



HEREFORD & WORCESTER Fire and Rescue Authority

Audit Committee

AGENDA

Thursday 21 April 2011

10.30 am

Conference Suites 2 & 3

Headquarters

2 Kings Court

Charles Hastings Way

Worcester

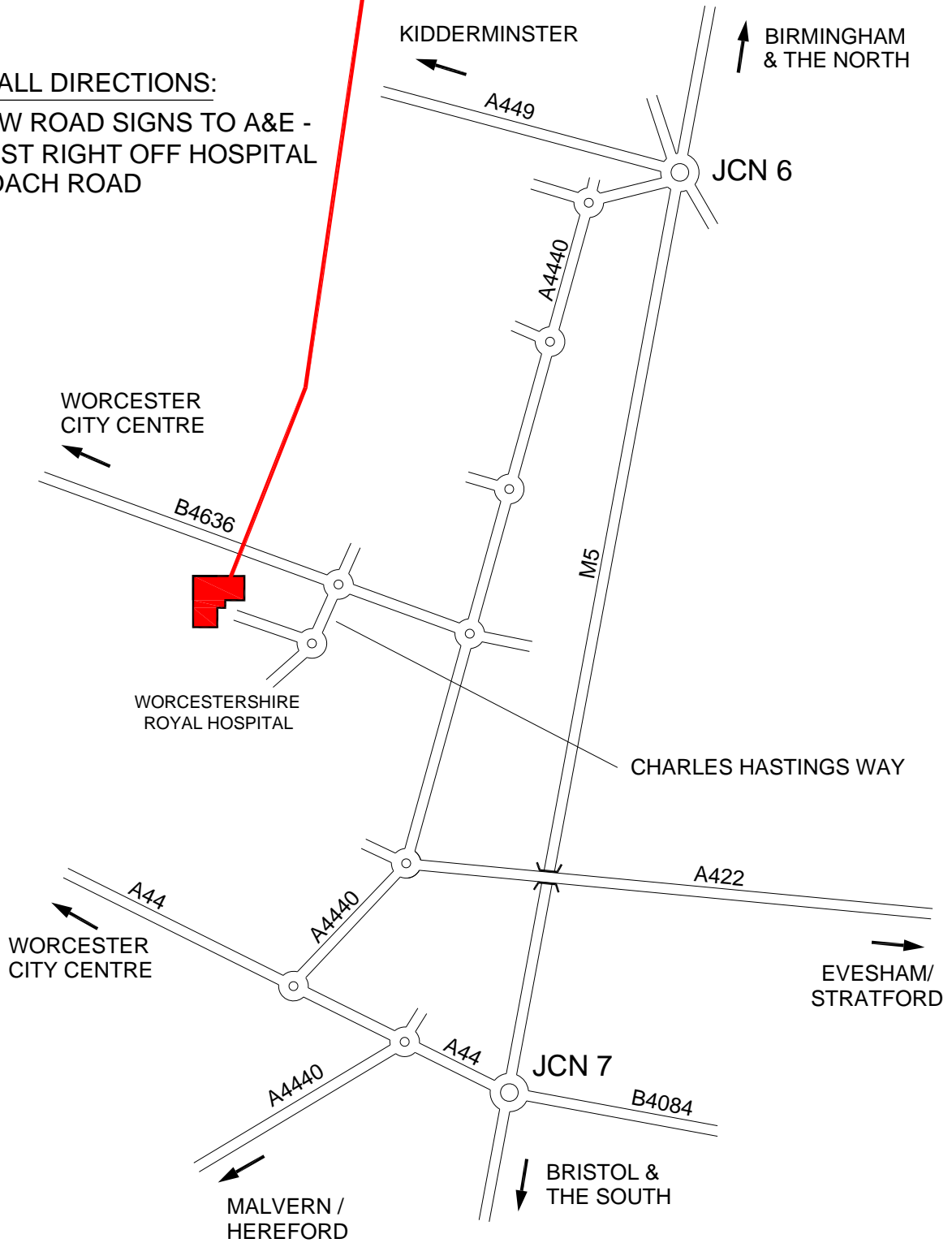
WR5 1JR



Awarded for excellence

HEREFORD & WORCESTER FIRE AND RESCUE SERVICE
HEADQUARTERS
2 KINGS COURT
CHARLES HASTINGS WAY
WORCESTER. WR5 1JR
TEL: 0845 12 24454

FROM ALL DIRECTIONS:
FOLLOW ROAD SIGNS TO A&E -
HQ FIRST RIGHT OFF HOSPITAL
APPROACH ROAD



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- 1 Break the glass at the nearest **FIRE ALARM POINT**.
(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –
CAR PARK OF THE OFFICE BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.
- 4 Never re-enter the building – **GET OUT STAY OUT**.

