \$10,000	49–50
FRD 22	Disclosure of government advertising expenditure	51
FRD 22	Disclosure of ICT expenditure	51

* FRD: Financial Reporting Directions; SD: Standing Directions

Table A1: Disclosure index (continued).

LEGISLATION (FRD, SD)	REQUIREMENT	PAGE REFERENCE
Financial and other information (continued)		
FRD 22	Application and operation of FOI Act 1982	51
FRD 22	Application and operation of the PIDA	52
FRD 24	Reporting of office-based environmental impact	45–47
FRD 25	Local jobs first	48
FRD 29	Workforce data disclosures	32–37
SD 5.2	Specific requirements under Standing Directions 5.2	52
Compliance attestation and declaration		
SD 5.1.4	Financial management compliance attestation	52
SD 5.2.3	Declaration in report of operations	52
Financial performance and financial statements		
Declaration		
SD 5.2.2	Declaration in financial statements	56
Other requirements under Standing Directions 5.2		
SD 5.2.1 (a)	Compliance with AAS and other authoritative pronouncements	61–62
SD 5.2.1 (a)	Compliance with Standing Directions	62
Other disclosures as required by FRDs in notes to the financial statements		
FRD 21	Disclosures of responsible persons, executive officers and other personnel (contractors with significant management responsibilities) in the financial report	94–96
FRD 103	Non-financial physical assets	89
FRD 110	Cash flow statements	59
FRD 112	Defined benefit superannuation obligations	68
FRD 114	Financial instruments – general government entities and public non-financial corporations	81–82

APPENDIX B: ACRONYMS

ACRONYM	FULL TITLE
AAS	Australian Accounting Standards
AASB	Australian Accounting Standards Board
AEE	Annualised employee equivalent
ARMCC	Audit, Risk Management and Compliance Committee
AV	Ambulance Victoria
BAU	Business as usual
CAD	Computer-aided dispatch
CFA	Country Fire Authority
CTD	Call-taking and dispatch
DH	Department of Health
DJCS	Department of Justice and Community Safety
DTF	Department of Treasury and Finance
EAS	Emergency Alerting System
ECS	Emergency Communications Services
ECIS	Emergency Communication Information Services
ELC	ESTA Learning Centre
EMV	Emergency Management Victoria
ESF	Emergency Services Foundation
ESOs	Emergency Services Organisations
ESTA	Emergency Services Telecommunications Authority
ESTA Act	<i>Emergency Services Telecommunications Authority Act 2004 (Vic)</i>
FOI Act	<i>Freedom of Information Act 1982 (Vic)</i>
FMA	<i>Financial Management Act 1994 (Vic)</i>
FRV	Fire Rescue Victoria
FTE	Full-time equivalent
GEAP	Gender Equality Action Plan
GHG	Greenhouse gas
GST	Goods and services tax
IBAC	Independent Broad-based Anti-corruption Commission
ICT	Information and communications technology
IGEM	Inspector-General for Emergency Management

ACRONYM	FULL TITLE
LIDP	Local industry development plan
LJFA	<i>Local Jobs First Act 2003</i> (Vic)
LSL	Long service leave
MDN	Mobile Data Network
MDS	Managed Device Service
MMR	Metropolitan Mobile Radio
NSW	New South Wales
OH&S	Occupational health and safety
OSSM	Operations Surge Support Managers
PIDA	<i>Public Interest Disclosure Act 2012</i> (Vic)
QIT	Quality Improvement Team
RMR	Regional Mobile Radio
SDA	Service delivery audit
SECC	State Emergency Communications Centre
SPF	Social Procurement Framework
THO	Tally Ho
VAGO	Victorian Auditor-Generals Office
VGPB	Victorian Government Purchasing Board
VICSES	Victoria State Emergency Service
VP	Victoria Police
VPS	Victorian Public Service

APPENDIX C: DETAILED CTD SUMMARY STATISTICS

Table C1: Five-year summary of CTD – by type of call.

