



STATE FIRE COMMISSION

CORPORATE PLAN

Prepared by the State Fire Commission

For the Financial Years 2019-20 to 2022-23

STATE FIRE COMMISSION CORPORATE PLAN

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1. EXECUTIVE SUMMARY

The State Fire Commission is established under the *Fire Service Act 1979* (the Act), with the following functions and powers:

- a) formulate the policy in respect of the administration and operation of the Fire Service;
- b) co-ordinate and direct the development of all fire services throughout the State;
- c) develop effective fire prevention and protection measures throughout the State;
- d) develop and promulgate a State fire protection plan;
- e) standardise, as far as is practicable, fire brigade equipment throughout the State;
- f) establish and maintain training facilities for brigades;
- g) conduct such investigations into fires as it considers necessary, and to prepare reports and recommendations to the Minister arising from those investigations;
- h) conduct such investigations into the use of fire as it considers necessary, to instruct the public in the wise use of fire, and to disseminate information regarding fire protection measures and other related matters;
- i) advise the Minister on such matters relating to the administration of this Act as may be referred to it by the Minister, and on matters that, in the opinion of the Commission, should be brought to the attention of the Minister; and
- j) exercise such other functions vested in or imposed on it by this Act or such other functions relating to the preventing or extinguishing of fires as may be imposed on it by the Minister from time to time.

As per the *Fire Service Act 1979*, the members of the Commission are appointed by the Governor and comprise:

- an Independent Chair nominated by the responsible Minister and approved by the Governor;
- the Chief Officer of the Tasmania Fire Service;
- a person nominated by the United Firefighters Union (Tasmanian Branch);
- a person nominated by the Tasmanian Retained Volunteer Firefighters Association;
- a person nominated by the Tasmanian Volunteer Fire Brigades Association;
- a person nominated by the Department responsible for the *Public Account Act 1986*; and
- two (2) persons nominated by the Local Government Association of Tasmania.

2. STATEMENT OF CORPORATE INTENT

The State Fire Commission's (the Commission) Statement of Corporate Intent has been prepared in accordance with Section 73G of the *Fire Service Act 1979* and summarises the Commission's objectives for the period covered by the Corporate Plan.

Business Definition

The Commission's primary purpose is to minimise the social, economic and environmental impact of fire on the Tasmanian community. This will be achieved through the TFS implementing strategies to develop community self-reliance to mitigate the impact of fires and prepare for fires, supported by a timely and effective response to emergencies.

The TFS is also responsible for road accident rescue in assigned areas, managing incidents involving hazardous materials, undertaking urban search and rescue (USAR), and providing a response to terrorist incidents involving chemical, biological and radiological agents.

Strategic Direction

The Commission's long term strategic directions are:

- 1. Supporting Community Resilience**
- 2. Providing Trusted Emergency Response**
- 3. A Collaborative Organisation**
- 4. Valued and Capable People**
- 5. An Efficient and Effective Organisation**

Other Business Issues

The Commission is a non-profit statutory authority and as such is not required to make provision for income tax, dividends or returns to the State Government.

The pricing policies of the Commission are primarily determined by external market forces and the ability of users to pay for services other than emergency response.

The major sources of revenue to the Commission are contributions from landowners (fire service contribution), insurance policy holders (insurance fire levy), motor vehicle owners (motor vehicle fire levy) and the State Government. In addition the Commission via two trading entities, TasFire Equipment (TFE) and TasFire Training (TFT), raises revenue through the sale and maintenance of fire equipment, the provision of training services to both the public and private sector, alarm monitoring fees, plan approval fees, avoidable false alarm charges and fire investigation reports.

Pensioners and health card holders receive discounts on the fire service contribution and motor vehicle fire levy. The forgone revenue from these sources is absorbed by the Commission.

Major Strategic Directions and Expected Strategies

Major Strategic Direction	Expected Strategies
Supporting Community Resilience.	<ul style="list-style-type: none"> • Safer Communities • Build Community Capacity in the Context of Climate Change • Emergency Management Planning – All-hazards risk management
Providing Trusted Emergency Response.	<ul style="list-style-type: none"> • Adopt a Flexible / Adaptable Service Delivery for Emergency Services • Build Community Capacity in the Context of Climate Change • Deliver Timely and Accurate Emergency Information and Intelligence • Be a Socially and Environmentally Responsible Organisation
A Collaborative Organisation	<ul style="list-style-type: none"> • Adopt Common Operating Systems • • Build a Culture that Delivers a Collaborative Approach • Values and behaviours • Policies and protocols • Stakeholder engagement • Engage with Other Agencies for Whole of Government (WoG) Reforms • Participate Across the Emergency Management Industry to Add Value to Tasmania
Valued and Capable People	<ul style="list-style-type: none"> • Develop and Implement a Human Resources (HR) Capability Framework • Develop a Workplace Capability Plan (Culture and Leadership) • Development of a Professional Development Pathway for Volunteer and Career Staff • Establish Mechanisms to Support Pro-active Innovation
An Efficient and Effective Organisation.	<ul style="list-style-type: none"> • Review Emergency Service Legislation • Adopt Good Structure and Governance, Corporate Risk Management and Business Disciplines that Meet Changing Needs • Develop an Appropriate Funding Model to Enable Service Delivery • Increase Efficiencies Through Integration Opportunities • Implement and Effective Communication Framework

Key Performance Indicators

In accordance with our vision and role, our key performance indicators are:

Operational:

- The number of fatalities and injuries/100,000 residents.
- The number of structural fires reported to TFS/100,000 structures.
- The value of building stock lost in fires as a proportion of the total building stock.

Financial:

- To return to net surplus by 2019-20, and continue across the forward estimates as per detailed below (\$'000):

2019-20	2020-21	2021-22	2022-23
13	1 477	1 608	2 498

- To provide sufficient working capital for the normal (excluding Wildfire fighting) operations of the Tasmania Fire Service (TFS), forecast to be not less than \$8m cash and \$5m short term debt facility. Cash target, at 30 June, as detailed below (\$'000):

2019-20	2020-21	2021-22	2022-23
9 333	8 710	8 172	11 480

- A reduction in the level of debt to zero across the forward estimates with repayments as follows (\$'000):

2019-20	2020-21	2021-22	2022-23
...	2 000	1 830	...

- Development of a sustainable funding model for the State Emergency Service (SES) over the life of the Corporate Plan.

DIRECTORS STATEMENT OF CORPORATE INTENT AND AGREEMENT OF SHAREHOLDING MINISTERS

The State Fire Commission agrees to provide the Shareholding Minister with financial and other information as set out in this Statement of Corporate Intent.

