

Grampian Joint Fire and Rescue Board

Report to Members and the Controller of Audit
on the 2009/10 Audit

October 2010



 AUDIT SCOTLAND

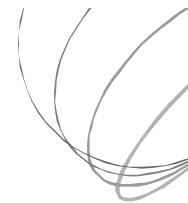


Grampian Joint Fire and Rescue Board

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Introduction

1. This report summarises the findings from our 2009/10 audit of Grampian Joint Fire and Rescue Board. The scope of the audit was set out in our Annual Audit Plan issued in May 2010.
2. The financial statements of the Joint Board are the means by which it accounts for its stewardship of the resources made available to it and its financial performance in the use of these resources. It is the responsibility of the Joint Board to prepare financial statements that give a true and fair view of its financial position and the income and expenditure for the year.
3. The members and officers of the Joint Board are responsible for the management and governance of the organisation. As external auditors, we review and report on the arrangements in place and seek to gain assurance that:
 - the financial statements have been prepared in accordance with statutory requirements and that proper accounting practices have been observed
 - the Joint Board's system of recording and processing transactions provides an adequate basis for the preparation of the financial statements and the effective management of assets and interests
 - the Joint Board has adequate governance arrangements which reflect the three fundamental principles of openness, integrity and accountability
 - the systems of internal control provide an appropriate means of preventing or detecting material misstatement, error, fraud or corruption
 - the Joint Board has proper arrangements for securing best value in its use of resources
 - arrangements have been made to collect, record and publish statutory performance indicators.



Financial statements

Introduction

4. The financial statements are the means by which the Joint Board accounts for its stewardship of the resources made available to it and its financial performance in the use of these resources. It is the responsibility of the Partnership to prepare financial statements that provide a true and fair view of its financial position and the income and expenditure for the year.
5. In this section we summarise key outcomes from our audit of the Joint Board's financial statements for 2009/10 and summarise key aspects of the Joint Board's reported financial position and performance to 31 March 2010. We also provide an outlook on future financial prospects, including our views on potential financial risks and pressures.

Overall conclusion

6. We have given an unqualified opinion on the financial statements of Grampian Joint Fire and Rescue Board for 2009/10, concluding that they:
 - give a true and fair view of the financial position of the Partnership and its income and expenditure for the year then ended; and
 - have been properly prepared in accordance with the Local Government (Scotland) Act 1973
7. The unaudited financial statements were submitted to the Controller of Audit by the deadline of 30 June. Final accounts preparation procedures and working papers were generally good and this enabled the audit to progress smoothly. Audited accounts were finalised prior to the target date of 30 September 2010 and are now available for presentation to the council and publication.

Issues identified during the financial statements audit

8. The findings from our financial statements audit were reported to the Joint Board in our ISA 260 '*Communication of audit matters to those charged with governance*' report which was submitted to the Board on 24 September 2010. A number of presentational changes were made to the figures included in the unaudited accounts provided for public inspection but these did not impact on the deficit for the year or the net worth of the Joint Board. There were no unadjusted misstatements to bring to the attention of members.



9. The Joint Board is required to follow the *Code of Practice on Local Authority Accounting in the United Kingdom – A Statement of Recommended Practice 2009* (the 'SORP'). We were satisfied that the Joint Board prepared its accounts in accordance with the 2009 SORP.

Financial position

Going concern

10. The Joint Board's balance sheet at 31 March 2010 shows net liabilities of £130.236 million due to the accrual of pension liabilities in accordance with Financial Reporting Standard 17 (Retirement Benefits). Auditing standards require auditors to consider an organisation's ability to continue as a going concern when forming an opinion on the financial statements. One of the indicators that may give rise to going concern considerations is an excess of liabilities over assets.
11. The Joint Board's Statement of Accounting Policies state that it has been considered appropriate to adopt a going concern basis for the preparation of the accounts as the accounting requirements for pensions do not impact on the underlying basis for meeting the Joint Board's current and ongoing liabilities. Future pension liabilities will be met, as they fall due, by contributions from employees and constituent authorities in the normal way. We are satisfied that the process the Joint Board has undertaken to consider going concern is reasonable.

