

Southern Rural Fire Authority

STATEMENT OF INTENT 2009-2012



The purpose of this statement of intent is to:

- State publicly the activities and intentions of this council-controlled organisation for the year and the objectives to which those activities will contribute; and
- Provide an opportunity for shareholders to influence the direction of the organisation; and
- Provide a basis for the accountability of the Board to their stakeholders for the performance of the organisation.

This Statement of Intent covers the years 1 July 2009 to 30 June 2010, 1 July 2010 to 30 June 2011 and 1 July 2011 to 30 June 2012.

1

Objectives

- To ensure planning and resources are in place for communities in the Southern Rural Fire District to proactively manage rural fire emergencies that threaten life, property or infrastructure.
- To ensure fire suppression is coordinated and effective.
- To ensure landowners and residents are educated about forest and rural fire prevention.
- To ensure minimum equipment and personnel standards are met or exceeded while not compromising safety and operational efficiency or effectiveness.

2

Statement on the Authority’s approach to Governance

The Southern Rural Fire Authority (Southern RFA) was established through the amalgamation of five separate Rural Fire Authorities (Southern Plantations RFD, Department of Conservation Southland Conservancy, Southland District Council, Gore District Council and Invercargill City Council) on 7 August 2003.

Role of the Board –

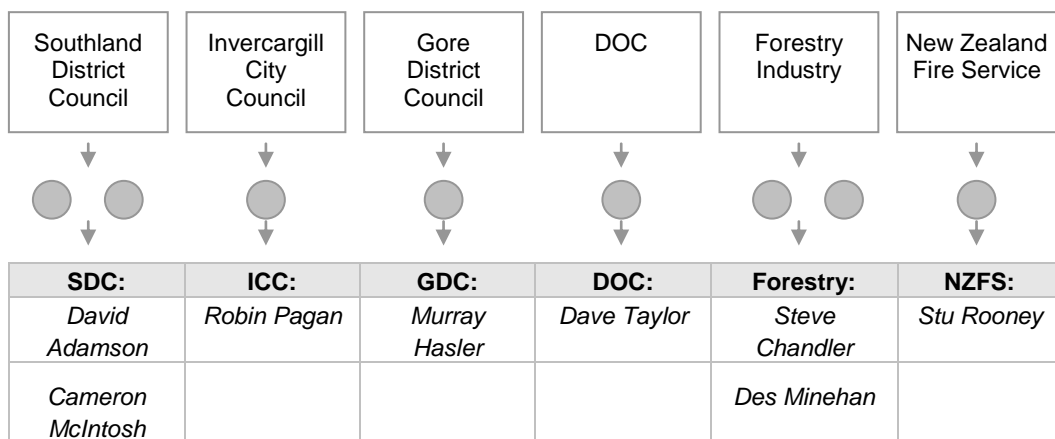
The Board is responsible for the governance of the Authority. The Board is responsible for setting the strategic direction for the Authority, and approving the Statement of Intent. The Board monitors organisational performance and ensures the ongoing viability of the organisation is maintained.

The Board delegates the day to day operation of the Authority principally to the Authority’s Principal Rural Fire Officer who reports two monthly to the Board.

The Board has set up an Operations Subcommittee which meets two monthly (alternate to the Board). The Operations Subcommittee works closely with the Principal Rural Fire Officer on operational issues and projects.

Board Membership –

The Southern RFA is governed by a Board of eight which has representatives from all the stakeholder groups as shown in the diagram below.



Board Operations –

The Board meets every two months. The Authority's Principal Rural Fire Officer attends all meetings accompanied by other members of the Rural Fire Authority as needed.

Guidance and Resources provided to the Board –

Board members come with management expertise from their stakeholder agency. Any ongoing training at this level is through representatives' agencies.

A strategic planning workshop was held in November 2007 to develop strategic initiatives for the next five years. Issues such as alternative sources of funding, business models, public communication and education, Authority branding, succession planning, risk management and relationship with volunteers were discussed, with strategic actions to be worked and developed through during 2008-2009. Implementation of these actions will occur during 2009 - 2012.

Policies of the Authority –

The Authority's Rules of Governance note significant procedures for membership and functions of the Board, meetings and voting, Principal Rural Fire Officer appointment and financial control.

Other significant policies include:

- (a) Administration Services Heads of Agreement –
Agreement for administration and financial services to the Southern RFA.
- (b) Personnel Deployment outside Southern RFA –
For provision of firefighting services to other agencies both nationally and internationally.
- (c) Grants to Volunteer Fire Brigades –
Provision for maintaining Southern RFA fire equipment in an operable condition.
- (d) Fire Equipment Servicing Policy –
To ensure all SRFA fire equipment is serviced to best practice standards.
- (e) Public Awareness Plan –
To ensure timely information flow to the Board, stakeholders and the public.
- (f) Health and Safety Policy –
Commitment and procedure for Health and Safety.

3

The nature and scope of the activities to be undertaken

The Southern Rural Fire Authority (Southern RFA) is responsible for the rural fire activities undertaken in the Southern Rural Fire District (Southern RFD).

The Southern RFA was formed to allow the participants to enhance effective fire prevention, protection, suppression and other fire control measures within their respective areas at risk from uncontrolled fires for the good of the local community in general. The Southern RFA is responsible for ensuring facilities and resources are available for the reduction, readiness, response and recovery from any forest or rural fire incident. In addition, the Authority supports and encourages resources to be used for wider community benefit at other types of incidents including motor vehicle accidents, medical first response and initial structure and vehicle fire suppression.

The Southern RFA employs a Principal Rural Fire Officer and a Deputy Principal Rural Fire Officer. Other resources are either contracted from stakeholder agencies and associated organisations or supplied via volunteers. This ensures an effective and efficient service is provided across the District.

A key partner is the New Zealand Fire Service whose urban brigades provide the first response to the majority of incidents within the District and also provide essential services such as communication centres, equipment and training resources.

The National Rural Fire Authority is legislatively empowered not only to set standards to which the Southern RFA must adhere, but also has a key support and audit role. This partnership is delivered both centrally and regionally.

This Statement of Intent covers all activities that were previously undertaken by the five separate Rural Fire Authorities.

<p>The main activities of the Authority are to:</p> <ul style="list-style-type: none"> • Annually review and update the Fire Response Section of the Authority Fire Plan. • Manage fire control measures appropriate to the Authority's fire risk, including the continuation of a 365 day Restricted Fire Season in Special Response Areas. • Monitor fire danger across the District on a daily basis during the fire season and as situations change during the remainder of the year. • Continue to actively promote forest and rural fire prevention to the public through education, media and the fire permit process. • Promote the Authority brand to improve public recognition. • Support Authority volunteers through leadership, provision of appropriate resources and by encouraging them to be actively involved. • Manage equipment resources and implement approved 2008-2022 plant/vehicle replacement programme. • Continue to implement a personnel fire fighter training programme designed to meet the Authority's requirements, National Standards and FRSITO unit standards and competencies. • Completion of a Wildfire Threat Analysis Risk Assessment Mitigation System (RAMS) type project. Implementation of systems to manage key outcomes from RAMS. • Manage all fire suppression operations under the Coordinated Incident Management System (CIMS).
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Alignment with Our Way Southland Outcomes –

The Rural Fire activity produces outputs that support the achievement of community outcomes. Outputs from the Rural Fire activity contribute to the achievement of the principle outcome being "A treasured environment which we care for and which supports us now and into the future".