ACTIVITY	2017 –2018	2018 –2019	2019 –2020	2020 –2021	2021 –2022	GROWTH ON PY* (%)	4-YEAR CAGR+ (%)	4-YEAR GROWTH (%)
Calls answered	2,570,282	2,605,574	2,785,425	2,819,452	2,803,126	-0.6	2.2	9.1
Triple zero emergency calls	1,864,504	1,883,991	1,891,724	1,929,545	1,933,391	0.2	0.9	3.7
Non-triple zero emergency calls	360,365	362,970	449,016	425,965	386,592	-9.2	1.8	7.3
VICSES storm calls answered (132 500)	29,275	22,175	31,591	36,310	38,474	6.0	7.1	31.4
Non-emergency/ operational calls	210,412	216,369	223,834	225,842	271,687	20.3	6.6	29.1
Enquiry calls	105,726	120,069	189,260	201,790	172,982	-14.3	13.1	63.6
Average calls per day	7,042	7,139	7,610	7,725	7,680	-0.6	2.2	9.1
Average triple zero emergency calls per day	5,108	5,162	5,169	5,286	5,297	0.2	0.9	3.7
Events dispatched	2,145,038	2,232,116	2,247,794	2,287,410	2,226,702	-2.7	0.9	3.8
Emergency Calls – triple zero, direct and storm	2,254,144	2,269,136	2,372,331	2,391,820	2,358,457	-1.4	1.1	4.6

* Previous year.

+ Compound annual growth rate.

Table C2: Five-year summary of calls answered per agency.

AGENCY	2017 -2018	2018 -2019	2019 -2020	2020 -2021	2021 -2022	% TOTAL 2021 -2022	GROWTH ON PY* (%)	4-YEAR CAGR+ (%)	4-YEAR GROWTH (%)
AV	945,757	979,379	1,009,047	1,074,839	1,225,372	43.7	14.0	5.3	29.6
VP	1,369,121	1,369,893	1,442,824	1,412,496	1,271,703	45.4	-10.0	-1.5	-7.1
MFB/FRV	34,610	33,897	30,862	25,389	25,076	0.9	-1.2	-6.2	-27.5
CFA	156,669	169,879	234,996	238,009	209,443	7.5	-12.0	6.0	33.7
VICSES	64,125	52,526	67,696	68,719	71,532	2.6	4.1	2.2	11.6
Total	2,570,282	2,605,574	2,785,425	2,819,452	2,803,126	100.0	-0.6	1.7	9.1

* Previous year.

+ Compound annual growth rate.

Table C3: Five-year summary of dispatch events per agency.

AGENCY	2017 -2018	2018 -2019	2019 -2020	2020 -2021	2021 -2022	% TOTAL 2021 -2022	GROWTH ON PY* (%)	4-YEAR CAGR+ (%)	4-YEAR GROWTH (%)
AV	705,069	742,255	761,068	796,394	834,287	37.5	4.8	4.3	18.3
VP	1,321,165	1,373,308	1,360,477	1,365,865	1,263,691	56.8	-7.5	-1.1	-4.4
MFB/FRV	42,017	41,931	41,143	59,975	64,366	2.9	7.3	11.3	53.2
CFA	48,531	50,297	49,832	26,357	25,892	1.2	-1.8	-14.5	-46.6
VICSES	28,256	24,325	35,274	38,819	38,466	1.7	-0.9	8.0	36.1
ESTA total events dispatched	2,145,038	2,232,116	2,247,794	2,287,410	2,226,702	100.0	-2.7	0.9	3.8

* Previous year.

+ Compound annual growth rate.

Table C4: Events dispatched – by type and financial year.