Financial performance 2009/10

12. The Joint Board's net operating expenditure in 2009/10 was £36.167 million. This was met by requisitions from constituent authorities of £30.302 million, resulting in an income and expenditure account surplus of £5.865 million. After taking into account statutory and non-statutory adjustments, a general fund surplus of £0.135 million was achieved, increasing the general fund balance to £1.515 million as at 31 March 2010.
13. The Treasurer summarises performance against the revenue budget in his Overview of the Joint Board's Finances. Actual expenditure was £0.465 million (1.5%) less than budget. This was mainly due to corporate staff vacancies and less than expected pay awards for firefighters. Only £0.135 million of this surplus can be retained by the Joint Board (see paragraph 15 for details) and so the remainder (£0.330 million) has been returned to the constituent authorities.
14. Capital expenditure totalled £2.384 million in 2009/10. This was funded by government grants (£1.963 million), other grants (£0.008 million), donated assets (£0.157 million) and capital receipts (£0.256 million).



General Fund balance

15. The Joint Board maintains a General Fund to support future years' expenditure and as a contingency for unexpected events or emergencies. At 31 March 2010, the General Fund totalled £1.515 million. Joint Fire and Rescue Boards are permitted to hold a cumulative balance equal to 5% of annual requisitions. The Joint Board has retained a working balance equal to the permitted maximum to provide a cushion in the event of a major incident.

Legality

16. Each year we request written confirmation from the Treasurer that the Joint Board's financial transactions accord with relevant legislation and regulations. Significant legal requirements are also included in audit programmes. The Treasurer has confirmed that, to the best of his knowledge and belief and having made appropriate enquiries of other senior officers, the financial transactions of the Joint Board were in accordance with the relevant legislation and regulations governing its activities. There are no additional legality issues arising from our audit which require to be brought to members' attention.

Financial outlook

Financial planning

17. The most significant challenge facing the Joint Board is the reduction in funding in the years 2011 to 2014. Although there remains uncertainty about what the financial implications for the Joint Board will be, current projections are that a 14% real terms reduction will be experienced by local government over the period 2011/14 and that this will be heavily weighted toward 2011/12 to reflect the deferral of the 2010/11 cuts. This level of cuts will not be found by efficiencies, shared services and collaboration alone. All eight Scottish fire and rescue services are working together to achieve a cohesive, sector led response to these cuts, including development of a national strategy for all chief fire officers to work within.
18. The Joint Board's revenue budget for 2010/11 was set at £29.151 million, a reduction of 2.9% on the previous year. However, this was due mainly to a decrease in the number of officers expected to retire in the year and hence the pension payments to be made. The July 2010 monitoring report projects an underspend of £0.048 million as at 31 March 2011 due to lower than expected pay awards offset by increased expenditure on backlog repairs to hydrants.



19. Work is ongoing to develop the 2011/12 budget with all staff being asked to identify areas of potential efficiency savings. Seven areas are being investigated centrally, with a further twelve being progressed within individual departments. Revenue budgets for future years have yet to be prepared due to the uncertainty over funding levels. The Joint Board acknowledges, however, that the majority of its expenditure (81%) is on employee costs and that the significant reduction in funding in the years ahead is likely to have implications for the Joint Board's workforce.
20. The Integrated Risk Management Plan (IRMP) for 2011 to 2014 is currently out for public consultation, and the resources required to meet the response standards and risks set out within it will impact on the Joint Board's financial planning. As the IRMP is not due to be finalised until January 2011, the full implications may not be felt until 2012/13.
21. Under the Scottish Government's 2008 financial settlement, all fire and rescue services are expected to make 2% year on year efficiency savings. In the year to 31 March 2010, the Joint Board did not meet this target, reporting total cumulative efficiency savings of 2.17% (£0.550 million) compared with the target level of 4%. In the current financial climate, it is essential that the Joint Board continues to deliver efficiency savings in order to minimise the impact on service provision.
22. Last year we reported that the Joint Board had agreed to progress plans for a new Headquarters building. However, in June 2010, the Joint Board decided that the proposed development no longer represented best value. In addition, the general economic downturn has reduced the estimated land value of the existing Headquarters site and this has had a significant effect on the Joint Board's ability to release revenue funding to finance a new Headquarters building. Officers have been instructed to investigate alternative options, including shared facilities with other public sector bodies.