Outcome	Intermediate Outcome (IO)	Activity's Contribution
6. A treasured environment which we care for and which supports us now and into the future	6.1 We have an informed community. 6.2 We have a healthy, safe and accessible built environment. 6.3 We have an environment protected from the negative effects of human activities.	Education and promotion is an important function of Rural Fire. Rural Fire is proactive and has this outcome as one of its cornerstones. Rural Fire responds to mitigate negative effects of human activities.

4

Ratio of Total Assets: Equity

The definition for 'ratio of total assets to total equity' is:

Total assets include cash, investment and bank balances, accounts receivable, investments, prepayments, fixed assets (net of accumulated depreciation), intangible assets (net of accumulated amortisation), loans (none), etc.

Total equity includes accumulated funds and retained earnings.

Planned at 1.47 for 2009-2010

Planned at 1.46 for 2010-2011

Planned at 1.43 for 2011-2012

5

Authority Accounting Policies

Reporting Entity –

The Southern Rural Fire Authority (previously known as the Southern Rural Fire Committee) is a joint initiative of the Southland District Council, Gore District Council, Invercargill City Council, Department of Conservation and the Southern Plantations Rural Fire District.

The Financial Statements of Southern Rural Fire Authority have been prepared in accordance with Generally Accepted Accounting Practice (GAAP) as prescribed by the Institute of Chartered Accountants of New Zealand.

The Southern Rural Fire Authority's statutory reporting deadline is 30 September 2009.

Measurement Base –

The financial statements have been prepared on an historical cost basis.

Particular Accounting Policies –

The following particular accounting policies, which materially affect the measurement of the results and financial position, have been applied:

- (a) Goods and Services Tax (GST)
The financial statements have been prepared exclusive of Goods and Services Tax (GST) with the exception of receivables and payables, which are stated with GST included.
- (b) Accounts Receivable
Accounts receivable are stated at expected realisable value after providing for doubtful and uncollectible debts.
- (c) Fixed Assets
Furniture and Fittings, Vehicles, Plant and Land and Buildings are shown at historical cost less provision for depreciation.
- (d) Depreciation
Depreciation is provided for on a diminishing value basis for all classes of fixed assets at current IRD rates.

- (e) Revenue Recognition
Fire recoveries and other income are recognised when the services to which these relate give rise to an obligation for recovery or economic benefits are transferred to the Authority. Grants and levies are recognised as revenue to the extent of eligibility for grants established by the grantor agency. Levies in kind are recognised from time contributed during the year.
- (f) Employee Entitlements
Provision is made in respect of the Southern Rural Fire Authority's liability for annual leave, long service leave, and retirement gratuities. Annual leave and long service has been calculated on an actual basis at current rates of pay, while other provisions have been calculated on an actual basis on present value of expected entitlements.
- (g) Financial Instruments
The Southern Rural Fire Authority is party to financial instruments as part of its normal operations. These financial instruments include cash and on-call deposits, accounts receivable, investments, accounts payable, deposits held, other liabilities and financial guarantees.

Revenue and expenditure arising from these financial instruments is recognised in the Statement of Financial Performance.

The financial instruments are recognised in the Statement of Financial Position on the basis of the Southern Rural Fire Authority's general, and where applicable, particular accounting policies. All financial instruments disclosed in the Statement of Financial Position are recorded at fair value or cost.
- (h) Changes in Accounting Policies
There have been no changes in accounting policies since the date of the last audited financial statements. All policies have been applied on a basis consistent with the prior year.

6

Key Performance Targets

The Authority has two levels of indicators.

The first are high level community indicators which are set by the Authority and mirrored in the Council LTCCP. These were set from a public consultation process by MWH on behalf of the Southland District Council in partnership with the Board in 2005.

The second set of measures are internal performance targets (also identified during this process and annually updated) but of a more technical nature. All targets are included in the table below with the LTCCP targets shown in ***bold italics***.

What we will provide		How we will measure the service provided		
Category	Level of Service	Key Performance Indicator	Our Target	Source
Quantity	Provide Rural Fire organisation and resources that are adequate to manage fire events anticipated within the SRFD.	Number of rural fire personnel.	No less than 250¹	Southern Rural Fire Authority training register
		Equipment resource levels meet NRFA standards.		Confirmed by NRFA audit.
Access	Provide rural fire services throughout the District, except for Urban Fire Districts, via a unified but distributed organisational system.	Organisation and resources are adequate for the level of response required within the SRFD.		Confirmed by NRFA audit.
		VRFF's are established, registered and supported in accordance with the NRFA standards.		No of VRFFs
		Review relationship with volunteers and report by 30 November 2009		Date completed
Management		Review present structure, review out-sourced versus in-house staffing by 30 September 2009		Date completed
		Succession plan for Board and staff is developed by 30 September 2009		Date completed
		Develop relationships with new funding agencies		Date completed
		Develop a national presence and participate in everything possible at a national level		Monthly reports
		Design and circulate a newsletter to stakeholders and community twice a year in October and April		Date completed
		Promote the SRFA brand – with consideration given to naming, signing, clothing and more presence		Public Awareness Plan reviewed by 1 September annually
Reduction	Provide public education on fire risks, risk reduction and fire event readiness.	Number of public education initiatives completed.²	1 leaflet drop 650 radio slots 10 education visits	File Quarterly Report
		Maintain SRFD web page		Web page hits
		Include an education plan as part of the Public Awareness Plan by 1 September 2009		Date completed

What we will provide		How we will measure the service provided		
Category	Level of Service	Key Performance Indicator	Our Target	Source
	Identify, assess and manage the fire risks presenting a threat in the SRFA area.	<i>Decreasing number of rural fire vegetation calls.</i>	65⁴	<i>Quarterly Report</i>
		Investigate options for undertaking a RAMS type project by 30 November 2009. Then complete an implementation plan for the RAMS project outcomes by 30 June 2010.		Date completed.
		Implement Restricted or Prohibited Fire Seasons based on current fire danger as specified in the SRFD Fire Plan.		System records.
		Support the newly formed Milford Sound Emergency Response Team. Implement a coordinated emergency response plan/system in conjunction with Civil Defence, Environment Southland, Police, Fire Service and medical agencies by 30 November 2009		Date completed.
	Manage a fire permit system.	Include relevant and appropriate information with fire permits issued.		
		Make enhancements to fire permit system including partial access for the public by 30 June 2010. 95% of fire permits issued within five working days of application. Fire permit system developed to manage process.		Date completed % issued within five days.
		No of legitimate calls to permitted fires reduces.		No of calls.
		Review how SRFA communicates prevention education to high risk neighbours by 1 September 2009.		Date completed
Readiness	<i>Ensure that Rural Fire personnel are adequately trained.</i>	<i>Percentage of key rural fire personnel that are trained to or training towards the appropriate Fire and Rescue Services Industry Training Organisation (FRSITO) Unit Standards for their duties.³</i>	100%	<i>Training Register</i>