EVENTS DISPATCHED	2019–2020	2020–2021	2021–2022	2021–2022 VARIANCE (%)
AV				
Code 1 emergency	303,405	311,712	364,541	16.95
Code 2 emergency	228,829	232,811	227,295	-2.37
ERTCOMM – Code 3	38,114	44,631	47,804	7.11
Patient transport	190,720	207,240	194,647	-6.08
VP				
Priority 1	129,759	128,590	125,519	-2.39
Priority 2	820,907	833,247	751,660	-9.79
Priority 3	409,811	404,028	386,512	-4.34
MFB/FRV				
Priority 1 – alarms	12,928	15,405	17,446	13.25
Priority 1 – EMR	5,784	9,327	10,016	7.39
Priority 1 – telephone events	10,894	10,909	18,331	68.04
Priority 1 – other agency	11,537	24,334	18,573	-23.67
CFA				
Priority 1 – alarms	6,498	2,861	3,212	12.27
Priority 1 – EMR*	4,841	121	117	-3.31
Priority 1 – rural	5,608	4,138	4,957	19.79
Priority 1 – urban	8,858	4,333	4,502	3.90
Priority 3 – rural	1,569	1,133	1,217	7.41
Priority 3 – urban	2,897	1,588	1,608	1.26
Priority 1 – other agency	19,561	12,183	10,279	-15.63
VICSES				
Other agency Priority 1	2,498	2,916	2,921	0.17
Other agency Priority 2	6,331	6,969	5,964	-14.42
Other agency Priority 3	4,761	4,813	5,154	7.08
Rural Priority 2	2,491	2,785	2,280	-18.13
Rural Priority 3	3,068	3,090	3,348	8.35
Urban Priority 2	3,823	4,402	3,503	-20.42
Urban Priority 3	12,302	13,844	15,296	10.49
Total events dispatched	2,247,794	2,287,410	2,226,702	-2.65

* Emergency medical response.

Figure C1: Events dispatched by agency (%) for financial years 2019–2021.

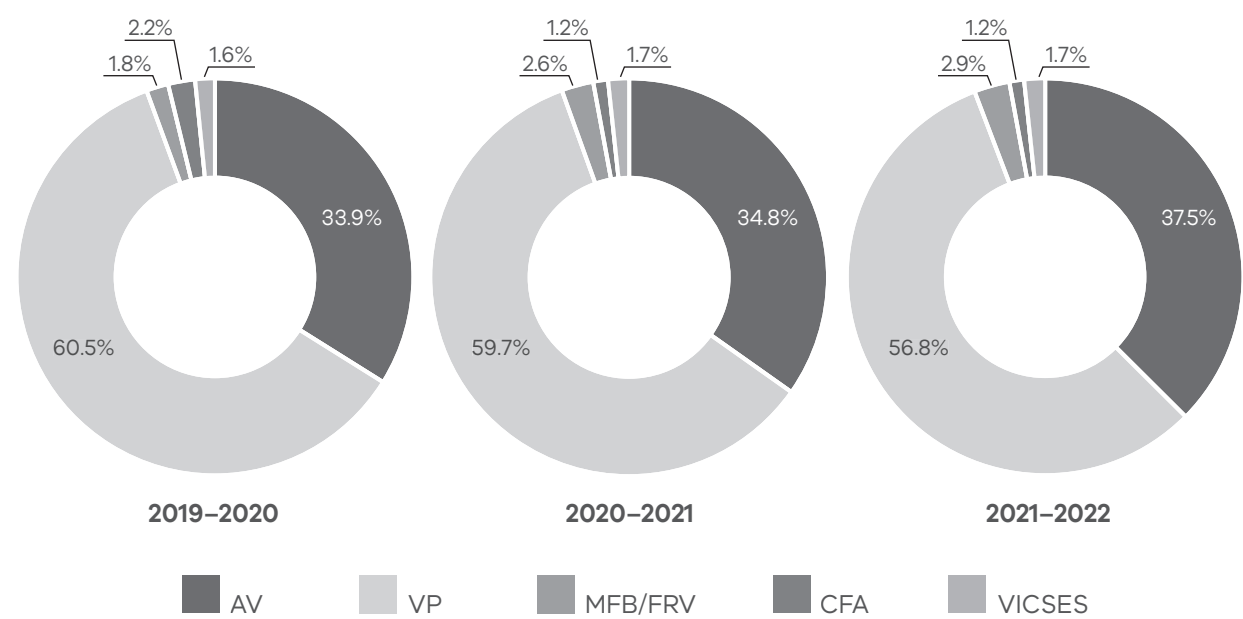


Table C5: Calls answered – by category, financial year and agency.