In signing this Statement of Corporate Intent the State Fire Commission commits to the targets proposed for the 2019-20 financial year.



Rod Sweetnam

Chair

State Fire Commission

Hon. Michael Ferguson

Minister for Police, Fire and Emergency Management

Hon. Peter Gutwein MP

Treasurer

3. VISION AND ROLE

Our Vision

Our vision is a Tasmanian community safe from and resilient to the impact of fire and other emergencies.

Our Mission

Our mission is to protect life, property and the environment from the impact of fire and other emergencies by:

- promoting fire safety across the community;
- focussing on community resilience
- providing an effective response to emergencies.

Our Values

The services we provide are driven by the needs of the community. In order to meet these needs, and the needs of our people, we have adopted the following core values:

Service

We value:

- Serving the Tasmanian community;
- Being responsive to community needs; and
- Being progressive and delivering quality services.

Professionalism

We value:

- Dedication and pride in our organisation;
- Being skilled, efficient, committed and innovative;
- Using our collective capabilities to deliver an excellent service; and
- Being accountable for our actions.

Integrity

We value:

- Being trustworthy and ethical;
- Treating each other fairly and honestly; and
- Having the courage to do the right thing.

Consideration

We value:

- Each other;
- Working together to achieve our goals;
- Treating each other with respect and understanding; and
- Being supportive, compassionate and helping each other.

4. MAIN UNDERTAKINGS

The main undertakings of the Commission, put into effect by the Tasmania Fire Service (TFS), are:

- to assist the community to reduce the incidence and impact of unwanted fires and to empower people to act safely when fire threatens; and
- to provide an effective emergency response.

The TFS assists the community to reduce the incidence and impact of unwanted fires, and to empower people to act safely when fire threatens. TFS pursues these goals through publicity, training and community development programs, effective emergency warnings, through the sale and maintenance of fire protection equipment, through the development and promotion of community protection plans, and through monitoring and administering the application of fire safety legislation, codes and standards.

The TFS undertakes emergency response through its career brigades in Hobart, Launceston, Devonport and Burnie and its 221 volunteer brigades throughout the State, supported by trained non-operational staff. Emergency call receipt and dispatch of fire brigades are centrally managed through FireComm which is located in Hobart. Training is provided to both career and volunteer firefighters enabling them to be safe and effective members of the TFS. Training is delivered both on-station, in local venues and at TFS' hot-fire training facilities at Cambridge, Launceston and Burnie.

In addition to responding to fire incidents the State Fire Commission now financially supports the State Emergency Service. These arrangements build upon existing relationships between volunteer organisations across the broader Emergency Services spectrum, and reflect the close alignment and opportunities for synergies in the delivery of these services.

The TFS includes a permanent Fuel Reduction Program (FRP) which builds upon the previous State Fire Management Council (SFMC) support staffing arrangements, and is responsible for the implementation of the Government's strategic fuel management program alongside our Strategic Partners – the Parks and Wildlife Service and Sustainable Timbers Tasmania.

As a part of a strategic approach to the delivery of corporate services in the areas of administration, finance, communications, information management, human services and engineering services, previous corporate business units within TFS have been amalgamated with similar units in the broader Department of Police, Fire and Emergency Management (DPFEM).

5. OPERATING ENVIRONMENT

Legislative Environment

The Commission is a statutory authority created by the *Fire Service Act 1979*. The TFS is the operational arm of the Commission, delivering services to the community through career and volunteer brigades and Community Fire Safety Division (CFS).

The functions of the Commission are:

- a) to formulate the policy in respect of the administration and operation of the Fire Service;
- b) to coordinate and direct the development of all fire services throughout the State;
- c) to develop effective fire prevention and protection measures throughout the State;
- d) to develop and promulgate a State Fire Protection Plan;
- e) to standardise, as far as is practicable, fire brigade equipment throughout the State;
- f) to establish and maintain training facilities for brigades;
- g) to conduct such investigations into fires as it considers necessary, and to prepare reports and recommendations to the Minister arising from those investigations;
- h) to conduct such investigations into the use of fire as it considers necessary, to instruct the public in the wise use of fire, and to disseminate information regarding fire protection measures and other related matters;
- i) to advise the Minister on such matters relating to the administration of this Act as may be referred to it by the Minister, and on matters that, in the opinion of the Commission, should be brought to the attention of the Minister; and
- j) to exercise such other functions vested in or imposed on it by this Act or such other functions relating to the preventing or extinguishing of fires as may be imposed on it by the Minister from time to time.

Technological Environment – The Commission monitors technological advances in areas such as communications, vehicles, information technology, buildings and training systems and adopts new technologies that add value to its services.

Social Environment – The Commission contributes significantly to communities through the transfer of knowledge from local brigades into the community and via wide representation through its volunteer brigades across the State, contributing significant social capital to rural communities. Interaction with the community also occurs through community access to TFS facilities and services. TFS contributes and responds to leading social research into human behaviour in bushfires and volunteerism.

Environmental Setting – Community interest and concern for their environment has led the Commission to become involved in a variety of projects and forums aimed at minimising damage to the environment. These include providing advice on smoke management and air quality, assisting in planning for construction in bushfire prone areas as well as adapting TFS practices to reduce our environmental footprint.

Economic Environment – The Commission is acutely aware of the current economic environment and its potential impact of delivery of TFS services. The Commission continues to follow a prudent approach to financial management. In setting its budget objectives the Commission has been cognisant of the performance and projections for the Tasmanian economy and has tailored its investment and debt reduction program accordingly.

Political Environment – The Commission is made up of representatives from major stakeholder groups including local government, union and volunteer associations and the treasury department. A number of committees within TFS give further opportunities for involvement by stakeholders including participation from the Parks and Wildlife Service, Forestry Tasmania, Tasmanian Farmers and Graziers Association, Ambulance Tasmania, Tasmania Police, Local Government Association of Tasmania and State Emergency Service. The independent chair of the SFC is directly responsible to the portfolio Minister.

Emergency Response Environment – As part of the Commission's contribution to the State's counter-terrorism capability, the Commission has, through TFS acquired advanced technological equipment and undertaken extensive training to ensure that career brigades can respond to terrorist initiated incidents as well as other incidents involving hazardous materials, urban search and rescue and road accident rescue in assigned areas.

Additionally a change in reporting requirements now sees the Director State Emergency Service (SES) report to the Chief Officer with a substantial component of funding for the SES being provided through the State Fire Commission.

The Commission is currently undertaking a major analysis of service provision as it relates to existing and emerging community risk. This will have a major bearing on future decisions relating to the provision of services, strategic asset management planning and associated capital program expenditure.