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point
CAR PARK OF THE OPTIMUM BUILDING ADJACENT TO THE CYCLE SHED TO THE LEFT OF THE ENTRANCE BARRIER TO 2 KINGS COURT.
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- 3 Never re-enter the building – **GET OUT STAY OUT**.

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- Automatic right to attend all Authority and Committee meetings unless the business if transacted would disclose “confidential information” or “exempt information”.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Authority and Committees (or summaries of business undertaken in private) for up to six years following the meeting.
- Automatic right to inspect background papers used in the preparation of public reports.
- Access, on request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending the meetings of the Authority and Committees.

If you have any queries regarding this agenda or any of the decisions taken or wish to exercise any of these rights of access to information please contact Corporate Support on 01905 368366 / 331 or by email at committeeservices@hwfire.org.uk.

WELCOME AND GUIDE TO TODAY’S MEETING

These notes are written to assist you to follow the meeting. Decisions at the meeting will be taken by the **Councillors** who are democratically elected representatives and they will be advised by **Officers** who are paid professionals. The Fire and Rescue Authority comprises 25 Councillors and appoints committees to undertake various functions on behalf of the Authority. There are 19 Worcestershire County Councillors on the Authority and 6 Herefordshire Council Councillors.

Agenda Papers

Attached is the Agenda which is a summary of the issues to be discussed and the related reports by Officers.

Chairman

The Chairman, who is responsible for the proper conduct of the meeting, sits at the head of the table.

Officers

Accompanying the Chairman is the Chief Fire Officer and other Officers of the Fire and Rescue Authority who will advise on legal and procedural matters and record the proceedings. These include the Clerk and the Treasurer to the Authority.

The Business

The Chairman will conduct the business of the meeting. The items listed on the agenda will be discussed.

Decisions

At the end of the discussion on each item the Chairman will put any amendments or motions to the meeting and then ask the Councillors to vote. The Officers do not have a vote.

Agenda

Members

Mr D Prodger MBE, (Chair), Mrs L Duffy, (Vice-Chair),
Mrs L Eyre, Mr D Greenow, Mrs G Hopkins, Mrs F Oborski, Mr C T Smith, Mr T Spencer,
Mr J Thomas and Mr P Watts.

	PAGES
1. Apologies for Absence To receive any apologies for absence.	
2. Named Substitutes To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3. Declaration of Interests (if any) The Members' Code of Conduct requires Councillors to declare any interests against an Agenda item, the nature of an interest and whether the interest is personal or prejudicial. If a Councillor has a personal interest, they must declare it but can stay, take part and vote in the meeting. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room for the duration of the item. This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
4. Confirmation of Minutes To confirm the minutes of the meeting held on 26 January 2011 (copy attached).	1 - 2
5. Internal Audit Update To provide an update on Internal Audit activities since the Audit Committee meeting on 26 January 2011.	3 - 5
6. National Fraud Initiative To inform Members of the results of the National Fraud Initiatives (NFI), the actions taken by Officers and subsequent outcomes.	6 - 11
7. The Accounts and Audit Regulations 2011 To provide Members with a summary update of the changes in the Accounts and Audit (England) Regulations brought about by the revised 2011 version which supersedes the 2003 edition as they affect this Authority.	12 - 13
Glossary	14 - 17



Minutes

Members Present

Mr D Prodger MBE, (Chair), Mrs L Duffy, (Vice-Chair),
Mrs G Hopkins, Mrs F Oborski, Mr C T Smith, Mr T Spencer and Mr J Thomas.