Key risk area 1

Pension liabilities

23. Financial planning and accounting for the costs of pensions presents a difficult challenge. The amounts involved are large, the timescale is long, the estimation process is complex and involves many areas of uncertainty that are the subject of assumptions. Under FRS 17, an organisation accounts for retirement benefits at the point at which it commits to paying them, even if the actual payment will be made years into the future. This requirement results in large future liabilities being recognised in the annual accounts.



24. The firefighters' pension scheme is unfunded and, therefore, has no assets to be valued. At 31 March 2010, the present value of the scheme liabilities was £159.7 million, increasing from £111.8 million in the previous year. From April 2010, the Joint Board will maintain a new firefighters' pension account into which defined income will be paid and out of which pensions payments will be made. Income comprises employee contributions and a new actuarially-based employer's contribution calculated as a percentage of pensionable pay. The employer contribution rate from April 2010 is 21.8% for the old scheme and 11.5% for the new scheme. Any shortfall in pensions will be met through a 'top-up' payment by the Scottish Government.
25. The Joint Board's estimated pension liabilities for civilian staff at 31 March 2010 exceeded its share of the assets in the Aberdeen City Council Pension Fund by £4.9 million, increasing from £2.5 million in the previous year. This liability will be made good by increased contributions over the remaining working lives of the employees, as assessed by the scheme's actuary.
26. The large increases in the Joint Board's pension liabilities are due to a change in the discount rate used by the actuaries to calculate future liabilities at today's prices. This reduced from 7.1% (used in 2008/09) to 5.6% (used in 2009/10) due to the substantial decrease in yields on corporate bonds, on which the discount rate is based.

International Financial Reporting Standards (IFRS) adoption

27. Local government will move from UK Generally Accepted Accounting Principles to International Financial Reporting Standards (IFRS) with effect from 2010/11. Although there are no formal deadlines in advance of 30 June 2011 when the 2010/11 accounts are due, the early production of a restated opening balance sheet and shadow accounts is accepted good practice.
28. In common with the majority of local government bodies in Scotland, the Joint Board engaged CIPFA and PwC to provide technical advice and support throughout the transition process. Our review of the Joint Board's overall arrangements for the adoption of IFRS and the restated balance sheet prepared as at 1 April 2009, confirms that the Joint Board is making good progress in this area. More needs to be done, however, to ensure that the IFRS compliant accounts are prepared in time. Work is currently ongoing to prepare a full set of IFRS compliant 2009/10 'shadow' or restated accounts by 31 December 2010. We will discuss our audit input to this process as part of our audit planning for 2010/11.

Key risk area 2



Governance

Introduction

29. In this section we comment on key aspects of the Joint Board's governance arrangements during 2009/10.

Overview of arrangements in 2009/10

30. Corporate governance is concerned with structures and processes for decision making, accountability, control and behaviours at the upper levels of the organisation. The Joint Board has a responsibility to put arrangements in place for the conduct of its affairs, ensure the legality of activities and transactions and to monitor the adequacy and effectiveness of these arrangements in practice. Our review found that the Joint Board has many aspects of a sound corporate governance framework in place.

Scrutiny

31. Effective scrutiny is central to good governance, with a significant role for members to scrutinise performance, hold management to account and support the modernisation agenda. During 2009/10, the Best Value Assessment Task Group reviewed the Joint Board's governance arrangements and proposed a new corporate governance structure which became operational in April 2010.

32. The new structure consists of the Joint Board, a Strategy Committee and a Scrutiny Committee with the following remits:

Full Joint Board

- Approval of Service Budget and Annual Accounts
- Approval of capital projects in excess of £500k
- Approval of Policies derived from statute
- Approval of Service Integrated Risk Management Plan

Strategy Committee

- Protecting the Community
- Human Resources
- Budgetary Planning



Scrutiny Committee

- Continuous Improvement
- Performance Management and Audit
- Financial Monitoring

33. It is too early to assess if the new arrangements will deliver the Task Group's objective of ensuring best value requirements are sustained.