National Environment – The Commission supports the TFS' strong commitment to the Australasian Fire and Emergency Service Authorities Council (AFAC), which provides many opportunities for information sharing and the development of nationally consistent positions and collaborative arrangements in operational and business areas. TFS, as a stakeholder of the Bushfire and Natural Hazards Cooperative Research Centre, participates in and influences the national bushfire research agenda.

6. KEY RISKS

Workplace Health and Safety – Health and safety issues are a paramount concern for any emergency service due to the inherently dangerous nature of emergency response. This said, the TFS spends considerable time and effort in minimising these risks for its personnel. The development of ongoing safety systems, investment in personal protective equipment, training and promotion of a culture of safe behaviour, are ongoing processes aimed at ensuring continuous improvement in member health and safety. In accordance with the WHS legislation, the Commission as the Person Conducting a Business or Undertaking (PCBU) directly oversees the above via the SFC WH&S Committee.

Recruitment and Retention of Volunteers – Ninety-five per cent of TFS operational personnel are volunteers. Research is being undertaken into recruitment issues and further research is to be conducted on the retention of volunteers. The Commission has invested significant resources into volunteer support and is providing input into Bushfire Co-operative Research Centre research on volunteer retention.

Discrimination and Harassment – TFS has a diverse range of members with a wide range of views, backgrounds and perceptions. The Commission is legally obligated to ensure our workplaces and services are free from harassment, bullying and discrimination. Accordingly, TFS

is implementing systems and training programs to support the development of an environment that meets these objectives.

Capital Works Program – The preservation of a capital works program is vital to the continued effectiveness of TFS. Without sufficient funding, the Commission would not be able to maintain and upgrade its asset portfolio at the level required to ensure its service delivery functions are effectively delivered.

Communications Infrastructure – Advanced communications systems and information technology are vital to TFS to deliver an effective emergency response. In addition, other agencies such as the Ambulance Tasmania and the State Emergency Service, access and use TFS networks, so reducing duplication and minimising costs. Reliance on such technology means that a failure of any of these systems is a significant risk for TFS.

Key Risk Register – Ongoing maintenance and review of the Key Risk Register remains a major priority of the Commission. The Register assists the Commission to manage its risks and enables it to plan and allocate resources to areas considered vulnerable or under resourced.

The Commission's strategic directions (below) are also designed to mitigate the following corporate risks identified within the Department of Police Fire and Emergency Management:

Strategy and Resource Allocation - Strategy is unclear or not consistent with public or political expectation and the potential impacts on resource planning and development, including the workforce.

Governance Structure - Inability to efficiently and effectively manage governance, accountabilities, and oversight in a complex and multi-governed organisation.

Stakeholder Management - Failure to meet public and political expectation leading to a loss in confidence and support.

Project Management - The risk that significant projects do not deliver their objectives preventing the Department from transforming its services.

Fraud Risk - Intentional misconduct by officers for self-gain or interest

Unsafe Workplaces and/or Practices - Failure to provide a safe working environment for the organisations staff, contractors or sub-contractors, or volunteers.

Legislative Framework - Inability to influence the legislative framework.

Legal and Compliance Obligations - Inability to fairly interpret, administer and manage legislation and/or failure to comply with legislation that is applicable.

Business Continuity - Concern that critical business and information systems will fail.

Data Security and Management - Not having sufficient records to adequately undertake duties to protect the community. Records management systems may not adequately secure information held by the Department.

Financial Sustainability - The current model of service delivery is not sustainable or efficient in the long term

Disaster Recovery - The organisation may not sufficiently or efficiently respond in the event of an emergency which impacts the organisations facilities, resources or capability

Asset Management - That assets employed by the organisation to deliver core services may not be fit for purpose for the delivery of current or future objectives/priorities.

7. STRATEGIC DIRECTION

Introduction

Emergency services today face considerable challenges. Chief among these are climate change, terrorism and economic downturn. This presents a dichotomy: on one hand we are confronted with more frequent large and protracted emergencies whilst on the other we are continuously competing for funding and resources to better manage emergencies. Service collaboration or integration is one broad solution to this challenge. Others strategies such as bolstering volunteerism, more disciplined financial accountability form new directions that the State Fire Commission are keen to pursue.

Over the past 12 months the organisation has revised its strategic direction accordingly. Although remaining true to its legislated responsibilities revised strategies now reflect the transfer of responsibility for the SES to the Commission and the opportunity that this brings for closer collaboration and resource sharing whilst preserving the important identities and cultures of both the TFS and the SES.

The Commission actively supports the continual close working relationship with other agencies and will be seeking, wherever possible, to eliminate duplication and maximise the use of the State's resources.

The long term strategic direction of the Commission is supported by short to medium term goals, priorities and key performance indicators to measure the rate of success.

The Commissions Strategic direction and performance indicators are detailed below.

Strategic Direction 1 – Supporting Community Resilience

Our strategies are:		We will achieve the following outcomes in the long term:
Strategy		Outcome
1.1	Safer Communities	<ul style="list-style-type: none"> Increased resilience of at-risk communities. Understanding risks. Tools and programs to manage risk are developed. Decreased risk of death, injury and loss due to natural hazards.
1.2	Build Community Capacity in the Context of Climate Change	<ul style="list-style-type: none"> Appropriate emergency response from households, communities and agencies. Stakeholders are more aware of risks and enabled to manage risks. Decreased risk of death, injury and loss due to natural hazards. Effective management of bushfire related risk throughout Tasmania. Lower net costs to Government, individuals and businesses.
1.3	Emergency Management Planning – All-hazards Risk Management	<ul style="list-style-type: none"> Risks identified, mitigation and treatments have been put in place.

Strategic Direction 2 - Providing Trusted Emergency Response

Our strategies are:		We will achieve the following outcomes in the long term:
Strategy		Outcome
2.1	Adopt a Seamless and All-hazards Approach to the Delivery of Emergency Services	<ul style="list-style-type: none"> • Evidence based resource allocation. • A capability model for core emergency service delivery is mapped to inform departmental business planning. • Efficient use of available resources. • Informed future workforce plan and strategic asset management plan. • Identify opportunities for improvement (technology, processes).
2.2	Build Community Capacity in the Context of Climate Change	<ul style="list-style-type: none"> • Highly flexible and adaptable learning organisation/culture.
2.3	Deliver Timely and Accurate Emergency Information and Intelligence	<ul style="list-style-type: none"> • A community that is informed to respond in a manner to protect themselves. • Decrease in fatalities. • Warning and information systems that shape the behaviours of communities during emergencies. • Operational intelligence informs preparedness for anticipated emergency events.
2.4	Be a Socially and Environmentally Responsible Organisation	<ul style="list-style-type: none"> • A respected organisation that improves its capacity to measure our impact on the environment.

