

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER**

26 NEW SOUTH WALES FIRE BRIGADES

26.1 Community Safety

Service Description: This service group covers the enhancement of community safety through educating the community and improving its capacity to prepare for, prevent or mitigate the likelihood and impact of fire, other emergencies and hazards through the deployment of the Brigades' fire fighter resources.

Linkage to Results: This service group contributes to effective emergency incident prevention and community resilience and preparedness for emergencies by working towards a range of intermediate results that include the following:

- ◆ fewer bush, grass and structure fires
- ◆ increased households with smoke detectors and
- ◆ effective Community Fire Units.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Fires with probable cause determined	%	74.9	75.0	75.0	75.0	75.0
Building fire code inspections undertaken	no.	1,170	1,022	1,550	2,000	2,000
At risk homes visited to install smoke alarms	no.	10,660	8,044	12,000	6,000	4,000
Fire-Ed child education presentations delivered	no.	2,455	2,556	3,000	3,000	3,000
<u>Employees:</u>	EFT	215	219

———2007-08———		2008-09
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	25,343	26,059	26,623
NET COST OF SERVICES	24,176	24,184	25,413
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CAPITAL EXPENDITURE	2,007	2,007	2,295

**MINISTER FOR EMERGENCY SERVICES,
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26 NEW SOUTH WALES FIRE BRIGADES

26.2 Emergency Management

Service Description: This service group covers the response and recovery capacity and capability of the NSW Fire Brigades to provide rapid and reliable response and recovery assistance in emergencies, 24 hours a day, seven days a week.

Linkage to Results: This service group contributes to effective emergency incident prevention, fast, reliable and effective emergency responses and reduced disruption to communities, business and the environment by working towards a range of intermediate results that include the following:

- ◆ fewer bush, grass and structure fires and
- ◆ higher proportion of structure fires confined to origin.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Fires attended	no.	35,781	33,118	33,000	33,500	34,000
Total incidents attended	no.	134,768	138,030	140,845	140,845	143,666
Hazmat incidents attended	no.	11,758	12,714	11,700	12,500	12,600
Non-fire rescue incidents attended	no.	9,704	11,555	8,200	11,800	12,800
<u>Employees:</u>	EFT	2,644	2,684

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	309,602	319,957	326,913
NET COST OF SERVICES	296,876	296,944	312,046
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CAPITAL EXPENDITURE	24,642	24,642	28,184

**MINISTER FOR EMERGENCY SERVICES,
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26 NEW SOUTH WALES FIRE BRIGADES

26.3 Operational Preparedness

Service Description: This service group covers the risk assessment and capability development of the NSW Fire Brigades to ensure optimal operational preparedness for fire, hazardous material or terrorist emergencies in the state.

Linkage to Results: This service group contributes to effective emergency incident prevention, community resilience and preparedness for emergencies, fast, reliable and effective emergency responses, reduced disruption to communities, business and the environment and accurate assessment of emergency risks by working towards a range of intermediate results that include the following:

- ◆ better assessment of emergency risks
- ◆ improved organisational capabilities and
- ◆ more effective training programs.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Firefighters with WorkCover first aid qualifications	no.	1,782	1,566	2,100	2,100	2,100
Permanent recruits trained	no.	213	176	180	120	160
Senior Officer development	no.	208	164	196	196	196
Accredited rescue crews	no.	167	166	167	170	170
<u>Employees:</u>	EFT	1,447	1,469

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	169,461	175,091	178,895
NET COST OF SERVICES	162,460	162,497	170,759
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CAPITAL EXPENDITURE	13,485	13,485	15,423

**MINISTER FOR EMERGENCY SERVICES,
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26 NEW SOUTH WALES FIRE BRIGADES**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	409,879	425,817	432,826
Other operating expenses	63,560	64,994	66,102
Depreciation and amortisation	30,947	30,296	33,483
Finance costs	20	...	20
Total Expenses Excluding Losses	504,406	521,107	532,431
Less:			
Retained Revenue -			
Sales of goods and services	7,590	8,122	7,590
Investment income	2,171	4,171	3,953
Retained taxes, fees and fines	8,648	9,966	9,648
Grants and contributions	...	935	...
Other revenue	2,605	13,632	3,142
Total Retained Revenue	21,014	36,826	24,333
Gain/(loss) on disposal of non current assets	...	776	...
Other gains/(losses)	(120)	(120)	(120)
NET COST OF SERVICES	483,512	483,625	508,218
RECURRENT FUNDING STATEMENT			
Net Cost of Services	483,512	483,625	508,218
Recurrent Services Appropriation	483,870	483,870	508,576
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	40,134	40,134	45,902
Capital Works and Services Appropriation	9,039	9,039	12,271