What we will provide		How we will measure the service provided		
Category	Level of Service	Key Performance Indicator	Our Target	Source
		4,000 man-hours training is delivered in FRSITO Unit Standards and other rural fire or related subjects per year.		Training records.
		Meetings/ training sessions are held with all VRFF's two times per year		Training records. No Hours.
		Carry out one major simulated field exercises per year, with 30% of SRFA fire personnel involved, or actual incidents may substitute for simulated exercise.		Training records. No Hours.
		Take advantage of the opportunities for fire fighting personnel to experience overseas firefighting assignments.		Training records. Deployment records
	Ensure that Rural Fire organisation, resources and activities are properly planned and documented.	Maintain a current SRFD Fire Plan to NRFA standards. The Response section of the Plan to be reviewed and adopted by the Board annually.		Copy of SRFA Fire Plan on file. Date adopted.
		The entire plan to be audited five yearly by the NRFA.		NRFA audit report.
	Maintain a state of readiness appropriate for current fire risk.	Notify Fire Danger as specified in the SRFD Plan.		Notification documentation.
		Adjust Fire Suppression Response levels in the District.		Notification to NZFS Comms Centre and confirmed by audit.
	Ensure that adequate Rural Fire equipment is available.	Implement approved equipment levels strategy.		Annual Audit. Strategy document. Reports.
	Ensure compliance with NRFA national standards and Performance Assessment Criteria (PAC).	Develop and implement action plans to meet Southern RFA requirements and compliance with standards and Performance Assessment Criteria by 30 June 2009. NRFA PAC assessment scheduled for 2011.		Date completed. Confirmed by NRFA assessment.
Response	Ensure that the Rural Fire organisation responds appropriately to fire events	Percentage of initial attacks on fires commenced within 30 minutes of receiving a fire call.	100%	Fire Log FIRS

What we will provide		How we will measure the service provided		
Category	Level of Service	Key Performance Indicator	Our Target	Source
		Fire suppression operations are managed in accordance with the Authority Fire Response Plan, Health and Safety Plan and NRFA standards.		Fire log. Debrief.
		All incidents will be managed using CIMS.		Debrief.
		Performance shall be examined in a Fire Debrief Report for each major fire.		Operational Review Reports Debrief reports.
		Fire debriefs and Operational Reviews do not highlight inadequacies.		Operational Review Reports Debrief reports.
Quality	Ensure stakeholder satisfaction	Annual assessment completed by stakeholders by 30 April 2010.		Report on file.
<ol style="list-style-type: none"> 1. 160 Firefighters, 40 Crew Leaders, 40 Incident Management 2. "Public education initiatives" include one information leaflet drop annually to all rural properties, radio advertising campaign of at least 25 daytime slots per week from 1 October to 30 March, 10 education visits (rural residents, schools and interest groups) annually. 3. "Key Rural Fire Personnel" includes the Principal Rural Fire Officer (PRFO), Deputy Principal Rural Fire Officers (DPRFO's), Rural Fire Officers (RFO's) and Fire Fighters (FF's) 4. This is the annual average for vegetation calls which relates to the objectives of the SRFA, who have a target that over a five year rolling average, the number of rural fires should decrease. 				

7

Information to be reported to Councils

In each year the Authority will comply with all reporting requirements under the Local Government Act 2002 (particularly Sections 66 to 69 of that Act). In particular, it will provide:

1. A draft statement of intent detailing all matters required under the Local Government Act 2002 by 1 March each year for consideration prior to commencement of the new financial year;
2. An annual budget for the coming financial year (attached to the Statement of Intent);
3. Two types of reports are provided during the year:
 - A monthly report is sent separately to each Board member on the operations of the Authority to enable an informed assessment of its performance including a comparison against budget and the Statement of Intent.

- A report presented to the two monthly meeting of the Board including the same information as above plus financial statements comprising the Statement of Financial Position, Statement of Movements in Equity, Statement of Financial Performance and Statement of Cash Flows.

4. An annual report within two months after the end of each financial year.

8

Activities for which investment by Councils is sought

The Southern RFA seeks funding from the stakeholder organisations for undertaking work that seeks to provide rural fire activities in the Southern Rural Fire District.

The funding levies between the Southern RFA and member organisations exist for a one year term and are discussed in November each year and set at the time of presentation and adoption of the Statement of Intent and budget.

For the 2009/2010 financial year we seek the following funding from the stakeholders:

- \$172,986 from Southland District Council
- \$47,960 from Invercargill City Council
- \$41,965 from Gore District Council
- \$124,480 from Department of Conservation
- \$130,931 from Forest Members

For the 2010/2011 financial year we seek the following funding from the stakeholders:

- \$188,456 from Southland District Council
- \$52,276 from Invercargill City Council
- \$45,742 from Gore District Council
- \$133,185 from Department of Conservation
- \$142,715 from Forest Members

For the 2011/2012 financial year we seek the following funding from the stakeholders:

- \$205,417 from Southland District Council
- \$56,981 from Invercargill City Council
- \$49,859 from Gore District Council
- \$142,615 from Department of Conservation
- \$155,559 from Forest Members

In each case this encompasses core funding and any additional funding for particular projects.

A ten (10) year Forecast Statement of Financial Performance (2008/2009 – 2017/2018) identifies ongoing funding commitments from stakeholders.

9

Estimate of Commercial Value of Shareholders' Investment

The net value of the shareholders' investment in the company is estimated to be valued at \$657.139 as at 30 June 2010. This value shall be assessed by the Board on completion of the annual accounts or at any other time determined by the Board. The method of assessment will use the value of shareholders funds as determined in the annual accounts as a guide.

10

Other

No distribution of a dividend (accumulated profits and capital reserves) to shareholders is intended in the 2009/2010 financial year or succeeding years.

Any subscription for, purchase or otherwise acquiring shares in any company or other organisation requires the prior approval of the Board.

11

Risk Management

In order to enable the Authority to continue to provide healthy and robust governance, it has established a Risk Identification and Mitigation Plan. The Plan will further enhance the Authority's capability to perform its functions by enabling the efficient and effective identification and response to threat. The Plan will be formally evaluated every year by the Authority to satisfy itself that appropriate strategies are in place to manage or eliminate risk.

Risk Management

The following table shows the assessment of risks for the Rural Fire activity. A WT PK IMPACT score of 1 is a high risk with high consequence.