CALLS ANSWERED	2019–2020	2020–2021	2021–2022	2021–2022 VARIANCE (%)	% TOTAL
By category*					
A	449,016	425,965	386,592	-9.2	13.8
B	1,891,724	1,929,545	1,933,391	0.2	69.0
C	31,591	36,310	38,474	6.0	1.4
N	177,373	190,083	235,766	24.0	8.4
O	46,461	35,759	35,921	0.5	1.3
Q	189,260	201,790	172,982	-14.3	6.2
Total	2,785,425	2,819,452	2,803,126	-0.6	
TZ (%) ⁺	67.9	68.4	69.0	0.8	
Call every X sec	11.4	11.2	11.3	0.6	
Calls per day	7,610.5	7,724.5	7,679.8	-0.6	
000 calls per day	5,168.6	5,286.4	5,297.0	0.2	
By agency					
AV					
ERTCOMM	831,674	884,756	989,606	11.9	35.3
NETCOMM	177,373	190,083	235,766	24.0	8.4
VP	1,442,824	1,412,496	1,271,703	-10.0	45.4
MFB/FRV	30,862	25,389	25,076	-1.2	0.9
CFA	234,996	238,009	209,443	-12.0	7.5
VICSES	67,696	68,719	71,532	4.1	2.6
Total	2,785,425	2,819,452	2,803,126	-0.6	100.0

* A: Emergency – direct to ESTA; B: Emergency – triple zero; C: Storm emergency; N: Non-emergency; O: Operational/Field;
Q: Enquiries/notifications.

+ TZ% is the percentage of calls that were triple zero calls from all calls received for that year.

Table C6: Call answer performance for emergency calls, and time to dispatch performance for emergency events.¹

AGENCY	BENCHMARK	2020– 2021 (%)	2021– 2022 (%)	CHANGE (%)	ANSWER TIME (sec)		
					AVERAGE	50TH PCT*	90TH PCT
Call answer performance – emergency calls							
AV	90% answered within 5 sec ³	87.7	64.2	-23.5	45.8	2	174
VP	80% answered within 5 sec ²	87.2	84.2	-3.0	7.8	1	23
MFB/FRV	90% answered within 5 sec	95.9	94.6	-1.3	5.5	1	2
CFA	90% answered within 5 sec	96.5	95.5	-1.0	4.8	1	2
VICSES	90% answered within 20 sec	64.4	60.9	-3.5	283.7	2	1118
Time to dispatch performance – emergency events					DISPATCH TIME (sec)		
AV (statewide) Code 1 events	90% dispatched within 150 sec ⁵	86.2	82.7	-3.5	118.5	106	175
VP (statewide) Priority 1 events	80% dispatched within 160 sec ⁴	94.4	94.9	0.5	56.1	35	115
MFB/FRV Priority 1 events ⁷	90% dispatched within benchmark	94.8	93.2	-1.6			
Telephone					92.7	73	141
Alarms					12.3	8	11
Other agency					56.8	21	47
EMR					8.6	7	11
CFA Priority 1 events ⁶	90% dispatched within benchmark	92.6	93.2	0.6			
Priority 1 urban					78.6	67	126
Priority 1 rural					97.2	79	164
Alarms					9.1	7	11
Other agency					48.1	21	50
EMR					8.8	8	12
VICSES Priority 1 events	90% dispatched within 60 sec	88.9	91.5	2.6	42.4	23	57

* Percentile.

1. Technical limitations within ESTA's emergency telephone system prevent accurate determination of call answer time where triple zero calls to ESTA via the emergency call service calls are subject to re-presentation. ESTA uses a mathematical formula to estimate the overall call answer time for these calls, based on a number of assumptions. Figures stated for average, 50th, and 90th percentile call answer times include these estimated times and should be considered indicative only.
2. ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented.
3. ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, for the 2016–2017 financial year, this standard applied to metropolitan service delivery only.
4. ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented.
5. ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, for the 2016–2017 financial year, this standard applied to metropolitan service delivery only.
6. Emergency medical response/Alarm events – 28 seconds; Urban telephone events – 120 seconds; Rural telephone events – 190 seconds; Other agency events – 60 seconds.
7. Emergency medical response/Alarm events – 28 seconds; Telephone events – 120 seconds; Other agency events – 60 seconds.