Strategic Direction 3 - A Collaborative Organisation

Our strategies are:		We will achieve the following outcomes in the long term:
Strategy		Outcome
3.1	Adopt Common Operating Systems	<ul style="list-style-type: none"> People undertake work efficiently, collaboratively and seamlessly. Operational systems provide the capability to coordinate emergency services across all hazards.
3.2	Build a Culture that Delivers a Collaborative Approach Values and behaviours Policies and protocols Stakeholder engagement	<ul style="list-style-type: none"> Members achieve outcomes collaborating innately within the organisation and with external stakeholders. Our organisation is receptive to approaches from other organisations to collaborate.
3.3	Engage with Other Agencies for Whole of Government (WoG) Reforms	<ul style="list-style-type: none"> WOG reforms are appropriate for fire and emergency services.
3.4	Participate Across the Emergency Management Industry to Add Value to Tasmania	<ul style="list-style-type: none"> Fire and Emergency Services are amongst the leaders in contemporary emergency management. Integrated and seamless operations exist with emergency management partners. National initiatives are utilised to add value for Tasmania. A vibrant, active, engaged and relevant State Fire Management Council (SFMC).

Strategic Direction 4 – Valued and Capable People

Our strategies are:		We will achieve the following outcomes in the long term:
Strategy		Outcome
4.1	Develop and Implement a Human Resources (HR) Capability Framework	<ul style="list-style-type: none"> Engaged workforce. Consistent delivery of service across the organisation. Functionally proficient and diverse workforce. Demonstrated values through behaviours.
4.2	Develop a Workplace Capability Plan (Culture and Leadership)	<ul style="list-style-type: none"> Skilled and capable workforce. Sustainable succession plan. Embedded workplace safety culture. Motivated and engaged workforce. Highly effective volunteer support structure.
4.3	Development of a Professional Development Pathway for Volunteer and Career Staff	<ul style="list-style-type: none"> Volunteers are valued and utilised for their skills particularly in training, command and local knowledge.
4.4	Establish Mechanisms to Support Pro-active Innovation	<ul style="list-style-type: none"> All levels of the organisation participate or contribute to corporate development growth.

Strategic Direction 5 - An Efficient and Effective Organisation

Our strategies are:		We will achieve the following outcomes in the long term:
Strategy		Outcome
5.1	Review Emergency Service Legislation	<ul style="list-style-type: none"> New Emergency Service legislation that complements Emergency Management legislation with contemporary administration and governance.
5.2	Adopt Good Structure and Governance, Corporate Risk Management and Business Disciplines that Meet Changing Needs	<ul style="list-style-type: none"> Reduced organisational risk. Delivery of organisation priorities. Accountable and transparent reporting. Strategic approach to managing assets. Better management of finances. A new organisational structure is in place that is adaptable and responsive.
5.3	Develop an Appropriate Funding Model to Enable Service Delivery	<ul style="list-style-type: none"> Appropriate, resourced Emergency Services.
5.4	Increase Efficiencies Through Integration Opportunities	<ul style="list-style-type: none"> Organisation operating efficiently in an integrated business and executive environment.
5.5	Implement and Effective Communication Framework	<ul style="list-style-type: none"> Communications framework optimises information flow between internal and external stakeholder groups.

Ref: TFS 'Strategic Direction: Framing the Future'2018..

8. PRICING ISSUES

The pricing and costing policies of the Commission are expected to be determined primarily by outside market forces and the ability of the user to pay for services. Wherever possible the Commission bases its price increases on changes to the Consumer Price Index (CPI). The only major revenue source that the Commission has direct control over and has increased more than CPI, in recent years, is the Fire Service Contribution where larger increases have been provided to cover operating costs.

Outside market forces impact on pricing policy for TasFire Equipment and TasFire Training units. On and above that, both provide as part of their services, subsidised fire safety services and education to the community.

9. COMMUNITY SERVICE REQUIREMENT

The Commission is required under the *Fire Service Act 1979* to provide pensioner rebates. This is considered to be a community service legislative requirement. The cost of this service, of which the Commission has no control, is reflected in the financial statements of the Commission.

10. ACCOUNTING POLICIES

Statement of Accounting Policies

(a) Basis of Financial Statements

The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards and Interpretations. It has been prepared on the basis of historical costs except for the revaluation of land and buildings, and does not take into account changing money values. Accounting policies used are consistent with those of the prior year unless otherwise stated.

Compliance with Australian Accounting Standards may not result in compliance with International Financial Reporting Standards (IFRS), as Australian Accounting Standards include requirements and options available to not-for-profit organisations that are inconsistent with IFRS. The Commission is considered to be not-for-profit and has adopted the Australian Accounting Standards relating to not-for-profit entities which do not comply with IFRS.

(b) System of Accounting

The accompanying financial statements are prepared in accordance with the accrual basis of accounting that brings to account known assets and liabilities at balance date. Income is recognised when an increase in future economic benefits related to an increase in an asset or a decrease in a liability has arisen that can be measured reliably. Expenses are recognised when a decrease in future economic benefits related to a decrease in an asset or an increase in a liability has arisen that can be measured reliably. All amounts shown in the financial statements are in thousands of dollars unless otherwise stated. The system of accounting complies with the requirements of the *Fire Service Act 1979*.

(c) Inventories

Consumable stores are expensed at the time of purchase. Stock on hand is valued at the lower of average cost and net realisable value.

(d) Receivables

Trade and other receivables are measured at amortised cost less any impairment losses. The collectability of debts is assessed at year-end and a specific provision is made for any doubtful accounts. Due to the short settlement period, receivables are not discounted back to their present value. The Commission's average trading terms are 30 days and no material interest is charged on overdue accounts.

(e) Capital Work in Progress

Capital Work in Progress is valued at the cost of material, labour and labour on costs for work to date. Capital Work in Progress excludes certain commitments for outstanding purchase orders and unperformed work under existing contracts.

(f) Plant, Property and Equipment

Asset Revaluation

On revaluation, the accumulated depreciation accounts are transferred to the related asset accounts. The assets are then depreciated over their estimated remaining useful lives using their revalued amount as the base.

When a class of assets is revalued upwards, that part of the revaluation increment that reverses previously expensed revaluation decrements for that class of assets is treated as revenue, and any excess is credited to the Asset Revaluation Reserve.