NAME:		SOUTHERN RURAL FIRE AUTHORITY - RISK MANAGEMENT				CONSEQUENCES								WEIGHTED VALUE	LIKELIHOOD	Rounded weighted value	Average Code	Peak code	WT AVE IMPACT	WT PK IMPACT	CURRENT CONTROLS	TARGET CONTROL
Community Outcome	Immediate Outcome	Core Value	Indicative Success Measures	Caused By	Corporate Image	Environmental	Health and Safety	Loss of Service	Social/Cultural	Economic 3rd party	Economic SRFA											
Southland is a great place to live	1.2 We have a choice of quality places to go and things to see	Effectiveness	Effective management of and recovery from rural fire emergencies	Adequate response plan	2	3	3	2	2	3	3	2.6	D	3	D3	D3	5	5	Rural fire response plan in place and subject to bi-annual review and periodic testing	Rural fire response plan in place and subject to bi-annual review and periodic testing		
		Environment		Sufficient personnel resources	2	3	4	2	2	3	2	2.6	E	3	E3	E4	4	3	Personnel requirements reviewed periodically	Personnel requirements reviewed periodically		
		Safety		Sufficient equipment resources	2	3	4	2	2	3	2	2.6	C	3	C3	C4	6	5	Equipment requirements reviewed periodically	Equipment requirements reviewed periodically		
		Quality		Adequate training of response personnel	3	3	5	2	2	3	2	2.9	D	3	D3	D5	5	3	Training programmes for all personnel and annual simulated exercise	Training programmes for all personnel and simulated exercises		
		Sustainability		Adequate communication systems	2	3	5	2	2	3	2	2.7	D	3	D3	D5	5	3	Communications system subject to ongoing testing and review. Systems trialled in emergency exercises.	Communications system subject to ongoing testing and review. Systems trialled in emergency exercises.		
		Responsiveness	Adequate data management processes	2	3	2	2	2	2	2	1	2.0	D	2	D2	D3	6	5	Data management systems reviewed annually	Review process documented. Reviewed as part of emergency exercise debrief.		
			Adequate public relations	2	3	3	1	2	1	2	2.0	D	2	D2	D3	6	5	Communications plan subject to ongoing review.	Part of Response Plan. Reviewed as part of emergency exercise debrief.			
	Adequate reporting systems	2	3	2	1	2	2	2	2.0	D	2	D2	D3	6	5	Part of Response Plan. Reviewed as part of emergency exercise debrief.	Part of Response Plan. Reviewed as part of emergency exercise debrief.					
A diverse economy built from our strengths for growth and prosperity	2.1 We have a quality infrastructure with potential for growth. 2.3 We have a business friendly environment in which to operate. 2.5 We have full employment and rewarding careers. 2.6 We retain and build on our skills base. 2.7 We keep the things about living here that we value	Effectiveness	Effective management of and recovery from rural fire emergencies	Adequate response plan	2	3	3	2	2	3	3	2.6	D	3	D3	D3	5	5	Rural fire response plan in place and subject to bi-annual review and periodic testing	Rural fire response plan in place and subject to bi-annual review and periodic testing		
		Environmental		Sufficient personnel resources	2	3	4	2	2	3	2	2.6	E	3	E3	E4	4	3	Personnel requirements reviewed periodically	Personnel requirements reviewed periodically		
		Integration		Sufficient equipment resources	2	3	4	2	2	3	2	2.6	C	3	C3	C4	6	5	Equipment requirements reviewed periodically	Equipment requirements reviewed periodically		
		Customer focus		Adequate training of response personnel	3	3	5	2	2	3	2	2.9	D	3	D3	D5	5	3	Training programmes for all personnel and annual simulated exercise	Training programmes for all personnel and simulated exercises		
		Sustainability		Adequate communication systems	2	3	5	2	2	3	2	2.7	D	3	D3	D5	5	3	Communications system subject to ongoing testing and review. Systems trialled in emergency exercises.	Communications system subject to ongoing testing and review. Systems trialled in emergency exercises.		
			Adequate data management processes	2	3	2	2	2	2	1	2.0	D	2	D2	D3	6	5	Data management systems reviewed annually	Review process documented. Reviewed as part of emergency exercise debrief.			
			Adequate public relations	2	3	3	1	2	1	2	2.0	D	2	D2	D3	6	5	Communications plan subject to ongoing review.	Part of Response Plan. Reviewed as part of emergency exercise debrief.			
			Adequate reporting systems	2	3	2	1	2	2	2	2.0	D	2	D2	D3	6	5	Part of Response Plan. Reviewed as part of emergency exercise debrief.	Part of Response Plan. Reviewed as part of emergency exercise debrief.			
		Cost	Financial management of rural fire emergencies	Reducing number of rural fire emergencies	2	2	2	2	2	2	2	2.0	E	2	E2	E2	5	5	Targeted publicity to fire causes and prevention	Education of public and community on fire risk and targeted publicity on fire cause and prevention		
		Efficient emergency management processes	2	1	1	1	1	1	2	1.3	D	1	D1	D2	7	6	Rural fire response plan in place and subject to bi-annual review and periodic testing	Rural fire response plan in place and subject to bi-annual review and periodic testing. Processes stand up to Operational Review.				
Safe places in a caring society that is free from crime	3.4 We apprehend and hold law breakers appropriately accountable. 3.5 We support the victims of crime	Effectiveness	Effective management of and recovery from rural fire emergencies	Adequate response plan	2	3	3	2	2	3	3	2.6	D	3	D3	D3	5	5	Rural fire response plan in place and subject to bi-annual review and periodic testing	Rural fire response plan in place and subject to bi-annual review and periodic testing		
		Community involvement		Sufficient personnel resources	2	3	4	2	2	3	2	2.6	E	3	E3	E4	4	3	Personnel requirements reviewed periodically	Personnel requirements reviewed periodically		
		Fairness/consistency		Sufficient equipment resources	2	3	4	2	2	3	2	2.6	C	3	C3	C4	6	5	Equipment requirements reviewed periodically	Equipment requirements reviewed periodically		
		Quality		Adequate training of response personnel	3	3	5	2	2	3	2	2.9	D	3	D3	D5	5	3	Training programmes for all personnel and annual simulated exercise	Training programmes for all personnel and simulated exercises		
		Customer focus		Adequate communication systems	2	3	5	2	2	3	2	2.7	D	3	D3	D5	5	3	Communications system subject to ongoing testing and review. Systems trialled in emergency exercises.	Communications system subject to ongoing testing and review. Systems trialled in emergency exercises.		
		Reliability		Adequate data management processes	2	3	2	2	2	2	1	2.0	D	2	D2	D3	6	5	Data management systems reviewed annually	Review process documented. Reviewed as part of emergency exercise debrief.		
			Adequate public relations	2	3	3	1	2	1	2	2.0	D	2	D2	D3	6	5	Communications plan subject to ongoing review.	Part of Response Plan. Reviewed as part of emergency exercise debrief.			
	Adequate reporting systems	2	3	2	1	2	2	2	2.0	D	2	D2	D3	6	5	Part of Response Plan. Reviewed as part of emergency exercise debrief.	Part of Response Plan. Reviewed as part of emergency exercise debrief.					
We are healthy people	4.1 We are able to live healthy lifestyles. 4.3 We live in a compassionate caring community	Effectiveness	Effective management of and recovery from rural fire emergencies	Adequate response plan	2	3	3	2	2	3	3	2.6	D	3	D3	D3	5	5	Rural fire response plan in place and subject to bi-annual review and periodic testing	Rural fire response plan in place and subject to bi-annual review and periodic testing		
		Integration		Sufficient personnel resources	2	3	4	2	2	3	2	2.6	E	3	E3	E4	4	3	Personnel requirements reviewed periodically	Personnel requirements reviewed periodically		
		Safety		Sufficient equipment resources	2	3	4	2	2	3	2	2.6	C	3	C3	C4	6	5	Equipment requirements reviewed periodically	Equipment requirements reviewed periodically		
		Responsiveness		Adequate training of response personnel	3	3	5	2	2	3	2	2.9	D	3	D3	D5	5	3	Training programmes for all personnel and annual simulated exercise	Training programmes for all personnel and simulated exercises		
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		Community involvement		Adequate data management processes	2	3	2	2	2	2	1	2.0	D	2	D2	D3	6	5	Data management systems reviewed annually	Review process documented. Reviewed as part of emergency exercise debrief.		
		Environment		Adequate public relations	2	3	3	1	2	1	2	2.0	D	2	D2	D3	6	5	Communications plan subject to ongoing review.	Part of Response Plan. Reviewed as part of emergency exercise debrief.		
			Adequate reporting systems	2	3	2	1	2	2	2	2.0	D	2	D2	D3	6	5	Part of Response Plan. Reviewed as part of emergency exercise debrief.	Part of Response Plan. Reviewed as part of emergency exercise debrief.			