Table C7: Time to dispatch performance for lower priority events.

AGENCY	BENCHMARK	2020– 2021 (%)	2021– 2022 (%)	CHANGE (%)	DISPATCH TIME (sec)		
					AVERAGE	50TH PCT	90TH PCT
Time to dispatch performance ⁸ – lower priority events							
AV (statewide) Code 2 events	90% dispatched within 300 sec ¹¹	92.9	92.0	-0.9	164.9	127	273
VP (statewide) Priority 2 events	80% dispatched within 300 sec ⁹	88.1	87.9	-0.2	148.8	85	333
VP (statewide) Priority 3 events	80% dispatched within 900 sec ¹⁰	98.1	98.1	0.0	247.2	136	687
CFA Priority 3 events ¹²	90% dispatched within benchmark	88.7	87.9	-0.8			
Urban					143.9	90	194
Rural					128.5	104	210
VICSES Priority 2 & 3 events ¹³	90% dispatched within benchmark	89.3	94.7	5.4			
Urban					229.9	205	348
Rural					237.3	210	367
Other agency					97.7	36	183

8. Where reference is made to dispatch performance, it should be noted that following the upgrade of the ESTA CAD system to Version 9v11, there was a period where the 'Create Event' button timestamp was not available for measurement. Resultantly ESTA had to change how it determined Event Create Time, instead measuring from the first update to the event form.

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

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

11. ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, for the 2016–2017 financial year, this standard applied to metropolitan service delivery only.

12. Urban events – 160 seconds; Rural events – 230 seconds.

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

Table C8: Cumulative performance – call-taking.

OPERATION	BENCHMARK	2019–2020		2020–2021		2021–2022	
		COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)	COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)	COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)
Call taking							
AV (statewide)							
Emergency	90% answered within 5 sec ¹	12	93.6	5	87.7	0	64.2
Non-emergency	90% answered within 30 sec ¹	12	96.1	8	92.3	7	90.7
VP (statewide)	80% answered within 5 sec ²	12	84.6	12	87.2	11	84.2
MFB/FRV							
Emergency	90% answered within 5 sec	11	94.9	11	95.9	11	94.6
CFA							
Emergency	90% answered within 5 sec	12	95.5	12	96.5	11	95.5
Non-emergency/ Operational	90% answered within benchmark	12	95.3	12	95.8	12	96.3
VICSES							
Emergency	90% answered within 20 sec	8	80.8	8	64.4	7	60.9
Non-emergency/ Operational	80% answered within 20 sec	12	93.4	12	91.5	12	92.8
Non-emergency/ Operational	90% answered within benchmark	12	96.8	12	96.9	12	97.1

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

2. ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, prior to the 2016–2017 financial year, the VP standard is applied to metropolitan service delivery only.

Table C9: Cumulative performance – dispatch.

OPERATION	BENCHMARK	2019–2020		2020–2021		2021–2022	
		COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)	COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)	COMPLIANT MONTH COUNT	CUMUL. 12 MONTH PERFORM. (%)
Dispatch							
AV (statewide)							
Emergency Code 1	90% dispatched within 150 sec ¹	0	85.8	0	86.2	0	82.7
Emergency Code 2	90% dispatched within 300 sec ¹	12	93.7	12	92.9	12	92.0
VP (statewide)							
Priority 1	80% dispatched within 180 sec ²	12	92.6	12	94.4	12	94.9
Priority 2	80% dispatched within 300 sec ²	12	87.3	12	88.1	12	87.9
Priority 3	80% dispatched within 900 sec ²	12	98.0	12	98.1	12	98.1
MFB/FRV							
Priority 1	90% dispatched within benchmark	12	93.9	12	94.8	11	93.2
CFA							
Priority 1	90% dispatched within benchmark	12	93.3	10	92.6	11	93.2
Priority 3	90% dispatched within benchmark	0	88.2	9	88.7	8	87.9
VICSES							
Priority 1	90% dispatched within 60 sec ²	4	89.2	3	88.9	10	91.5
Priority 2 & 3	90% dispatched within benchmark	11	96.1	10	89.3	11	94.7