When a class of assets is revalued downwards, that part of the revaluation decrement that reverses a credit balance in the Asset Revaluation Reserve relating to that class of assets is debited to the Reserve, and any excess decrement is expensed.

Land and Buildings

Freehold land and buildings are recognised at fair value. Cost is considered to be the best measure of fair value for recently purchased or constructed property.

Prior to 30 June 2017, the Commission used the Valuer-General's progressive property revaluations. However, from 30 June 2017, the Commission obtains independent valuations of its land and buildings at least every five years. The Commission revalued all its land and buildings at 30 June 2017. As a result the asset class of land was revalued upwards by \$7.6 million and Buildings were revalued upwards by \$19.2 million. These revaluations were booked to the Asset Revaluation Reserve. There was no revaluation of Land and Buildings in the year ended 30 June 2018.

Fire Appliances, Passenger Vehicles and Plant and Equipment

Internal expenses incurred in the fabrication of Fire Appliances and the construction of Radio and Communications Equipment are capitalised.

Passenger vehicles are valued at cost.

Plant and Equipment

Plant and Equipment is at cost and is comprised of Fire Fighting Equipment, Workshop and Other Equipment, Radio and Communications Equipment, Office Furniture and Equipment and Computer Equipment.

Items of Plant and Equipment with a purchase price of less than \$10,000 are expensed at the time of purchase. Items of Plant and Equipment with a cost of \$10,000 or more are shown at cost less depreciation and are written off over their expected useful life to the Commission on a straight line basis. Equipment is not depreciated until full operational status is attained.

Expenditure incurred in relation to plant and equipment subsequent to initial acquisitions is capitalised when it is probable that future economic benefits, in excess of the originally assessed performance of the assets will flow to the Commission in future years. Where these costs represent separate components they are accounted for as separate assets and are separately depreciated over their useful lives.

Depreciation

Items of Property, Plant and Equipment, including buildings, are depreciated over their estimated useful lives.

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and held ready for use. All items are depreciated using the straight line method of depreciation at the following range of rates:

Asset Class	Range of Rates
Buildings	1% to 4%
Motor Vehicles	4% to 20%
Fire Appliances	4% to 5%
Plant and Equipment	6.6% to 33.3%

(g) Impaired Assets

Assets are reviewed at balance date for impairment using a range of impairment indicators. Where an asset is deemed to be impaired, its recoverable amount is estimated, and if materially lower than its carrying amount, the carrying amount is reduced to its recoverable amount. Any resulting impairment loss (or gain) is recognised in the Statement of Comprehensive Income in Financial and Other Expenses (or Sundry Income) unless the asset has previously been revalued upwards, in which case it is recognised as a reversal up to the amount of the previous revaluation and any excess is recognised through profit or loss.

(h) Assets Held for Sale

In accordance with *AASB 5 Non-current Assets Held for Sale and Discontinued Operations*, Non-Current Assets are reclassified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. They are stated at the lower of carrying value and fair (net recoverable) value less disposal costs. Provision for Depreciation accounts are transferred to the related asset accounts and the assets are then revalued to their estimated net recoverable value with any resulting impairment gains or losses disclosed in the Income Statement. Non-Current Assets held for sale are transferred to Current Assets and are not depreciated. Assets

held for sale are sold in accordance with the Commission's policy in relation to the useful life of assets. It is expected that assets held for sale will be sold within twelve months. Motor Vehicles and Fire Appliances are disposed of at auction or other public sale.

(i) Provision for Employee Related Expenses

No cash reserve has been set aside to meet commitments from the Provision for Employee Related Expenses and commitments will be met as they fall due. The Provision is comprised of Provisions for Long Service Leave, Annual Leave, Superannuation and Payroll Tax.

Provision for Long Service Leave is made for all employees. The liability is the sum of the existing entitlements and an estimate of future entitlements expected to arise from service completed at 30 June.

In determining the liability for expected future entitlements, consideration has been given to known future increases in wage and salary rates, and experiences with staff separations.

The provision relating to employees with ten or more years of service is measured at nominal value and disclosed as a current liability as experience shows that this is likely to be settled within 12 months after year end. The balance of the provision relating to employees with less than ten years of service has been measured at the present value of future cash outflows discounted using the rates applied to national government securities at balance date, which best match the terms of maturity of the related liabilities. The balance of the provision is disclosed as a non-current liability.

Annual Leave Provisions represent employee entitlements due and accrued as at 30 June. The provision has been calculated using the remuneration rates the Commission expects to pay when the obligations are settled. The provision is measured at nominal value and disclosed as a current liability as experience shows that annual leave is settled within 12 months after year end.

Superannuation and Payroll Tax Provisions are calculated by applying the appropriate superannuation and payroll tax rates to the liabilities calculated for Long Service Leave and Annual Leave.

Sick Leave. The Commission does not provide for sick leave. All of the Commission's sick leave is non-vesting, and it is thus inappropriate to make provision for future sick leave.

(j) Superannuation

The State Fire Commission Superannuation Scheme (SFCSS) forms part of the Retirement Benefits Fund (RBF) and operates under the *Public Sector Superannuation Reform Act 2016*. The rules of the scheme are set out in the State Fire Commission Superannuation Scheme Trust Deed.

The State Fire Commission (the Commission) is responsible for funding the defined benefits component of the Scheme. The Commission's net obligation in relation to the Scheme is recorded in the SFC Superannuation Fund Net Liability if it is a liability or in the SFC Superannuation Fund Net Asset if it is an asset, and net movement in the obligation is recorded in the Statement of Comprehensive Income. Actuarial gains and losses in relation to this fund are recognised in Other Comprehensive Income in the year they are incurred. The Commission also makes employer superannuation contributions based as a minimum on the Commonwealth's Superannuation Guarantee rate for State Award employees. These employees may elect to have their contributions forwarded to any complying superannuation scheme.

Although RBF is not subject to the Superannuation Industry (Superannuation) (SIS) legislation, the Tasmanian government has undertaken (in a Heads of Government Agreement) to operate the scheme in accordance with the principles of the legislation. As an exempt public sector superannuation scheme (as defined in the SIS legislation), RBF is not subject to any minimum funding requirements. RBF is a complying superannuation fund within the provisions of the Income Tax Assessment Act 1977, and the fund's taxable income is taxed at a concessional rate of 15%.

The Superannuation Commission has fiduciary responsibility for, and oversees the administration of, the Scheme. The day-to-day running of SFCSS is managed by the Office of the Superannuation Commission within the Tasmanian Department of Treasury and Finance.

(k) Investments and Borrowings

The Commission conducts its investment and borrowing programmes with the Tasmanian Public Finance Corporation (Tascorp) and private investment managers.