- | No. | Item |
|-----|--|
| 1. | Apologies for Absence
Mrs L Eyre, Mr D Greenow and Mr P Watts. |
| 2. | Named Substitutes
None. |
| 3. | Declaration of Interests (if any)

The Chairman invited any Member to declare an interest in any of the items on this Agenda and there were no such declarations. |
| 4. | Confirmation of Minutes
RESOLVED that the minutes of the meeting held on 7 October 2010 be confirmed as a correct record and signed by the Chairman. |
| 5. | Internal Audit Update

Mr Gordon Smith, Chief Internal Auditor, provided an update on Internal Audit Activities since the Audit Committee meeting on 7 October 2010. He reported that work was progressing satisfactorily.
RESOLVED that the Internal Audit Update be noted. |
| 6. | Audit 2009/10 – Annual Audit Letter from the Audit Commission

The Treasurer invited Mr Grant Patterson, District Auditor with the Audit Commission, to present the Annual Audit Letter from the Audit Commission to the Authority.

Mr Patterson told the Committee that in 2009/10 the Authority reported its best ever annual performance in terms of the lowest total number of incidents, together with delivering a number of five-year performance records in key areas. It also reported a further reduction in the number of accidental fire-related deaths and non-fatal injuries in the home compared to the previous year.

The Commission reported that through centralised control of crewing the Service had achieved annual savings whilst at the same time increasing firefighter availability.

However, at the time of writing the Annual Audit Letter investigations into the matter of the retirement of the previous Chief Fire Officer were ongoing and, as a result, the Commission had not issued the statutory Value for Money (VFM) conclusion for 2009/10. It was hoped to finalise this matter in the near future and close the 2009/10 audit. |

The Commission noted that the Authority had appointed a new Chief Fire Officer in April 2010 and was undertaking a thorough review of governance arrangements, implementing changes to improve them where necessary.

RESOLVED that the Committee note the Annual Audit Letter from the Audit Commission regarding Audit 2009/10.

7. The Audit Strategy – Audit 2010/11

Ms Joan Hill, Audit Manager from the Audit Commission, presented the Audit Strategy for Audit 2010/11. The Strategy outlined the following:

- The Fee for the Audit;
- Audit risks and testing strategy;
- The proposed timetable for the audit;
- The Value for Money conclusion;
- The Audit Team;
- The planned output; and
- The proposed meetings with Officers of the Authority.

RESOLVED that the Audit Strategy for 2010/11 be noted.

8. Governance Review Group Update

The Clerk outlined to the Committee the remit of the governance review and gave an update on progress to date. She told the meeting that work on the Whistleblowing Policy, the Anti-Money Laundering Policy and the Anti-Fraud and Corruption Policy would soon be going to consultation and then for consideration by the Audit Committee.

RESOLVED that the Committee note the Governance Review Update.

9. Changes to the Authority's financial statements due to the implementation of International Financial Reporting Standards (IFRS) for 2010/11 accounts

Ms Hillary Lower of the Audit Commission updated the Committee on the implementation of International Financial Reporting Standards for 2010/2011 accounts.

The Director of Assets told the Committee that the 2009/10 accounts had already been re-stated to IFRS, subject to approval by the Commission, for inclusion in the 2010/11 accounts.

On behalf of the Committee, the Chairman thanked Ms Lower for her presentation.

The meeting concluded at 11.14 am

Signed: _____

Chairman

Date: _____

5. Internal Audit Update

Purpose of report

1. To provide an update on Internal Audit activities since the Audit Committee meeting on 26 January 2011.
-

Recommendation

The Treasurer recommends that the report be noted.

Background

2. The Authority is responsible for maintaining or procuring an adequate and effective internal audit of the activities of the Authority under the Accounts and Audit (England) Regulations 2011. This includes considering, where appropriate, the need for and the effectiveness of anti fraud controls. This duty has been delegated to the Treasurer, and Internal Audit is currently provided by the Internal Audit section of Worcestershire County Council.

2010/2011 Plan

3. At the meeting held on 5 May 2010 the Committee received and agreed the Internal Audit Plan for 2010/2011.
4. An additional 15 days' Special Investigation work has been undertaken during 2010/2011.
5. The Central Government requirement to produce standalone efficiency plans has been removed and therefore the audit assignment planned to evaluate this activity has been deleted from the programme.
6. The amended 2010/2011 Audit Plan, showing the current status of assignments within the plan, is attached as Appendix 1.
7. The remaining planned audits are scheduled to be undertaken in early 2011/2012.

Liaison with External Audit

8. Liaison meetings have been held with External Audit to coordinate audit resources to support the 2010/2011 External Audit process.