Strong effective leadership taking us into the future	5.1 Citizens and communities are inspired, motivated and empowered. 5.2 Decisions are progressive, forward looking and robust. 5.3 The community has confidence in its leaders	Effectiveness	Effective management of and recovery from rural fire emergencies	Adequate response plan	2	3	3	2	2	3	3	2.6	D	3	D3	D3	5	5	Rural fire response plan in place and subject to bi-annual review and periodic testing	Rural fire response plan in place and subject to bi-annual review and periodic testing
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		Customer focus		Sufficient equipment resources	2	3	4	2	2	3	2	2.6	C	3	C3	C4	6	5	Equipment requirements reviewed periodically	Equipment requirements reviewed periodically
		Quality		Adequate training of response personnel	3	3	5	2	2	3	2	2.9	D	3	D3	D5	5	3	Training programmes for all personnel and annual simulated exercise	Training programmes for all personnel and simulated exercises
		Reliability		Adequate communication systems	2	3	5	2	2	3	2	2.7	D	3	D3	D5	5	3	Communications system subject to ongoing testing and review. Systems trialled in emergency exercises.	Communications system subject to ongoing testing and review. Systems trialled in emergency exercises.
		Fairness/consistency		Adequate data management processes	2	3	2	2	2	2	1	2.0	D	2	D2	D3	6	5	Data management systems reviewed annually	Review process documented. Reviewed as part of emergency exercise debrief.
		Sustainability		Adequate public relations	2	3	3	1	2	1	2	2.0	D	2	D2	D3	6	5	Communications plan subject to ongoing review.	Part of Response Plan. Reviewed as part of emergency exercise debrief.
				Adequate reporting systems	2	3	2	1	2	2	2	2.0	D	2	D2	D3	6	5	Part of Response Plan. Reviewed as part of emergency exercise debrief.	Part of Response Plan. Reviewed as part of emergency exercise debrief.
A treasured environment which we care for and which supports us now and into the future	6.1 We have an informed community caring for the environment. 6.2 We have a healthy, safe and accessible built environment. 6.3 We have an environment protected from the negative effects of human activities	Environment	Management of rural fire emergencies causes no environmental damage	Adequately defined and documented processes	2	3	2	2	2	2	2	2.1	E	2	E2	E3	5	4	Processes documented as part of Response Plan. Reviewed as part of simulated exercise debrief.	Processes reviewed through incident debrief or Operational Review undertaken on major incidents
		Accessibility		Adequate training of response personnel	3	3	5	2	2	3	2	2.9	D	3	D3	D5	5	3	Training programmes for all personnel and annual simulated exercise	Training programmes for all personnel and simulated exercises
		Sustainability																		
A well educated and skilled community continually seeking further opportunities to learn	7.1 We have accessible learning opportunities. 7.2 We have high quality learning opportunities available to meet community needs and demands. 7.3 We deliver innovative, integrated and effective learning programmes. 7.4 We have a culture of continuous learning	Customer focus	Community is well educated on risks of rural fires and rural fire prevention	Effective rural fire publicity and education programmes	2	2	4	1	1	1	1	1.7	E	2	E2	E4	5	3	Communications plan subject to ongoing review.	Coordinated local and national emergency preparedness awareness programmes delivered
		Accessibility		Community support	2	2	4	1	1	1	1	1.7	E	2	E2	E4	5	3	Compliance with burning requirements	Community understanding and support verified by bi-annual survey
		Quality																		

PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

	2009/2010	2010/2011	2011/2012
<u>Revenue</u>			
Grants	76,291	38,541	54,201
Levies	518,231	562,375	610,431
Fire Suppression Recoveries	168,911	172,914	177,012
Other Income	5,119	5,240	5,364
	<u>768,552</u>	<u>779,070</u>	<u>847,008</u>
Interest	8,440	5,000	5,000
	<u>776,992</u>	<u>784,070</u>	<u>852,008</u>
<u>Expenditure</u>			
Audit Fees	3,583	3,668	3,755
Administration	41,393	42,566	43,555
Depreciation	66,412	82,992	89,149
Equipment	113,631	116,324	119,081
Fire Prevention	6,654	6,812	6,973
Fire Suppression Costs	153,555	157,194	160,920
Insurance	15,816	16,191	16,575
Mapping	4,095	4,192	4,291
Salary and Allowances	168,911	172,914	177,012
Other Personnel Costs	32,247	33,011	33,793
Publicity	16,891	17,291	17,701
Training	118,135	120,935	123,801
Volunteer Rural Fire Forces	15,356	15,719	16,092
Weather Stations	5,630	5,764	5,900
	<u>762,308</u>	<u>795,573</u>	<u>818,598</u>
NET SURPLUS (DEFICIT)	<u>14,684</u>	<u>(11,503)</u>	<u>33,410</u>

PROSPECTIVE STATEMENT OF CHANGES IN EQUITY

	2009/2010	2010/2011	2011/2012
Equity at the beginning of the year	649,749	664,434	652,931
Revaluation Reserve movement	-	-	-
Net Surplus/(Deficit)	14,685	(11,503)	33,410
Total Recognised Revenues and Expenses	14,685	(11,503)	33,410
Equity at the end of the year	664,434	652,931	686,341