(l) Financial Liabilities

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or where appropriate, a shorter period.

The Commission manages trade creditor accounts to ensure timely payments and no material interest is paid on these liabilities.

(m) Cash and Cash Equivalents

Cash comprises cash on hand, deposits held at call and short term deposits with a bank or financial institution. All cash transactions are recorded through the Commission's bank account.

Cash and cash equivalents are carried at fair (face) value. Interest revenue is accrued at the market or contractual rate. There is no currency exchange rate risk associated with cash and cash equivalents.

All cash and cash equivalents are available for use by the Commission.

(n) Goods and Services Tax

Revenue, expenses and assets are recognised net of Goods and Services Tax (GST), except where the GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST. The net amount recoverable from, or payable to, the ATO is recognised as an asset or liability in the Statement of Financial Position. In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the ATO is classified within operating cash flows.

(o) Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take substantial time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are expensed in the period in which they are incurred.

Work in Progress/Capital Works Commitments

Capital Work in Progress is valued at the cost of material, labour and labour on costs for work to date. Capital Work in Progress excludes certain commitments for outstanding purchase orders and unperformed work under existing contracts.

Non-Current Assets

Plant and Equipment comprises the following major categories of assets: Fire Fighting Equipment, Workshop and Other Equipment, Radio and Communications Equipment, Office Furniture and Equipment and Computer Equipment.

Bank Overdraft

The Commission has reviewed its banking arrangements and discontinued its \$5M overdraft facility during 2017-18.

Loans

Since 1986, all loans raised have been arranged through the Tasmanian Public Finance Corporation.

All loans are recorded in Australian dollars. The loan amount in current liabilities comprises the portions of the loans payable within one year. The non-current loan balance represents the portion of the loans not due within one year.

Credit Risk Exposures

Credit risk represents the loss that would be recognised if counterparties failed to perform as contracted.

The credit risk on financial assets excluding investments, of the Commission, which has been recognised on the Balance Sheet, is the carrying amount, net of any provision for doubtful debts.

Fire Service Contribution

Contributions are received from Local Councils through a fire service contribution raised on properties. A minimum contribution was initially implemented in 1991 to provide additional funds to re-equip volunteer brigades.

Insurance Fire Levy

Contributions are received from insurance companies in respect of premium income on certain prescribed classes of insurance where the risks insured are situated in Tasmania. Contributions are received monthly with an approved lodgement return. The current insurance fire levy is 2% on marine cargo insurance, 14% on aviation hull insurance, and 28% on other classes of insurance.

Payments from State and Commonwealth Governments

Under section 101 of the *Fire Service Act 1979* the Treasurer must pay out of monies appropriated by Parliament, such amounts as the Treasurer determines appropriate towards the operating costs of the Commission.

The Commonwealth Government pays the Commission an annual contribution towards the operating cost of brigades.

Motor Vehicle Fire Levy

The Commission receives income raised through a fire levy applied to all registered vehicles. This is collected by the Registrar of Motor Vehicles via the vehicle registration fee and forwarded to the Commission.

Fire Prevention Charges

Income is earned through the sale, inspection and maintenance of fire safety equipment, training and provision of other fire prevention services throughout the State. Income is recorded when the goods or services are provided.

Remuneration of Commissioner Members and other Key Management Personnel

Commissioner Members are reimbursed for expenses incurred on Commission business, such as travel costs, and those not employed by the *State Service Act 2000* are paid a sitting fee.

Remuneration of key management personnel is disclosed in the notes to the accounts. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly.

Remuneration for key personnel is set by the *State Service Act 2000*. Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle and other non-monetary benefits.

Long-term employee expenses include movements in long service leave entitlements and superannuation obligations.

Remuneration of Auditors

The audit of the Commission is undertaken by the Tasmanian Audit Office on a fee for service basis. The Tasmanian Audit Office currently outsources a commercial auditing firm to perform the audit of the Commission on its behalf.

Budget Estimates and Variances

Budget estimates and brief explanations of material variances between estimates and actual outcomes are disclosed and explained. Variances are considered material where the variance exceeds the greater of 10 per cent of Budget estimate and \$300,000.

Changes to Accounting Standards

The following applicable Standards have been issued by the AASB and are yet to be applied:

- *AASB 9 Financial Instruments and 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)* – The objective of these Standards is to establish principles for the financial reporting of financial assets and financial liabilities that will present relevant information to users of financial statements for their assessment of the amounts, timing, uncertainty of an entity's future cash flows, and to make amendments to various accounting standards as a consequence of the issuance of AASB 9. These standards apply to annual reporting periods beginning on or after 1 January 2018. The future impact is likely to be more disclosure in relation to financial instruments. It is not expected to have a financial impact.
- *AASB 15 Revenue from Contracts with Customers* – The objective of this Standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing, an uncertainty of revenue and cash flows arising from a contract with a customer. In accordance with 2015-8 Amendments to Australian Accounting Standards – Effective Date of AAS 15, this Standard applies to annual reporting periods beginning on or after 1 January 2018. Where an entity applies the Standard to an earlier annual reporting period, it shall disclose that fact. The future impact is likely to be more disclosure in relation to revenue from contracts with customers. It is not expected to have a financial impact.
- *2014-5 Amendments to Australian Accounting Standards arising from AASB 15* – The objective of this Standard is to make amendments to Australian Accounting Standards and Interpretations arising from the issuance of AASB 15 Revenue from Contracts with Customers. This Standard applies when AASB 15 is applied, except that the amendments to AASB 9 (December 2009) and AASB 9 (December 2010) apply to annual reporting periods beginning on or after 1 January 2018. This Standard shall be applied when AASB 15 is applied. It is not expected to have a financial impact.
- *2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15* – The objective of this Standard is to clarify the requirements on identifying performance obligations, principal versus agent considerations and the timing of recognising revenue from granting a licence. This Standard applies to annual periods beginning on or after 1 January 2018. The impact is enhanced disclosure in relation to revenue. It is not expected to have a financial impact.
- *AASB 16 Leases* – The objective of this Standard is to introduce a single lessee accounting model and require a lessee to recognise assets and liabilities. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The standard will result in most of the Department's operating leases being brought onto the Statement of Financial Position and additional note disclosures. The calculation of the lease liability will take into account appropriate discount rates, assumptions about the lease term, and required lease payments. A corresponding right to use assets will be recognised, which will be amortised over the term of the lease. There are limited exceptions relating to low-value assets and short-term leases with a term at commencement of less than 12 months. Operating lease costs will no longer be shown. The Statement of Comprehensive Income impact of the leases will be through amortisation and interest charges. In the Statement of Cash Flows lease payments will be shown as cash flows

from financing activities instead of operating activities. The financial impact of this Standard has not yet been assessed.