Internal Audit Arrangements

9. Worcestershire County Council no longer provides the Treasurer to the Authority. Due to staff turnover the Internal Audit section has been carrying three vacant posts for some time. As part of the County Council's budget reduction process these posts have now been deleted from the structure and this has prompted a review of the section's external commitments.
10. As a result, in early February 2011 management at HWFRA were made aware of Worcestershire County Council's desire to withdraw from providing Internal Audit services to HWFRA
11. Members are asked to note that it is planned, however, to continue support for HWFRA up to and including the production of the 2010/2011 Annual Internal Audit Reports and any required support for their Annual Governance Statements.
12. Support will also be provided in identifying and, where appropriate, briefing other Internal Audit providers who may be willing to take on the provision of Internal Audit services to HWFRA should the need arise.
13. However, at the time of writing this report, the County Council have stated that a reconsideration of any decision to withdraw Internal Audit service provision to the Authority is underway.

Conclusion

14. Under the delegation falling to the Treasurer, as the responsible officer under the Authority Financial Regulations, mentioned at paragraph 2 and as a consequence of the position stated in paragraph 10, your officers are seeking an alternative supply of the function from another source with adequate credentials and experience, hopefully within the 2011/2012 budget provision. This is as a backup position to any final decision that leaves the Authority without Internal Audit cover at least in the short-term.
15. As these arrangements are statutorily required, and being of such contractual value as not to require a full tendering process under Financial Regulations, (previous experience has identified a 12 month timescale as a minimum, to effect a full tendering exercise for this type of service), your officers propose to immediately research available providers and report to the next Audit Committee on any nominated supplier, necessary to carry out an agreed programme of audits for 2011/2012.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are financial issues that require consideration	Y	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e. paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Y	

Additional Considerations

16. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e. paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	N	
Risk Management/Health & Safety (e.g. risk management and control measures, risk register score).	Y	
Consultation with Representative Bodies	N	

Supporting Information

Appendix 1 – Progress to Plan 2010/2011

Contact Officer

Tony Wood, Treasurer
(0845 12 24454)
Email: twood@hwfire.org.uk

6. National Fraud Initiative 2010/11

Purpose of report

1. To inform Members of the results of the National Fraud Initiatives (NFI), the actions taken by Officers and subsequent outcomes.

Recommendation

The Treasurer recommends that Members note the action taken to date by the Authority in response to the National Fraud Initiative and that no fraud has yet been detected.

Background

2. The NFI is a biennial exercise carried out for local government and other public bodies by the Audit Commission and forms part of the statutory audit in accordance with the Audit Commission Act 1998.
3. Authorities are required to provide certain mandatory datasets; for the Fire and Rescue Service the mandatory datasets comprise creditors, payroll and pensions payroll. Payroll and pensions payroll data is subject to a series of data matches against data provided by other bodies including payroll, pensions, Housing Benefit, Home Office (removed and failed asylum seekers), UK visas and Department for Work and Pensions deceased persons. Creditors' payments are matched only within Authorities.
4. The data provided is processed by a specialist contractor on behalf of the Audit Commission. Data matches are notified to Authorities for examination to identify possible error and/or fraud.
5. The existence of a match in a NFI report does not mean that there is a fraud; only that there is a need to investigate further to eliminate the possibility of fraud or error.
6. The initial match reports were issued in late January, and an additional 3 new reports with 4 matches were issued later.
7. A complete list of matches is shown at Appendix 1 and Members will note a further (13%) reduction in matches since 2008/09.
8. The reduction would have been greater (19%) were it not for the increase in payroll matches which, as will be seen later in this report, relate to RDS personnel with legitimate second jobs and reflect improved matching data from other sources rather than an inherent change at the FRA.
9. At the time of writing this report the process of checking all matches was not complete, but as significant progress had been made an interim report was deemed appropriate.
10. As this report is in the public arena, full details of the matches are not disclosed as they contain details of employees and no suggestion of fraud has been identified.

Analysis of Reports

11. Each NFI report is produced with a particular purpose which will be stated and comprises a number of matches and a number of items. There will be more items than matches and each match may have more than two items.
12. In each case an explanation of the Fire and Rescue Authority matches will be given to demonstrate why there is no fraud.

Report 52 – Pensions Payments to Benefits Agency Records

13. The purpose of the match is to ensure that pensions are not continuing to be paid to persons for which a Death Certificate has been lodged with the Benefits Agency.
14. The report identified two matches. In both cases the date of the payroll data was before the date of death and both had ceased payment as appropriate.