**MINISTER FOR EMERGENCY SERVICES,
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26 NEW SOUTH WALES FIRE BRIGADES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	83,110	90,516	90,726
Receivables	9,419	12,081	12,081
Inventories	1,193	1,271	1,271
Assets held for sale	1,992
Other	124	153	153
Total Current Assets	95,838	104,021	104,231
Non Current Assets -			
Property, plant and equipment -			
Land and building	273,941	273,739	267,807
Plant and equipment	173,150	169,869	188,220
Total Non Current Assets	447,091	443,608	456,027
Total Assets	542,929	547,629	560,258
LIABILITIES -			
Current Liabilities -			
Payables	28,999	21,355	21,355
Provisions	28,633	49,721	49,721
Total Current Liabilities	57,632	71,076	71,076
Non Current Liabilities -			
Provisions	37,380	16,607	16,607
Other	1,360	1,082	1,082
Total Non Current Liabilities	38,740	17,689	17,689
Total Liabilities	96,372	88,765	88,765
NET ASSETS	446,557	458,864	471,493
EQUITY			
Reserves	196,348	187,317	187,317
Accumulated funds	250,209	271,547	284,176
TOTAL EQUITY	446,557	458,864	471,493

**MINISTER FOR EMERGENCY SERVICES,
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26 NEW SOUTH WALES FIRE BRIGADES**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	409,879	425,817	432,826
Finance costs	20	...	20
Other	73,340	74,774	75,302
Total Payments	483,239	500,591	508,148
Receipts			
Sale of goods and services	7,470	8,002	8,007
Retained taxes	3,000	4,318	4,000
Interest	2,171	4,171	3,953
Other	17,453	29,415	17,453
Total Receipts	30,094	45,906	33,413
NET CASH FLOWS FROM OPERATING ACTIVITIES	(453,145)	(454,685)	(474,735)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	...	2,330	...
Purchases of property, plant and equipment	(40,134)	(40,134)	(45,902)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(40,134)	(37,804)	(45,902)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from borrowings and advances	358	358	358
Repayment of borrowings and advances	(358)	(358)	(358)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	483,870	483,870	508,576
Capital appropriation	9,039	9,039	12,271
NET CASH FLOWS FROM GOVERNMENT	492,909	492,909	520,847
NET INCREASE/(DECREASE) IN CASH	(370)	420	210
Opening Cash and Cash Equivalents	83,480	90,096	90,516
CLOSING CASH AND CASH EQUIVALENTS	83,110	90,516	90,726

**MINISTER FOR EMERGENCY SERVICES,
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26 NEW SOUTH WALES FIRE BRIGADES

	2007-08		2008-09
	Budget	Revised	Budget
	\$000	\$000	\$000
CASH FLOW STATEMENT (cont)			
CASH FLOW RECONCILIATION			
Net cost of services	(483,512)	(483,625)	(508,218)
Non cash items added back	30,947	30,296	33,483
Change in operating assets and liabilities	(580)	(1,356)	...
Net cash flow from operating activities	(453,145)	(454,685)	(474,735)

**MINISTER FOR EMERGENCY SERVICES,
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27 DEPARTMENT OF RURAL FIRE SERVICE**

27.1 Community Safety

Service Description: This service group covers the protection of the community through measures that enhance community awareness of and participation in fire risk reduction while reducing environmental impact of the Service's incident management activities.

Linkage to Results: This service group contributes to greater community awareness of and participation in fire risk reduction and reduced environmental impact of RFS incident management activities by working towards a range of intermediate results that include:

- ◆ increased community awareness from community education programs and
- ◆ reduced negative environmental impact due to better fuel load burn offs.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Property-related complaints inspected within 10 days	%	...	65	70	70	75
Risk Management plans within 6 months of commencement by Bush Fire Management Committees	%	70	70	75
Scheduled community education activities completed	no.	...	627	630	630	640
Bush Fire Management Committees with mapped vegetation fire regimes	%	5	5	25
<u>Employees:</u>	EFT	57	58	55	55	57

———2007-08———		2008-09 Budget
Budget \$000	Revised \$000	Budget \$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	17,513	17,513	17,027
NET COST OF SERVICES	17,513	17,513	16,227

**MINISTER FOR EMERGENCY SERVICES,
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27 DEPARTMENT OF RURAL FIRE SERVICE

27.2 Operations

Service Description: This service group covers the rapid and effective emergency response to incidents in bush-fire prone areas to minimize injury and loss to the community.