Member training

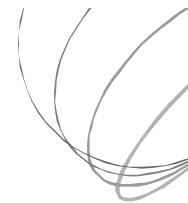
34. The Accounts Commission recommends that Joint Boards give priority to the continuous professional development of their members. The Scrutiny Committee has been tasked with identifying what training and development members require in order to support the requirements of best value.

35. All members have been provided with a summary of the Scottish Government guide '*Right First Time – A Practical Guide for Public Authorities in Scotland to Decision Making and the Law*'. This guidance is intended for those responsible for making or advising on decisions and the legal considerations that require to be taken into account

36. Members of the Scrutiny Committee have also recently received presentations from officers on a number of topics which are relevant to the remit of the committee. These included:

- the basis of performance management, including the audit function and the hallmarks of an effective performance management framework
- their role in scrutinising financial management, including challenging overspends or underspends in the revenue or capital budgets and questioning any outstanding audit recommendations
- the Public Service Improvement Framework and the key aspects of the self assessment process.

37. A training needs analysis for each Board member will be undertaken as part of the Corporate Assessment planned as part of the Joint Board's preparations for its Best Value 2 audit.



Internal audit

38. Internal audit plays a key role in the Joint Board's governance arrangements, providing an independent appraisal service to management by reviewing and evaluating the effectiveness of the internal control system. The Joint Board's internal audit service is provided by Aberdeenshire Council under a service level agreement.
39. Each year we undertake an overview of internal audit arrangements which includes an assessment of whether or not we can place reliance on internal audit work in order to reduce our own input. Our assessment confirmed that the section operates in accordance with the CIPFA code of practice for internal audit in local government.
40. Auditing standards encourage internal and external auditors to work closely together to make optimal use of available audit resources. We seek to rely on the work of internal audit wherever possible. As set out in our 2009/10 Annual Audit Plan, we planned to place reliance on internal audit's work on Wholetime Payroll and Year-end Procedures, and our review of internal audit's work concluded that we could take assurance from the work done in these areas. We will continue to work with internal audit to ensure that we make the most effective use of the available audit resources in 2010/11.

Statement on the system of internal financial control

41. A Statement on the System of Internal Financial Control is included within the annual financial statements, and highlights the Treasurer's view that reasonable assurance can be placed upon the adequacy and effectiveness of the Joint Board's internal control system. No areas have been highlighted as requiring improvement.
42. In accordance with good practice, the statement is supported by a high level review of the adequacy and effectiveness of internal financial controls undertaken by internal audit. The statement complies with accounting requirements and is not inconsistent with the findings of our audit.

Systems of internal control

43. As part of our work to provide an opinion on the annual financial statements we assessed the extent to which we could gain assurance on a number of the Joint Board's main financial systems. We assessed the following central systems as having a satisfactory level of control for our purposes:
 - main accounting system
 - payroll
 - accounts receivable
 - capital accounting.
 - budgetary control
 - accounts payable
 - cash income and banking



44. We also placed reliance on the Chief Internal Auditor's conclusion that 'reasonable assurance can be placed upon the adequacy and effectiveness of the Service's internal control system in the year to 31 March 2010.'

Prevention and detection of fraud and irregularities

45. At the corporate level, the Joint Board has appropriate arrangements in place to prevent and detect fraud, inappropriate conduct and corruption. These arrangements include codes of conduct for elected members and staff, an anti-fraud policy including a strategy for prevention and detection of fraud and corruption and a whistle blowing policy.