- *AASB 1058 Income of Not-for-Profit Entities* - The objective of this Standard is to establish principles for not-for-profit entities that apply to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives, and the receipt of volunteer services. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The impact is enhanced disclosure in relation to income of not-for-profit entities. The financial impact of this Standard has not yet been assessed.
- *AASB 1059 Service Concession Arrangements: Grantors* – The objective of this Standard is to prescribe the accounting for a service concession arrangement by a grantor that is a public sector entity. This Standard applies on or after 1 January 2019. The impact of this Standard is enhanced disclosure in relation to service concession arrangements for grantors that are public sector entities. The financial impact has not yet been assessed.

11. DISTRIBUTION POLICY AND TARGETS

The Commission retains any surpluses and uses these funds to assist with its capital development program. The Commission is not required to distribute any surpluses to government.

12. FINANCIAL PLAN

The financial plan for the Commission includes a 5.5 per cent increase in the Fire Service Contribution for 2019-20, and a 5 per cent increase for 2020-21, 2021-22 and 2022-23 proposed.

In the 2014-15 Tasmanian State Budget the Government announced that the State Emergency Service (SES) would report through the Tasmania Fire Service to better reflect the close alignment of these agencies. The revised arrangements were intended to achieve economies of scale and eliminate duplication of services.

The financial plan includes provision for the ongoing funding of SES of \$2.76 million in 2019-20 and indexed over future years.

The Commission reported net deficits in the 2013-14, 2014-15 and 2015-16 financial years. The Auditor-General noted in his report to Parliament regarding the 2015-16 financial statements that *"...unless the Commission can address its ongoing underlying deficits, the capital expenditure program may have to be reduced or additional borrowings drawn, to ensure sufficient cash reserves are maintained."*

The Commission and the TFS have instigated tight fiscal management strategies that have resulted in the improvement in expenditures to be within budgeted parameters.

The Commission continues to focus on a reduction in borrowings and strategic asset management planning, whilst achieving ongoing surpluses. These key financial objectives have been included in this Corporate Plan.

The Income Statement, Balance Sheet and Cash Flow Statements are detailed at Annex A, B and C respectively.

13. CAPITAL EXPENDITURE PLAN

General

The provision of fire stations with appropriate facilities both for the brigade members and for garaging fire appliances has been a high priority for many years. This priority has nearly been satisfied although there is likely to always be a need to progressively upgrade or replace fire stations over time.

Though yet to be formally adopted, during 2018-19, the Commission developed a Strategic Asset Management Plan (SAMP) to inform future investment decisions in relation to property, plant and equipment.

The Capital Expenditure Plan is detailed at Annex D.

Fire Fighting Truck Replacement Program

The Commission is committed to providing operational resources which are fit for purpose. Appropriate numbers and types of trucks are built and distributed around the State to respond to expected hazard types and risk levels within the Tasmanian environment. There are a number of considerations when maintaining a modern fleet of fire trucks. These include work health and safety issues in relation to emissions and economic considerations such as product support (availability of parts) and cost to maintain and operate trucks.

The Commission's emphasis on designing and building its own fire trucks provides our community and firefighters with effective modern fire appliances, which are locally designed and manufactured and which incorporate, in many instances, state-of-the-art technology, such as compressed air foam systems, and ensure the highest level of capability and safety.

The establishment of a fleet profile with a number of different appliance categories suited to various specific and defined roles and functions, has allowed the Commission to establish a continuous and sustainable program to design and manufacture on average 20 fire appliances each year. There has been a demonstrated significant economic benefit compared with purchasing completed vehicles. The Commission's internal design and fabrication capability has also delivered tangible benefits such as the ability to rapidly innovate and evolve appliances in line with advancements in global technology.

Although there is not a definitive age for the life of an appliance, there are considerations in regard to the viability of appliance types that determine their necessity for regular replacement. Total funding of \$13.1 million for the next four years has been committed to the Fire Truck Replacement Program. The funding also includes the building of medium tankers as well as the replacement of a pumpers and aerial firefighting appliances. The State Government contributed \$3.8 million towards the aerial firefighting appliance replacement in the 2016-17 budget and a tender was advertised in September 2018 to supply these new appliances.

Provision is also made for passenger vehicle replacements with replacements being determined by the passenger vehicle replacement policy and the Commission's ability to provide funding.

Plant and Equipment Replacement Program

The Commission is committed to continual improvement in communications systems to service the operational needs of brigades. Fire Station connectivity is also a priority and work continues in enabling brigade's access to online services. Investment in existing systems and services continues across the State, ensuring critical systems maintain high availability and serviceability until a whole of government radio network is in place. Information Technology Services will

continue to focus on the integration of centralised server and storage capacity. This will be in line with whole of government strategy pertaining to the 'Tasmanian Cloud' policy. There will also be further progress on network connection improvements.

Land and Buildings

A total amount of \$3.3 million has been allocated to the capital building program over the next four years (excluding any programs carried forward) which will be prioritised and based upon the SAMP. There is an ongoing project to provide fire stations around the State with storage to isolate firefighter protective clothing from diesel fumes as a work health and safety issue.

14. MARKETING PLAN

To date a marketing plan has not been completed. However, the Commission continues to undertake reviews aimed at identifying the fire safety needs and expectations of the community.

15. PEOPLE PLAN

As an emergency service, the performance of the TFS is heavily reliant on the effective performance of its people.

To this end, it is the Commission's aim to support its people in a safe, fair and productive work environment. As a workplace within the Tasmanian State Service, the Commission will be continuing the process of ensuring TFS workplaces reflect the State Service Principles as contained within the *State Service Act 2000*.

Human Resource priorities for the Commission are captured in with Strategic Direction 4 - Valued and Capable People (referred to above). This will incorporate the immediate development of a Volunteer Sustainability plan, revision of Firefighter Development (training) Pathway and revised Leadership programs, which will ultimately be integrated into a whole-of-Department wide People Plan.