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

2. ESTA's services are provided statewide and the figures displayed reflect statewide activity and performance against the standard as presented. However, prior to the 2016–2017 financial year, the VP standard is applied to metropolitan service delivery only.

Table C10: Call answer percentiles for financial year 2021–2022.

AGENCY/ CATEGORY	COUNT	AV. CALL ANSWER SPEED (s)	50TH PCT (s)	80TH PCT (s)	90TH PCT (s)
AV					
ERTCOMM	989,606	45.8	2	79	174
NETCOMM	235,766	11.4	1	3	4
VP					
Emergency	1,271,703	7.8	1	2	23
FRV					
Emergency	23,973	5.5	1	2	2
Enquiry	–	–	–	–	–
Field/Operational	1,103	5.5	4	6	9
CFA					
Emergency	34,702	4.8	1	2	2
Enquiry	172,982	1.4	1	2	2
Field/Operational	1,759	6.4	5	7	10
VICSES					
Field/Operational	33,058	10.0	5	9	16
Storm	38,474	283.7	2	96	1,118

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

Table C11: Dispatch percentiles for financial year 2021–2022.

AGENCY/ CATEGORY	COUNT	AVERAGE TTD*	MAXIMUM TTD	50TH PCT	80TH PCT	90TH PCT
AV ERTCOMM (statewide)						
Code 1	364,541	118.5	13,316	106	144	175
Code 2	227,295	164.9	377,363	127	203	273
VP (statewide)						
Priority 1	125,519	56.1	19,133	35	77	115
Priority 2	751,660	148.8	55,271	85	221	333
Priority 3	386,512	247.2	85,100	136	454	687
FRV						
Phone events	18,331	92.7	5,387	73	109	141
Alarms	17,446	12.3	16,166	8	10	11
Other agency	18,573	56.8	10,356	21	34	47
EMR	10,016	8.6	272	7	9	11
CFA						
Priority 1 urban (phone)	4,502	78.6	784	67	100	126
Priority 1 rural (phone)	4,957	97.2	5,089	79	127	164
Alarms	3,212	9.1	2,003	7	9	11
Other agency	10,279	48.1	4,229	21	36	50
EMR	117	8.8	50	8	10	12
Priority 3 urban (phone)	1,608	143.9	4,962	90	141	194
Priority 3 rural (phone)	1,217	128.5	4,300	104	163	210
VICSES						
Priority 1 – Other agency	2,921	42.4	5,798	23	41	57
Priority 2 & 3 – Other agency	11,118	97.7	7507	36	84	183
Priority 2 & 3 – Urban	18,799	229.9	3,043	205	285	348
Priority 2 & 3 – Rural	5,628	237.3	2,000	210	298	367

* Time to dispatch.

Table C12: Comparison of calls answered by event category, for financial years 2016–2021.

EVENT	2016–2017	2017–2018	2018–2019	2019–2020	2020–2021	2021–2022
AV Code 1*	272,960	279,819	295,702	303,405	311,712	364,541
Police pursuits ⁺	859	658	467	496	417	308
Cardiac events [^]	8,016	8,758	8,991	8,945	8,304	8,774
Burnoffs registered [§]	96,437	100,623	112,700	171,124	179,149	174,559
Assist with births [~]	109	116	110	127	141	176

* Based on IGEN Code 1, which implies a 'lights and sirens' emergency ambulance response.

⁺ Based on SP or TP POLiCE TYCOD.

[^] Based on Card 9 Events ERTCOMM report.

[§] FSV Burnoffs CAD9 function.

[~] Baby born event report.

NOTES

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