Report 54 – Pensions Payroll to Payroll within bodies

15. The purpose of this match is to identify if anyone on the payroll is also in receipt of a public sector pension. This is primarily because most public sector pension schemes, including the Local Government Pension Scheme, are abated.
16. The Firefighters scheme in its present form is not abated and is also unusual in that it is payable after 30 years' service. This results in matches that are not actually errors.
17. Of the 10 matches; 9 were ex-firefighters now legitimately re-employed as support staff, and 1 was re-employed as a firefighter with pension abated after payment of commutation.

Report 55 – Pensions Payroll to Payroll between bodies

18. One match was found under this heading where a retired H&W wholetime firefighter is employed by another Fire Service.

Report 81 – Payroll to Creditors

19. The purpose of this match is to identify employees who have an interest in suppliers with whom the FRA trades.
20. There are 5 matches but these relate to 3 employees. In 2 cases an individual was providing an additional service un-connected with their core role, and the third is a director of a company run by their partner. In all cases the FRA was aware of the relationship and had appropriate oversight of the arrangements.

Report 65 – Payroll to Payroll within bodies

21. This matches any person having more than one job. This allows identification of staff who may be committing employment fraud by failing to work their contracted hours because they are employed elsewhere or on long term sickness from one job.
22. This has identified a large number of matches due to the fact that contractually day crew staff have the 2 elements of their pay paid on different payrolls with different pay numbers.

23. In addition there are significant numbers of wholetime firefighters (and a few support staff) who are also employed as RDS firefighters, again with different pay numbers.

Report 66 – Payroll to Payroll – between bodies

24. The purpose of this report is to identify if there are inappropriate dual employments – e.g. risking safety by long working hours or claiming sick pay from one job whilst working on another.
25. The report produced 42 matches, 2 of whom are WT/RDS at H&W leaving a net 40 matches of which;
- 14 are FRA Members
 - 19 are RDS personnel with legitimate second jobs
 - 3 are firefighters who are Retained in other Services
 - 2 are fulltime staff with approved/managed second employment
 - 2 are in the process of review

Creditor Matches – General

26. The main purpose of these data matches which are solely within bodies is to identify potential duplications and errors which could result from or lead to fraud.
27. Members will be pleased to note a further (31%) reduction in creditor matches (down by 31%) which follows an 80% reduction in the previous round and reflects the benefit of the investment in the Finance System.
28. Where relevant, and for simplicity, a tabular approach has been adopted to provide information on Creditor matches.

Report 701 – Duplicate Creditors by Creditor Names

Incorrect Matches	(Para 29)	1
Ordering/Billing Addresses differ	(Para 30)	2
Identified Duplicates - now inactive		5
		8

29. The process has incorrectly matched the Chartered Institute of Personnel Management, the Chartered Institute of Finance and Accountancy, the Chartered Institute of Marketing and the Chartered Institute of Public Relations.
30. Some suppliers require billing to different parts of the same organisation.

Report 702 – Duplicate Creditors by Address Details

Subsidiary Companies	2
Different Companies at same addresses	2
Shared Offices	1
Shared Service Provider (Govt)	1
Takeovers - duplicate account inactive	2
	8

Report 703 – Duplicate Creditors by Bank Account Number

31. One match was found relating to different divisions of the same company and one identified inactive duplicate. (see also Report 701 above).

Report 708 – Duplicate records by invoice amount and creditor reference

32. This analysis is not yet completed. There were 147 matches relating to 294 individual invoices. In previous years the majority of matches (97% in 2008/09) were annual or monthly payments to the same supplier, or the same type of goods/services at different periods, or multiple purchases invoiced separately, e.g. fire appliance chassis. Indications are that this is again the case.

Report 709 – VAT overpaid

33. This report simply highlights where VAT on an invoice does not equal the prevailing standard rate. The one match had VAT free elements.

Report 711 – Duplicate Payments by Invoice Number and Amount – with different creditor name and reference

34. Two matches was found: One where a cheque was raised on the wrong supplier in error, and was returned and cancelled before a replacement issued.
35. The second match is under review, but dates back to 2007.

Report 712 – Duplicate Postcode, Invoice date and Amount – with different creditor and invoice references

36. One match was found: Payment relates to 2 separate parts of the Local Government Association (LGA). The original cheque was raised to the wrong part in error, returned and cancelled before a replacement to the correct part of the LGA was raised.