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

	2009/2010	2010/2011	2011/2012
<u>Equity and Reserves</u>			
Revaluation Reserve	7,295	7,295	7,295
Accumulated Funds	657,139	645,636	679,046
TOTAL EQUITY	664,434	652,931	686,341
Represented by:			
<u>Current Assets</u>			
Cash and Cash Equivalents	120,923	68,912	68,472
Debtors and other receivables	108,149	108,149	108,149
Prepayments	16,074	16,074	16,074
GST Receivable	17,262	17,262	17,262
Total Current Assets	262,408	210,397	209,957
<u>Non Current Assets</u>			
Property, Plant & Equipment	715,526	746,034	769,884
TOTAL ASSETS	977,934	956,431	979,84
<u>Less Current Liabilities</u>			
Creditors and other payables	171,524	171,524	174,229
Borrowings	10,000	10,000	-
Accrued Employee Entitlements	25,522	25,522	25,522
Accrued Payments	4,761	4,761	4,761
DOC Grant in Advance	88,988	88,988	88,988
Total Current Liabilities	300,795	300,795	293,500
<u>Less Non Current Liabilities</u>			
Borrowings	12,705	2,705	-
TOTAL LIABILITIES	313,500	303,500	293,500
NET ASSETS	664,434	652,931	686,341

PROSPECTIVE STATEMENT OF CASH FLOWS

	2009/2010	2010/2011	2011/2012
Cash Flow From Operating Activities			
Cash was provided from:			
Receipts	730,879	740,504	807,530
Interest Received	8,441	5,000	5,000
	739,320	745,504	812,530
Cash was disbursed to:			
Suppliers & Employees	658,223	674,015	689,970
Net GST Movement	-	-	-
	658,223	674,015	689,970
Net In (Out) Flow From Operations	81,097	71,489	122,560
Cash Flow From Investing Activities			
Cash was disbursed to:			
Purchase of Property, plant & equipment	187,800	113,500	113,000
	(187,800)	(113,500)	(113,000)
Net In (Out) Flow From Investing	(187,800)	(113,500)	(113,000)
Cash Flow From Financing Activities			
Cash was provided from:			
Borrowings	-	-	-
Cash was disbursed to:			
Repayment of Loans	10,000	10,000	10,000
	(10,000)	(10,000)	(10,000)
Net In (Out) Flow From Financing	(10,000)	(10,000)	(10,000)
Net Increase (Decrease) In Cash	(116,703)	(52,011)	(440)
Add Opening Balance	237,626	120,923	68,912
Closing Cash Balance	120,923	68,912	68,472
Represented By			
Cash & Bank	64,268	42,765	66,175
Short Term Deposits	56,655	26,147	2,297
	120,923	68,912	68,472

RURAL FIRE AUTHORITY														
OF FINANCIAL PERFORMANCE 2008-2019														
OPTION 2a : 9% INCREASE IN LEVIES FOR FIRST THREE YEARS AND THEN VARIABLE INCREASE IN LEVIES WITH A TARGET CASH BALANCE OF \$100K PER ANNUM														
Final Actuals 2006/07	Final Actuals 2007 /08	PARTICULARS	Forecast 2008 /09	Inflation Rate/ % Increase	10 Year Plan									
					2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19
		FIRE SUPPRESSION RECOVERIES												
125,160	182,285	Fire Cost Recovery	165,000	2.37%	168,911	172,914	177,012	181,207	185,502	189,898	194,398	199,006	203,722	208,550
125,160	182,285		165,000		168,911	172,914	177,012	181,207	185,502	189,898	194,398	199,006	203,722	208,550
		GRANTS												
8,011	6,492	NRFA Grant (Clothing & equipment)	6,000	2.37%	6,142	6,288	6,437	6,589	6,746	6,905	7,069	7,237	7,408	7,584
76,171	77,814	NRFA Grant (Fire Appliance)	80,000		24,400	21,250	36,500	-	13,000	13,000	-	-	-	-
4,989	17,992	Training Subsidy	10,500	2.37%	10,749	11,004	11,264	11,531	11,805	12,084	12,371	12,664	12,964	13,271
33,833	44,949	Other Grants	-		35,000	-	-	22,000	-	-	-	-	-	-
123,004	147,247		96,500		76,291	38,541	54,201	40,121	31,550	31,990	19,440	19,901	20,372	20,855
		INTEREST												
13,178	14,420		12,000		8,441	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
			12,000		8,441	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
		LEVIES												
		% Increase			9.00%	9.00%	9.00%	3.53%	1.24%	2.45%	0.22%	9.92%	2.30%	-4.20%
72,400	72,400	DOC	79,640		86,808	94,620	103,136	106,777	108,104	110,753	110,996	122,007	124,816	119,579
109,199	108,749	Forest Members	120,120		130,931	142,715	155,559	161,050	163,052	167,047	167,415	184,022	188,259	180,359
35,000	35,000	GDC	38,500		41,965	45,742	49,859	51,619	52,260	53,541	53,659	58,981	60,339	57,807
40,000	40,000	ICC	44,000		47,960	52,276	56,981	58,993	59,726	61,189	61,324	67,407	68,959	66,066
144,200	144,200	SDC	158,620		172,896	188,456	205,417	212,669	215,313	220,588	221,073	243,003	248,599	238,166
400,799	400,349		440,880		480,559	523,810	570,952	591,107	598,456	613,118	614,467	675,422	690,973	661,976
		LEVIES IN KIND												
29,223	27,940	DOC in Kind	36,800	2.37%	37,672	38,565	39,479	40,415	41,372	42,353	43,357	44,384	45,436	46,513
			36,800		37,672	38,565	39,479	40,415	41,372	42,353	43,357	44,384	45,436	46,513
		OTHER INCOME												
108,967	-	National Rural Fire Deployment	-	2.37%	-	-	-	-	-	-	-	-	-	-
4,283	18,014	Outsider Contract Work	5,000	2.37%	5,119	5,240	5,364	5,491	5,621	5,754	5,891	6,030	6,173	6,320
113,250	18,014		5,000		5,119	5,240	5,364	5,491	5,621	5,754	5,891	6,030	6,173	6,320
804,614	790,255	TOTAL INCOME	756,180		776,992	784,069	852,008	863,340	867,501	888,113	882,552	949,743	971,677	949,215
		LESS EXPENSES												
		ACCOUNTING												
3,502	4,049	Audit Fees	3,500	2.37%	3,583	3,668	3,755	3,844	3,935	4,028	4,124	4,221	4,321	4,424
3,502	4,049		3,500		3,583	3,668	3,755	3,844	3,935	4,028	4,124	4,221	4,321	4,424
		ADMINISTRATION												
-	381	Legal costs	1,000	2.37%	1,024	1,048	1,073	1,098	1,124	1,151	1,178	1,206	1,235	1,264
1,250	3,296	Printing	2,000	2.37%	2,047	2,096	2,146	2,196	2,249	2,302	2,356	2,412	2,469	2,528
164	26	Bank Charges	250	2.37%	256	262	268	275	281	288	295	302	309	316
29,127	32,593	Secreterial Services	32,593		36,428	37,483	38,352	39,237	40,135	41,026	42,016	42,986	44,011	45,089
969	2,296	Phone Book Entries (x2)	1,200	2.37%	1,228	1,258	1,287	1,318	1,349	1,381	1,414	1,447	1,482	1,517
329	1,423	Stamps & Stationary	400	2.37%	409	419	429	439	450	460	471	482	494	506
31,839	40,015		37,443		41,393	42,566	43,555	44,563	45,588	46,608	47,730	48,836	49,999	51,219
		EQUIPMENT												
15,499	12,503	Equipment Purchases (Non-Capital)	16,000	2.37%	16,379	16,767	17,165	17,572	17,988	18,414	18,851	19,298	19,755	20,223
8,228	2,912	Hose Cleaning & Repairs	10,000	2.37%	10,237	10,480	10,728	10,982	11,243	11,509	11,782	12,061	12,347	12,639
759	37	Inspections	1,000	2.37%	1,024	1,048	1,073	1,098	1,124	1,151	1,178	1,206	1,235	1,264
10,901	3,165	Servicing & Maintenance	9,000	2.37%	9,213	9,432	9,655	9,884	10,118	10,358	10,604	10,855	11,112	11,375
47,970	62,957	Vehicle Running & Maintenance	57,000	2.37%	58,351	59,734	61,150	62,599	64,082	65,601	67,156	68,747	70,377	72,045
111	-	Equipment Other	-	2.37%	-	-	-	-	-	-	-	-	-	-
6,892	7,423	VFB equipment housing/maintenance grants	10,000	2.37%	10,237	10,480	10,728	10,982	11,243	11,509	11,782	12,061	12,347	12,639
16,304	7,572	Protective Clothing	8,000	2.37%	8,190	8,384	8,582	8,786	8,994	9,207	9,425	9,649	9,877	10,112
106,664	96,569		111,000		113,631	116,324	119,081	121,903	124,792	127,749	130,777	133,877	137,049	140,298
		FIRE PREVENTION												
1,178	983	Pagers & Message Centre	1,500	2.37%	1,536	1,572	1,609	1,647	1,686	1,726	1,767	1,809	1,852	1,896
650	661	Standby Costs	3,000	2.37%	3,071	3,144	3,218	3,295	3,373	3,453	3,535	3,618	3,704	3,792
2,000	2,009	Fire Research Grant	2,000	2.37%	2,047	2,096	2,146	2,196	2,249	2,302	2,356	2,412	2,469	2,528
3,828	3,653		6,500		6,654	6,812	6,973	7,138	7,308	7,481	7,658	7,840	8,025	8,216
		FIRE SUPPRESSION												
95,733	167,599		150,000	2.37%	153,555	157,194	160,920	164,734	168,638	172,634	176,726	180,914	185,202	189,591
95,733	167,599		150,000		153,555	157,194	160,920	164,734	168,638	172,634	176,726	180,914	185,202	189,591
		INSURANCE												
3,456	1,319	ACC/Accident	2,000	2.37%	2,047	2,096	2,146	2,196	2,249	2,302	2,356	2,412	2,469	2,528
-	2,280	Death & Disability	2,750	2.37%	2,815	2,882	2,950	3,020	3,092	3,165	3,240	3,317	3,395	3,476
3,102	2,894	Professional Indemnity	3,200	2.37%	3,276	3,353	3,433	3,514	3,598	3,683	3,770	3,860	3,951	4,045
7,734	9,969	Public Liability & VRFF	7,500	2.37%	7,678	7,860	8,046	8,237	8,432	8,632	8,836	9,046	9,260	9,480
14,292	16,462		15,450		15,816	16,191	16,575	16,968	17,370	17,781	18,203	18,634	19,076	19,528