Linkage to Results: This service group contributes to reduced impact of fire on properties and their occupants, reduced environmental impact of the Service's incident management activities, more effective fire incident management and fire incidents prevention by working towards a range of intermediate results that include the following:

- ◆ reduced vegetation fuel load around the rural-urban periphery
- ◆ improved fire fighter competencies and
- ◆ reduced fire incidents from consistent hazard reduction.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Operation plans approved by Bushfire Coordinating Committee	%	100
New fire stations complying with standard designs	%	80
Volunteer Competency Index - for 3 principal qualifications	%	85
Fire tanker handovers to brigades on schedule per month	%	100
<u>Employees:</u>	EFT	483	486	487	487	490

-----2007-08-----		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	162,800	171,789	168,175
NET COST OF SERVICES	162,800	162,789	166,157

**MINISTER FOR EMERGENCY SERVICES,
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27 DEPARTMENT OF RURAL FIRE SERVICE

27.3 Operational and Administrative Support

Service Description: This service group covers the management and administrative support functions of the RFS including financial, staff and operational support, fire fighting fleet maintenance and the strategy and policy development roles.

Linkage to Results: This service group contributes to all the key results of the Service by working towards a range of intermediate results that include the following:

- ◆ better logistical service support to fire fighting teams and programs and
- ◆ better field operations support through efficient and comprehensive communication systems.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Zonal community education strategies submitted by due date	%	100	100	100
Fire code DA approvals for buildings completed in 14 days	%	70	70	75
<u>Employees:</u>	EFT	118	133	142	142	142

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	22,124	22,124	22,750
NET COST OF SERVICES	(157,946)	(156,891)	(155,669)

CAPITAL EXPENDITURE	8,880	8,991	8,290
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**MINISTER FOR EMERGENCY SERVICES,
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27 DEPARTMENT OF RURAL FIRE SERVICE

27.4 Office for Emergency Services

Service Description: This service group covers: the preparation of plans, coordination of operations and provision of effective training for emergency management and rescue operations; advice to the Minister for Emergency Services on policy, resource allocation and specific issues; support to the Minister in the performance of ministerial functions; coordination of advice from, and actions by, emergency service agencies on policy and specific issues; and administration of the Natural Disaster Mitigation Program.

Linkage to Results: This service group contributes to the intermediate result of ensuring the provision of comprehensive and coordinated rescue services and emergency management throughout the State.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Emergency management plans maintained/reviewed	no.	25	40	40	40	40
Accredited rescue units	no.	439	441	440	440	442
Certified rescue operators	no.	5,246	5,468	5,400	5,400	5,420
Natural disaster management projects under management	no.	52	100	170	170	170
<u>Employees:</u>	EFT	23	25	26	26	26

—————2007-08—————		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	24,137	24,137	20,000
NET COST OF SERVICES	24,137	23,082	18,927

**MINISTER FOR EMERGENCY SERVICES,
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27 DEPARTMENT OF RURAL FIRE SERVICE**

	2007-08		2008-09 Budget \$000
	Budget \$000	Revised \$000	
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	65,375	65,375	69,104
Other operating expenses	13,878	13,767	14,102
Depreciation and amortisation	3,500	3,600	3,900
Grants and subsidies	138,435	146,881	134,323
Other expenses	5,386	5,940	6,523
Total Expenses Excluding Losses	226,574	235,563	227,952
Less:			
Retained Revenue -			
Investment income	136
Retained taxes, fees and fines	146,397	146,397	148,178
Grants and contributions	26,418	35,418	26,741
Other revenue	7,255	7,255	7,255
Total Retained Revenue	180,070	189,070	182,310
NET COST OF SERVICES	46,504	46,493	45,642
RECURRENT FUNDING STATEMENT			
Net Cost of Services	46,504	46,493	45,642
Recurrent Services Appropriation	48,005	48,005	45,332
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	8,880	8,991	8,290
Capital Works and Services Appropriation	900	900	310