Report 713 – Duplicate Postcode and Amount – with different Amount, creditor reference and invoice reference

37. One match was found over 2 years during which the supplier set up a subsidiary for trading activity.

Conclusion and Further Work

38. The NFI outputs have been examined promptly and comprehensively and no fraud has yet been identified.
39. A final report will be brought to the next Audit Committee to provide final details in relation to:
- Report 66 – Payroll to Payroll – between bodies
 - Report 708 – Duplicate records by invoice amount and creditor reference
 - Any new reports published in the interim.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are financial issues that require consideration	N	No fraud has been identified

Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	N	Compliance with NFI is a statutory requirement

Additional Considerations

40. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	N	
Risk Management/Health & Safety (e.g. risk management and control measures, risk register score).	N	
Consultation with Representative Bodies	N	

Supporting Information

Appendix 1: National Fraud Initiative – 2009/10: Raw match data.

Background papers

FRA Audit Committee – 29 Jun 2007 : Report on National Fraud Initiative 2006/07
FRA Audit Committee – 9 Oct 2009 : Report on National Fraud Initiative 2008/09

Contact Officer

Martin Reohorn, Director of Finance and Assets
Telephone: 0845 12 24454
Email: mreohorn@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority

Audit Committee : 21 April 2011

National Fraud Initiative : 2010/11

	2006/07 Raw Matches	2008/09 Raw Matches	2010/11 Raw Matches
<u>Employee Related</u>			
52 Pensions Payroll to Benefits Agency Records	3		2
54 Pensions Payroll to Payroll (within bodies)	5	10	10
55 Pensions Payroll to Payroll (between bodies)		1	1
75 Housing Benefit Payments	1		
81 Payroll to Creditors (within body)			5
83 NI Number Errors	3	3	
	<hr/> 12	<hr/> 14	<hr/> 18
65 Payroll to Payroll (within bodies)**		90	108
66 Payroll to Payroll (between bodies)	14	39	42
	<hr/> 14	<hr/> 129	<hr/> 150
	<hr/> 26	<hr/> 143	<hr/> 168
<u>Creditor Related</u>			
700 Duplicate Creditor - by reference		4	
701 Duplicate Creditor - by Creditor Names	66	10	8
702 Duplicate Creditor - by Address details	6	6	8
703 Duplicate Creditor - by Bank Account Number	12	3	2
704 Invalid VAT Number	42		
706 Creditors with Blank Addresses	7		
707 Duplicate Payments - by reference and amount	3		
708 Duplicate Payments - by amount	953	205	147
709 Overpaid VAT	10	14	1
710 Payment Date precedes invoice date	115		
711 Invoice Value <£1	38		
	<hr/> 1,252	<hr/> 242	<hr/> 166
<u>New Reports 2010/11</u>			
711 Duplicate Payts by Invoice number and amount but with different creditor reference and name			2
712 Duplicate Postcode, Invoice date and amount but with different creditor reference and invoice ref			1
713 Duplicate Postcode and amount but with different creditor reference, inv ref and amount			1
	<hr/> 1,252	<hr/> 242	<hr/> 170
	<hr/> 1,278	<hr/> 385	<hr/> 338

** given that these mainly relate to RDS staff with legitimate second jobs, it is surprising that there were no matches in 2006/07

7. The Accounts and Audit (England) Regulations 2011

Purpose of report

1. To provide Members with a summary update of the changes in the Accounts and Audit (England) Regulations brought about by the revised 2011 version which supersedes the 2003 edition as they affect this Authority.

Recommendation

The Treasurer recommends that the report be noted.

Background

2. The Authority has complied with the statutory requirements under the Accounts and Audit (England) Regulations 2003.
3. The revised 2011 version comes into force from 31 March 2011.