RURAL FIRE AUTHORITY														
OF FINANCIAL PERFORMANCE 2008-2019														
OPTION 2a : 9% INCREASE IN LEVIES FOR FIRST THREE YEARS AND THEN VARIABLE INCREASE IN LEVIES WITH A TARGET CASH BALANCE OF \$100K PER ANNUM														
Final Actuals 2006/07	Final Actuals 2007 /08	PARTICULARS	Forecast 2008 /09	Inflation Rate/ % Increase	10 Year Plan									
					2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19
		MAPPING												
2,163	-	Mapping updates	1,000	2.37%	1,024	1,048	1,073	1,098	1,124	1,151	1,178	1,206	1,235	1,264
11,708	-	Wildfire Threat Analysis	3,000	2.37%	3,071	3,144	3,218	3,295	3,373	3,453	3,535	3,618	3,704	3,792
13,871	-		4,000		4,095	4,192	4,291	4,393	4,497	4,604	4,713	4,824	4,939	5,056
		PERSONNEL												
5,587	14,060	Meetings & Conferences PRFO & DPRFO	8,000	2.37%	8,190	8,384	8,582	8,786	8,994	9,207	9,425	9,649	9,877	10,112
3,563	2,303	Office Phone & Cellphones	3,500	2.37%	3,583	3,668	3,755	3,844	3,935	4,028	4,124	4,221	4,321	4,424
-	3,820	Office Establishment	-	2.37%	-	-	-	-	-	-	-	-	-	-
14,789	24,718	Vehicle Running	20,000	2.37%	20,474	20,959	21,456	21,964	22,485	23,018	23,563	24,122	24,694	25,279
138,989	169,756	Salary & Allowances	165,000	2.37%	168,911	172,914	177,012	181,207	185,502	189,898	194,398	199,006	203,722	208,550
162,928	214,657		196,500		201,157	205,924	210,805	215,801	220,915	226,151	231,511	236,998	242,615	248,365
		PUBLICITY												
3,821	3,542	General Publicity/Advertising	4,000	2.37%	4,095	4,192	4,291	4,393	4,497	4,604	4,713	4,824	4,939	5,056
750	-	Otago/Southland RRFC	1,500	2.37%	1,536	1,572	1,609	1,647	1,686	1,726	1,767	1,809	1,852	1,896
485	1,476	Permits	9,000	2.37%	9,213	9,432	9,655	9,884	10,118	10,358	10,604	10,855	11,112	11,375
708	2,918	Signs	2,000	2.37%	2,047	2,096	2,146	2,196	2,249	2,302	2,356	2,412	2,469	2,528
5,764	7,936		16,500		16,891	17,291	17,701	18,121	18,550	18,990	19,440	19,901	20,372	20,855
		TRAINING												
196		Advanced Fire Behaviour												
1,154	356	CIMS - National	2,000	2.37%	2,047	2,096	2,146	2,196	2,249	2,302	2,356	2,412	2,469	2,528
3,324	10,385	Crew Leader	4,000	2.37%	4,095	4,192	4,291	4,393	4,497	4,604	4,713	4,824	4,939	5,056
29,223	28,087	DOC Staff Training	36,800	2.37%	37,672	38,565	39,479	40,415	41,372	42,353	43,357	44,384	45,436	46,513
1,988	2,220	Forestry Contractors	10,000	2.37%	10,237	10,480	10,728	10,982	11,243	11,509	11,782	12,061	12,347	12,639
817	3,234	Southroads	6,000	2.37%	6,142	6,288	6,437	6,589	6,746	6,905	7,069	7,237	7,408	7,584
5,000	7,072	Works Infrastructure	6,000	2.37%	6,142	6,288	6,437	6,589	6,746	6,905	7,069	7,237	7,408	7,584
4,708	8,670	Invercargill CC	6,000	2.37%	6,142	6,288	6,437	6,589	6,746	6,905	7,069	7,237	7,408	7,584
4,477	6,102	Fire Fighter Training	1,000	2.37%	1,024	1,048	1,073	1,098	1,124	1,151	1,178	1,206	1,235	1,264
-	-	- Fire Investigation	-	2.37%	-	-	-	-	-	-	-	-	-	-
59	-	- Fire Training Simulator/Sand Table	-	2.37%	-	-	-	-	-	-	-	-	-	-
-	398	FRSITO Assessment Costs	100	2.37%	102	105	107	110	112	115	118	121	123	126
3,135	1,765	RFO	2,500	2.37%	2,559	2,620	2,682	2,746	2,811	2,877	2,945	3,015	3,087	3,160
-	-	- Intermediate Fire Behaviour	2,500	2.37%	2,559	2,620	2,682	2,746	2,811	2,877	2,945	3,015	3,087	3,160
436	-	- Resource Unit Leader	-	2.37%	-	-	-	-	-	-	-	-	-	-
-	6,740	Manage ground operations	3,000	2.37%	3,071	3,144	3,218	3,295	3,373	3,453	3,535	3,618	3,704	3,792
-	1,676	Prescribed Burning	-	2.37%	-	-	-	-	-	-	-	-	-	-
1,421	-	- Sector Supervisor	-	2.37%	-	-	-	-	-	-	-	-	-	-
8,831	21,856	Training General	10,000	2.37%	10,237	10,480	10,728	10,982	11,243	11,509	11,782	12,061	12,347	12,639
9,749	8,737	VRFF Grants	18,000	2.37%	18,427	18,863	19,310	19,768	20,237	20,716	21,207	21,710	22,224	22,751
-	-	- VFB Training Assistance	-		-	-	-	-	-	-	-	-	-	-
-	368	Health & Fitness Programme	7,500	2.37%	7,678	7,860	8,046	8,237	8,432	8,632	8,836	9,046	9,260	9,480
74,518	107,666		115,400		118,135	120,935	123,801	126,735	129,739	132,813	135,961	139,183	142,482	145,859
		VOLUNTEER RURAL FIRE FORCES												
9,517	13,904	Depot Operations & Maintenance	15,000	2.37%	15,356	15,719	16,092	16,473	16,864	17,263	17,673	18,091	18,520	18,959
-	-	- Pager turnout system upgrade	10,000	0.00%	10,000	10,000	10,000	10,000	-	-	-	-	-	-
9,517	13,904		25,000		25,356	25,719	26,092	16,473	16,864	17,263	17,673	18,091	18,520	18,959
		WEATHER STATIONS												
1,219	883	Phone Line Rental	1,500	2.37%	1,536	1,572	1,609	1,647	1,686	1,726	1,767	1,809	1,852	1,896
1,802	4,619	RAWS Maintenance	4,000	2.37%	4,095	4,192	4,291	4,393	4,497	4,604	4,713	4,824	4,939	5,056
3,021	5,502		5,500		5,630	5,764	5,900	6,040	6,183	6,330	6,480	6,634	6,791	6,952
525,477	678,012	TOTAL EXPENSES	686,793		705,896	722,580	739,449	746,713	764,378	782,433	800,995	819,953	839,392	859,320
279,137	112,243	SURPLUS/(DEFICIT) BEFORE DEPRECIATION	69,387		71,097	61,489	112,560	116,628	103,123	105,679	81,558	129,790	132,285	89,894
		Less: Depreciation												
1,820	1,492	- Capital Acquisitions	1,224		1,003	823	675	553	454	372	305	250	205	168
372	305	- Furniture & Fittings	250		205	168	138	113	93	76	62	51	42	34
11,682	27,163	- Plant	17,013		10,472	6,470	4,015	6,104	8,771	8,192	7,831	7,605	7,462	7,371
30,499	24,773	- Vehicles	47,423		49,996	69,586	78,614	87,302	94,060	99,213	101,919	108,748	126,422	128,749
487	1,325	- Buildings	3,475		4,736	5,946	7,508	9,480	11,861	15,650	20,848	27,654	36,468	47,990
44,860	55,058		69,384		66,412	82,992	89,149	99,552	108,638	112,904	114,966	121,308	138,599	140,612
234,277	57,185	SURPLUS/(DEFICIT) AFTER DEPRECIATION	3		4,685	(21,503)	23,410	17,076	(5,515)	(7,224)	(33,408)	8,482	(6,314)	(50,717)