**MINISTER FOR EMERGENCY SERVICES,
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27 DEPARTMENT OF RURAL FIRE SERVICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	13,632	15,322	17,803
Receivables	3,183	4,197	4,197
Other	558
Total Current Assets	17,373	19,519	22,000
Non Current Assets -			
Property, plant and equipment - Plant and equipment	18,403	16,362	15,883
Intangibles	102	642	531
Other	...	75	75
Total Non Current Assets	18,505	17,079	16,489
Total Assets	35,878	36,598	38,489
LIABILITIES -			
Current Liabilities -			
Payables	6,841	4,665	4,665
Provisions	7,960	6,782	6,782
Total Current Liabilities	14,801	11,447	11,447
Non Current Liabilities -			
Provisions	10,085	11,255	13,146
Total Non Current Liabilities	10,085	11,255	13,146
Total Liabilities	24,886	22,702	24,593
NET ASSETS	10,992	13,896	13,896
EQUITY			
Accumulated funds	10,992	13,896	13,896
TOTAL EQUITY	10,992	13,896	13,896

**MINISTER FOR EMERGENCY SERVICES,
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27 DEPARTMENT OF RURAL FIRE SERVICE**

	———2007-08———		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	63,519	61,693	67,213
Grants and subsidies	109,468	117,914	104,815
Other	56,122	57,917	56,683
Total Payments	229,109	237,524	228,711
Receipts			
Retained taxes	146,397	146,411	148,178
Interest	136
Other	42,055	51,035	40,546
Total Receipts	188,452	197,446	188,860
NET CASH FLOWS FROM OPERATING ACTIVITIES	(40,657)	(40,078)	(39,851)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	4,980	4,980	4,980
Purchases of property, plant and equipment	(8,880)	(8,991)	(8,290)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(3,900)	(4,011)	(3,310)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	48,005	48,005	45,332
Capital appropriation	900	900	310
NET CASH FLOWS FROM GOVERNMENT	48,905	48,905	45,642
NET INCREASE/(DECREASE) IN CASH	4,348	4,816	2,481
Opening Cash and Cash Equivalents	9,284	10,506	15,322
CLOSING CASH AND CASH EQUIVALENTS	13,632	15,322	17,803
CASH FLOW RECONCILIATION			
Net cost of services	(46,504)	(46,493)	(45,642)
Non cash items added back	3,500	3,600	3,900
Change in operating assets and liabilities	2,347	2,815	1,891
Net cash flow from operating activities	(40,657)	(40,078)	(39,851)

**MINISTER FOR EMERGENCY SERVICES,
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28 STATE EMERGENCY SERVICE**

28.1 Recruitment and Training

Service Description: This service group covers recruitment and training of volunteers to provide them with best practice operational skills and ensure their safety and wellbeing when they deal with emergency situations.

Linkage to Results: This service group contributes to equipped, trained and skilled volunteers whose response for requests for assistance is timely by working towards a range of intermediate results that include:

- ◆ volunteers trained to nationally accredited standards
- ◆ increase in volunteer awareness in flood/storm preparation and
- ◆ volunteers equipped with modern and properly maintained rescue equipment.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Accredited qualifications issued	no.	8,141	8,500	8,500	8,750	9,000
Training	hours	50,000	55,000	55,000	57,750	60,000
<u>Employees:</u>	EFT	21	48	44	44	44

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	11,558	10,663	12,377
NET COST OF SERVICES	10,140	10,358	12,215

**MINISTER FOR EMERGENCY SERVICES,
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28 STATE EMERGENCY SERVICE

28.2 Operational Readiness

Service Description: This service group covers provision of immediate assistance to the community by means of rescue and property protection services in times of natural or man-made incidents or emergencies.

Linkage to Results: This service group contributes to equipped, trained and skilled volunteers and a timely response to community requests for assistance and other emergency service agencies by working towards a range of intermediate results that include:

- ◆ community requests for assistance are responded to expediently
- ◆ request for assistance from other emergency service agencies are responded to expediently and
- ◆ efficient flood, storm and tsunami plans in place.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Volunteers	no.	10,302	10,407	10,500	10,500	10,750
Requests for Assistance	no.	10,700	35,000	25,000	25,000	25,000
<u>Employees:</u>	EFT	101	92	117	117	117

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	30,048	44,709	37,172
NET COST OF SERVICES	26,361	26,915	31,752
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CAPITAL EXPENDITURE	5,305	5,305	3,114

**MINISTER FOR EMERGENCY SERVICES,
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28 STATE EMERGENCY SERVICE**

28.3 Community Education

Service Description: This service group covers educating the community about storm and flood safety and warning and informing them in order to strengthen their resilience to deal with emergency situations.

Linkage to Results: This service group contributes to preparing the community to deal with emergency situations by working towards a range of intermediate results that include:

- ◆ effective educational programs and literature for community awareness
- ◆ effective advertising campaigns and literature for community safety and awareness and
- ◆ direct community training through schools and community events.