Present Position

4. The main changes that effect this Authority are as follows:
 - The responsible financial officer (Treasurer) must sign and date, no later than 30 June immediately following the end of a year, the Statement of Accounts and certify that it represents a true and fair view of the financial position at the end of the year to which it relates, and of the income and expenditure for that year.
 - Members of the Authority will be asked to approve by 30 September following the year end the annual accounts after, rather than before, the findings of the audit are known meaning that they are better placed to make an informed opinion. Following that approval ensure, as previously, that the Statement of Accounts is signed and dated by the person chairing the committee at which approval was given and publish same on the website along with any certificate, opinion, or report issued by the auditor under section 9 (general report) of the 1998 Act.
 - The responsible financial officer must re-certify the presentation of the Statement of Accounts before the Authority approves it.
 - Failure to comply with any of the regulations will no longer constitute a criminal offence, in line with Government policy, to abolish obsolete or unnecessary criminal offences. It is considered more appropriate, as a safeguard for compliance to rely on duties placed on the officers and the powers of auditors to report to the public.
 - The requirement to produce a Statement of Internal Control has been replaced by a requirement to produce an annual governance statement which this Authority already undertakes.
 - Some minor changes in word usage eg The Authority is now required to 'undertake' rather than 'maintain' an adequate and effective internal audit.

5. Other minor changes affect a number of documents and will be the basis of a full review and reported to this committee.

Financial Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are financial issues that require consideration	N	

Legal Considerations

Consideration	Yes/No	Reference in Report i.e paragraph no.
There are legal issues e.g. contractual and procurement, reputational issues that require consideration	Y	Para 4

Additional Considerations

6. The table below sets out any additional issues arising from the proposals contained in this report and identifies the relevant paragraphs in the report where such issues are addressed.

Consideration	Yes/No	Reference in Report i.e paragraph no.
Resources (e.g. Assets, ICT, Human Resources, Training & Development, Sustainability).	N	
Strategic Policy Links (e.g. IRMP, Authority Plan, Equality & Diversity, Partnerships, Environmental Impact).	N	
Risk Management/Health & Safety (e.g. risk management and control measures, risk register score).	Y	
Consultation with Representative Bodies	N	

Contact Officer

Tony Wood, Treasurer
 0845 12 24454
 Email: twood@hwfire.org.uk

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ACFO	Assistant Chief Fire Officer
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
ALP	Aerial Ladder Platform
AM	Area Manager
AMP	Asset Management Plan
ARCC	Aeronautical Rescue Co-ordination Centre
<hr/>	
BA	Breathing Apparatus
BACS	Bankers' Automated Clearance System
BCM	Business Continuity Management
BCP	Business Continuity Plan
BME	Black and Minority Ethnic
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
<hr/>	
CAA	Combined Area Assessment
CAFS	Compressed Air Foam Systems
CARP	Combined Aerial Rescue Pump
CBRN	Chemical Biological Radiological Nuclear
CCA	Civil Contingencies Act
CDRP	Crime and Disorder Reduction Partnership
CERMIG	County Emergency Response to Major Incidents Group
CFA	Combined Fire Authority
CFO	Chief Fire Officer
CFOA	Chief Fire Officers Association
CFRMIS	Community Fire Risk Management System
CFS	Community Fire Safety
CIMAH	Control of Industrial Major Accident Hazards
CIPFA	The Chartered Institute of Public Finance and Accountancy
CLG	Department for Communities and Local Government
CM	Crew Manager
COSHH	Control of Substances Hazardous to Health
CPA	Comprehensive Performance Assessment
CPS	Chemical Protection Suits
CRE	Commission for Racial Equality
CRR	Community Risk Register
CS	Community Safety
CSR	Current Spending Review
CSU	Command Support Unit
<hr/>	
DC	District Commander
DCFO	Deputy Chief Fire Officer
DDA	Disability Discrimination Act
DIM	Detection, Identification and Monitoring
DOF	Director of Finance
DoH	Department of Health
DoT	Direction of Travel
DPA	Data Protection Act

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

EA	Environment Agency
EAS	Electronic Availability System
ECS	Enhanced Command Support
EIR	Environmental Information Regulations
EPU	Environmental Protection Unit
ESLG	Equality Standard for Local Government
<hr/>	
FBU	Fire Brigades Union
FDR	Fire Damage Report
FDS	Flexible Duty System
FireLink	The National Project for the introduction of a National Fire Service Radio System
FOIA	Freedom of Information Act
FRA	Fire and Rescue Authority
FRD	Fire Resilience Directorate
FRS	Fire and Rescue Service
FRSNCC	Fire and Rescue Service National Co-ordination Centre
FSC	Fire Service College
FSCA	Fire Service Consultation Association
FSEC	Fire Services Emergency Cover
FSNBF	Fire Service National Benevolent Fund
FSPA	Fire Service Procurement Association
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GM	Group Manager
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HAZMAT	Hazardous Materials
HERMIT	Herefordshire Emergency Response to Major Incidents Team
HFSC	Home Fire Safety Check
HMFSI	Her Majesty's Fire Service Inspectorate
HMI	Her Majesty's Inspector or Inspectorate
HPA	Health Protection Agency
HR	Human Resources
HRIS	Human Resources Information System
HSE	Health & Safety Executive
HWFRS	Hereford & Worcester Fire and Rescue Service
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ICP	Integrated Clothing Project
ICS	Incident Command System
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
IIP	Investors in People
IOSH	Institute of Occupation Safety and Health
IPDR	Individual Performance and Development Review
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
IRS	Incident Recording System
IRU	Incident Response Unit
ISU	Incident Support Unit
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JERA	Joint Emergency Response Arrangements
JFS	Juvenile Fire-setters Scheme
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KPI	Key Performance Indicator
KLOE	Key Lines of Enquiry