RURAL FIRE AUTHORITY													
OF FINANCIAL PERFORMANCE 2008-2019													
OPTION 2a : 9% INCREASE IN LEVIES FOR FIRST THREE YEARS AND THEN VARIABLE INCREASE IN LEVIES WITH A TARGET CASH BALANCE OF \$100K PER ANNUM													
Final Actuals 2006/07	Final Actuals 2007 /08	PARTICULARS	Forecast 2008 /09	Inflation Rate/ % Increase	10 Year Plan								
					2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18
		Reconciliation of Statement of Financial Performance											
		Surplus/(Deficit) after Depreciation	3		4,685	(21,503)	23,410	17,076	(5,515)	(7,224)	(33,408)	8,482	(6,314)
		Made up of as follows											
		Cash	69,387		71,097	61,489	112,560	116,628	103,123	105,679	81,558	129,790	132,285
		Depreciation	(69,384)		(66,412)	(82,992)	(89,149)	(99,552)	(108,638)	(112,904)	(114,966)	(121,308)	(138,599)
		Doc (in Kind) Received	36,800		37,672	38,565	39,479	40,415	41,372	42,353	43,357	44,384	45,436
		Less Doc (in Kind) Expense	(36,800)		(37,672)	(38,565)	(39,479)	(40,415)	(41,372)	(42,353)	(43,357)	(44,384)	(45,436)
			3		4,685	(21,503)	23,410	17,076	(5,515)	(7,224)	(33,408)	8,482	(6,314)
		CASH BALANCE											
		Operating Bank Account-Opening	59,580		59,583	64,268	42,765	66,175	83,250	77,736	70,511	37,103	45,585
		Surplus/(Deficit) after Depreciation	3		4,685	(21,503)	23,410	17,076	(5,515)	(7,224)	(33,408)	8,482	(6,314)
		Total	59,583		64,268	42,765	66,175	83,250	77,736	70,511	37,103	45,585	39,271
		On-call Account	310,609		178,043	56,655	26,147	2,297	(15,151)	(10,013)	(3,110)	29,856	21,164
		Depreciation	69,384		66,412	82,992	89,149	99,552	108,638	112,904	114,966	121,308	138,599
		Asset Purchases	(201,950)		(187,800)	(113,500)	(113,000)	(117,000)	(103,500)	(106,000)	(82,000)	(130,000)	(132,500)
	370,189	Total	178,043		56,655	26,147	2,297	(15,151)	(10,013)	(3,110)	29,856	21,164	27,263
		NET CASH BALANCE	237,626		120,923	68,912	68,472	68,099	67,722	67,402	66,959	66,749	66,535