<u>Service Measures:</u>	Units	2005-06 Actual	2006-07 Actual	2007-08 Budget	2007-08 Revised	2008-09 Forecast
Floodsafe brochures handed out to the community	no.	50,000	50,000	50,000	50,000	50,000
Business floodsafe seminars	no.	15	20	20	20	20
<u>Employees:</u>	EFT	11	10	17	17	17

———2007-08———		2008-09
Budget	Revised	Budget
\$000	\$000	\$000

FINANCIAL INDICATORS

Total Expenses Excluding Losses	4,622	4,259	4,947
NET COST OF SERVICES	4,055	4,137	4,883

**MINISTER FOR EMERGENCY SERVICES,
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28 STATE EMERGENCY SERVICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
OPERATING STATEMENT			
Expenses Excluding Losses -			
Operating expenses -			
Employee related	16,291	16,381	16,682
Other operating expenses	13,747	14,976	20,468
Depreciation and amortisation	7,434	7,518	7,619
Grants and subsidies	8,756	20,756	9,727
Total Expenses Excluding Losses	46,228	59,631	54,496
Less:			
Retained Revenue -			
Sales of goods and services	30	77	31
Investment income	90	92	92
Grants and contributions	5,481	17,481	5,452
Other revenue	...	500	...
Total Retained Revenue	5,601	18,150	5,575
Gain/(loss) on disposal of non current assets	71	71	71
NET COST OF SERVICES	40,556	41,410	48,850
RECURRENT FUNDING STATEMENT			
Net Cost of Services	40,556	41,410	48,850
Recurrent Services Appropriation	32,502	32,502	40,596
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	5,305	5,305	3,114
Capital Works and Services Appropriation	5,305	5,305	3,114

**MINISTER FOR EMERGENCY SERVICES,
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28 STATE EMERGENCY SERVICE**

	2007-08		2008-09
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS -			
Current Assets -			
Cash assets	5,325	3,826	3,825
Receivables	1,014	1,046	1,046
Inventories	5,500	5,454	5,454
Other	277	48	48
Total Current Assets	12,116	10,374	10,373
Non Current Assets -			
Property, plant and equipment -			
Land and building	13,707	14,538	8,298
Plant and equipment	13,903	14,803	8,730
Total Non Current Assets	27,610	29,341	17,028
Total Assets	39,726	39,715	27,401
LIABILITIES -			
Current Liabilities -			
Payables	879	989	989
Provisions	949	1,425	1,425
Other	350
Total Current Liabilities	2,178	2,414	2,414
Non Current Liabilities -			
Provisions	7	10	10
Total Non Current Liabilities	7	10	10
Total Liabilities	2,185	2,424	2,424
NET ASSETS	37,541	37,291	24,977
EQUITY			
Reserves	5,892	5,892	5,892
Accumulated funds	31,649	31,399	19,085
TOTAL EQUITY	37,541	37,291	24,977

**MINISTER FOR EMERGENCY SERVICES,
AND MINISTER FOR WATER
28 STATE EMERGENCY SERVICE**

	———2007-08———		2008-09
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	15,672	15,559	16,048
Grants and subsidies	8,756	20,756	9,727
Other	14,950	17,878	21,172
Total Payments	39,378	54,193	46,947
Receipts			
Sale of goods and services	30	77	(575)
Interest	90	92	92
Other	6,791	20,801	6,762
Total Receipts	6,911	20,970	6,279
NET CASH FLOWS FROM OPERATING ACTIVITIES	(32,467)	(33,223)	(40,668)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	71	71	71
Purchases of property, plant and equipment	(5,305)	(5,305)	(3,114)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(5,234)	(5,234)	(3,043)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	32,502	32,502	40,596
Capital appropriation	5,305	5,305	3,114
NET CASH FLOWS FROM GOVERNMENT	37,807	37,807	43,710
NET INCREASE/(DECREASE) IN CASH	106	(650)	(1)
Opening Cash and Cash Equivalents	5,219	4,476	3,826
CLOSING CASH AND CASH EQUIVALENTS	5,325	3,826	3,825
CASH FLOW RECONCILIATION			
Net cost of services	(40,556)	(41,410)	(48,850)
Non cash items added back	8,053	8,137	8,253
Change in operating assets and liabilities	36	50	(71)
Net cash flow from operating activities	(32,467)	(33,223)	(40,668)