STATE FIRE COMMISSION
FINANCIAL PLAN - INCOME STATEMENT

	2017-18	2018-19	2018-19	2019-20	2020-21	2021-22	2022-23
	Actual	Original Estimate	Revised Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE							
Fire Service Contribution	43 256	45 635	45 635	48 145	50 552	53 080	55 734
Insurance Fire Levy	18 652	17 000	17 000	20 000	20 000	20 000	20 000
State Government	14 407	2 836	6 550	3 451	3 496	3 496	2 836
Motor Vehicle Fire Levy	8 164	8 455	8 455	9 000	9 500	9 500	9 500
Fire Prevention Charges	6 003	6 313	6 313	6 361	6 488	6 618	6 750
Sundry Income	8 194	10 468	10 468	10 552	10 570	10 595	10 611
Interest	203	43	43	250	250	250	250
Commonwealth Government	1 429	1 406	1 406	1 450	1 484	1 519	1 542
Total Revenue from Ordinary Activities	100 308	92 156	95 870	99 209	102 340	105 057	107 223
EXPENSES:							
Salaries, Wages and Related Expenses	51 202	50 501	50 501	53 276	53 342	54 408	55 182
Community Awareness, Subscriptions and Professional Fees	1 830	2 438	2 438	11 619	11 800	11 984	11 984
Learning and Development	578	945	1 045	1 180	1 199	1 219	1 238
Operations	24 531	23 439	28 236	16 248	16 443	16 595	16 905
Protective Clothing and Uniforms	1 245	960	960	992	1 460	1 470	1 490
Accounting and Finance	5 711	6 824	6 689	7 079	7 322	8 526	8 646
Repairs and Maintenance	2 502	1 284	1 284	1 566	2 097	2 129	2 161
Equipment under \$10,000	1 643	705	705	729	729	729	729
Interest	186	117	117	117	83
Depreciation	6 534	6 539	6 539	6 390	6 390	6 390	6 390
Total Expenses from Ordinary Activities	95 962	93 752	98 514	99 196	100 864	103 449	104 725
Net Surplus/(Deficit)	4 346	(1 596)	(2 644)	13	1 477	1 608	2 498

STATE FIRE COMMISSION
FINANCIAL PLAN - BALANCE SHEET

	2017-18	2018-19	2018-19	2019-20	2020-21	2021-22	2022-23
	Actual	Original Estimate	Revised Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Investments
Inventories	1 905	1 643	1 905	1 905	1 905	1 905	1 905
Receivables	2 734	2 749	2 734	2 734	2 734	2 734	2 734
Cash Assets	12 938	9 338	9 559	9 233	8 710	8 172	11 480
Other Assets	3 677	4 027	3 677	3 677	3 677	3 677	3 677
Total Current Assets	21 254	17 757	17 875	17 549	17 026	16 488	19 796
NON-CURRENT ASSETS							
Work in Progress	641	2 751	641	641	641	641	641
SFC Superannuation Fund Net Assets
Land & Buildings	82 532	55 107	82 532	82 145	81 633	81 121	80 609
Motor Vehicles	35 058	33 807	35 767	35 632	35 497	35 677	35 233
Plant & Equipment	5 594	5 534	5 335	6 396	7 243	8 090	8 438
Total Non-Current Assets	123 825	97 199	124 275	124 814	125 014	125 530	124 920
TOTAL ASSETS	145 079	114 956	142 150	142 363	142 040	142 018	144 716
CURRENT LIABILITIES							
Payables	4 099	2 507	4 099	4 299	4 499	4 699	4 899
Bank Overdraft
Provision for Employee Entitlements	13 207	1 341	13 207	13 207	13 207	13 207	13 207
Provision for Annual Leave
Interest Bearing Liabilities	1 830	500	1 830	1 830	1 830	1 830
Total Current Liabilities	19 136	4 348	19 136	19 336	19 536	19 736	18 106
NON CURRENT LIABILITIES							
Provision for Employee Entitlements	1 117	15 418	1 117	1 117	1 117	1 117	1 117
Interest Bearing Liabilities	3 000	3 330	2 000	2 000	(1 830)
SFC Superannuation Fund Net Liability	(779)	7 386	(779)	(779)	(779)	(779)	(779)
Total Non-Current Liabilities	3 338	26 134	2 338	2 338	338	(1 492)	338
TOTAL LIABILITIES	22 474	30 482	21 474	21 674	19 874	18 244	18 444
NET ASSETS	122 605	84 474	120 676	120 689	122 166	123 774	126 272
EQUITY							
Retained Operating Surpluses	76 907	65 531	74 978	74 991	76 468	78 076	80 574
Reserves	45 698	18 943	45 698	45 698	45 698	45 698	45 698
TOTAL EQUITY	122 605	84 474	120 676	120 689	122 166	123 774	126 272

STATE FIRE COMMISSION
FINANCIAL PLAN - CASH FLOW STATEMENT

	2017-18	2018-19	2018-19	2019-20	2020-21	2021-22	2022-23
	Actual	Original Estimate	Revised Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Cash Receipts from Operations	98 132	91 563	95 277	98 350	101 340	103 956	106 016
Cash Payments from Operations	(87 216)	(86 066)	(91 428)	(92 140)	(93 801)	(96 369)	(97 538)
Interest Paid	(187)	(117)	(117)	(117)	(83)
Interest Received	203	43	43	250	250	250	250
Net Cash Flows from Operating Activities	10 932	5 423	3 775	6 343	7 706	7 837	8 728
Cash Flows from Investing Activities							
Payments for Investments
Proceeds from Sale of Equipment	639	300	300	300	300	360	360
Payments for Property, Plant and Equipment	(1 873)	(4 904)	(6 454)	(6 969)	(6 530)	(6 905)	(5 780)
Net Cash used in Investing Activities	(1 234)	(4 604)	(6 154)	(6 669)	(6 230)	(6 545)	(5 420)
Cash Flows from Financing Activities							
Repayment of Borrowings	(5 000)	(1 000)	(2 000)	(1 830)
Proceeds from Borrowing
Net Cash used in Financing Activities	(5 000)	(1 000)	(2 000)	(1 830)
Net Increase /(Decrease) in Cash Held	4 698	819	(3 379)	(326)	(524)	(538)	3 308
Cash at the Beginning of the Financial Period	8 240	8 520	12 938	9 559	9 233	8 710	8 172
Cash at the end of the Financial Period	12 938	9 339	9 559	9 233	8 710	8 172	11 480

STATE FIRE COMMISSION
FINANCIAL PLAN - CAPITAL EXPENDITURE

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	Actual	Original Estimate	Estimate	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CAPITAL EXPENDITURE						
Land and Buildings	400	925	800	800	800
Motor Vehicles and Appliances	3 300	2 925	3 950	3 950	4 325	3 700
Plant and Equipment	623	990	2 354	2 140	2 140	1 640
Total Capital Expenditure	3 923	4 315	7 229	6 890	7 265	6 140
SOURCE OF FUNDS: Internal	3 923	4 315	7 229	6 890	7 265	6 140