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

LASER	Learning about Safety by Experiencing Risk
LEA	Local Education Authority
LFF	Leading Fire Fighter
LGA	Local Government Association
LGV	Light Goods Vehicle
LIBID	London Interbank Bid Rate
LPG	Liquid Petroleum Gas
LPSA	Local Public Service Agreement
LRF	Local Resilience Forum
LRI	Learning Resource International
LSGCM	Long Service and Good Conduct Medal
LSP	Local Strategic Partnership
LTCM	Long Term Capability Management
LTF	Local Training Facilities
MDT	Mobile Data Terminals
MIS	Management Information Systems
MISAR	Mercia Inshore Search and Rescue
MMFE	Management of Major Flood Emergencies
MoU	Memorandum of Understanding
MTFP	Medium Term Financial Plan
NCFSC	National Community Fire Safety Campaign
NEBOSH	National Examination Board in Occupational Safety and Health
NEET	Not in Education, Employment or Training
NFST	National Flood Support Team
NJC	National Joint Council for Local Authorities' Fire Brigades
NOS	National Occupational Standard
NVQ	National Vocational Qualification
OASD	Operational Assessment of Service Delivery
ODPM	Office of the Deputy Prime Minister
OJEU	Official Journal of the European Union
ORS	Opinion Research Services
PDR	Personal Development Review
PFI	Private Finance Initiative
PI	Performance Indicator
PMM	Principal Management Members
PMSO	Project Management Support Office
PO	Principal Officer
PPE	Personal Protective Equipment
PPP	Policy, Planning and Performance
PSA	Public Service Agreement
PSHE	Personal, Social, Health Education
PSRP	Public Services Radio Project
PWLB	Public Works Loans Board
QSA	Quality Systems Audit

Hereford & Worcester Fire and Rescue Authority

GLOSSARY OF TERMS

R2R	Rank to Role
RB	Representative Body
RBIP	Risk Based Inspection Programme
RCC	Regional Control Centre
RCCC	Regional Civil Contingencies Committee
RDS	Retained Duty System
RHSCG	Regional Health and Safety Collaboration Group
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulation
RMB	Regional Management Board
RoSPA	Royal Society for the Prevention of Accidents
RPE	Respiratory Protective Equipment
RRF	Regional Resilience Forum
RRO	Regulatory Reform Order
RRT	Regional Resilience Team
RSIG	Road Safety Implementation Group
RTA	Road Traffic Accident
RTC	Road Traffic Collision

SAP	Systems Application and Products
SARA	Severn Area Rescue Association
SBE	Standards Board for England
SCC	Strategic Command Centre
SCE	Supported Capital Expenditure
SCG	Strategic Command Group
SDA	Service Delivery Agreement
SFSO	Senior Fire Safety Officer
SFU	Small Fires Unit
SHA	Strategic Holding Area
SHEBA	Safety in the Home and Electric Under Blanket Assessment
SLA	Service Level Agreement
SM	Station Manager
SOLACE	Society of Local Authority Chief Executives
SoRP	Statement of Recommended Practice
SPI	Service Policy Instruction
SRT	Swift Water Rescue Team
SSI	Special Service Incidents

T&DC	Training and Development Centre
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UoR	Use of Resources
USAR	Urban Search and Rescue
UWFS	Unwanted Fire Signal

VMDS	Vehicle Mounted Data System
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WAN	Wide Area Network
WM	Watch Manager
WMRMB	West Midlands Regional Management Board

YFA	Young Firefighters' Association
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