NFI in Scotland

46. The National Fraud Initiative (NFI) in Scotland brings together data from councils, police boards, fire and rescue boards, health bodies and other agencies, to help identify and prevent a wide range of frauds against the public sector. These include housing benefit fraud, occupational pension fraud and payroll fraud. The NFI has generated significant outcomes for Scottish public bodies (£21 million during the 2008/09 NFI cycle and £58 million cumulatively up to end March 2010). If fraud or overpayments are not identified in a body, and the NFI exercise has been undertaken properly, assurances may be taken about internal arrangements for preventing and detecting fraud.
47. The most recent data matching exercise collected data from participants in October 2008 and the national findings were published by Audit Scotland in May 2010. The national report included a self-appraisal checklist that all participants were recommended to use prior to NFI 2010/11. The Joint Board should consider using this checklist to identify areas where they can further improve the planning and follow-up processes for dealing with NFI matches.
48. Instructions for the 2010/11 NFI exercise were issued by Audit Scotland in June 2010 with participants required to provide the requested data by early October. We will continue to monitor the Joint Board's involvement in NFI as part of our 2010/11 audit.

Risk Management

49. Risk is the threat that an event, action or inaction will adversely affect an organisation's ability to achieve its objectives. Risk management is the process of identifying, evaluating and controlling risks. Risk management supports decision making and contributes to performance.
50. Although the Joint Board has had a Risk Reduction Strategy in place since September 2008, we noted in our Annual Audit Plan that further work was required to develop a corporate risk register. Work on this is still ongoing, but is expected to be completed by the end of 2010.



Governance outlook

51. Governance and accountability issues are likely to be prominent as the Joint Board's operating environment and economic position becomes more difficult and working in partnership with others increases.



Performance management and improvement

Introduction

52. In this section we comment on key aspects of the Joint Board's performance management arrangements.

Performance management

53. The Joint Board developed an in-house performance management and reporting system during 2009/10. The system allows staff to view performance information relevant to all levels of the Service – from individual stations, Departments, the Corporate Management Team and reports for the Scrutiny Committee.

54. The Joint Board has developed 74 separate performance indicators, building on the statutory performance indicators, national indicators and local indicators. These will be reviewed on a regular basis to ensure that the indicators remain relevant, with new indicators added or existing ones removed as required. Performance indicators have been developed for each of the 5 strategic themes:

- Reducing Risk (31 indicators)
- Communicating More Effectively (8 indicators)
- Maximising Staff Potential (17 indicators)
- Working More Effectively (11 indicators)
- Equality and Diversity (7 indicators)

55. The system for collecting performance information is based on existing routine data collection, for example, incident or monitoring forms. Each indicator has a named officer who is responsible for the collection of performance information, input to the system, and a 'sense check' of the data. The officer is also responsible for providing a brief commentary on the figures and on any movements/trends the indicator shows over time. It is this information that forms the basis of the narrative provided in the quarterly performance monitoring reports submitted to the Scrutiny Committee.



Overview of performance 2009/10

56. The annual monitoring report for 2009/10 was presented to the Scrutiny Committee in June 2010. This included 38 separate indicators across the 5 themes. Where appropriate the report provided commentary on the trends highlighted. Key messages included:
- the total number of accidental fire fatalities and casualties increased from 89 in 2008/09 to 106 in 2009/10. The trend for this indicator over the previous years has been static and the indicator can be affected by incidents with multiple casualties.
 - the numbers of accidental dwelling and non domestic fires remained at a similar level to 2008/09. Dwelling fires increased by 9 to 594, whilst non domestic fires decreased by 3 to 222.
 - there was a significant increase in the number of people rescued from a life risk incident during 2009/10. This was attributable to the significant flooding incidents in Aberdeenshire and Moray during September and November 2009.
 - the percentage of calls handled in less than two minutes was 96.88%, a similar level to 2008/09.
 - average number of rider shifts lost to sickness reduced from 10.72 days in 2008/09 to 8.46 in 2009/10.
 - the level of working days lost to sickness for all other staff was 8.73 days in 2009/10, which was similar to the previous year.
 - the net revenue cost of the service per head of population in 2009/10 was £56.10.

Public performance reporting

57. The Joint Board has a statutory duty to make arrangements for reporting to the public on the outcome of the performance of their functions as set out in the Local Government in Scotland Act 2003. Statutory guidance on Best Value requires local authorities to manage performance effectively with a view to continuous improvement. This should reflect the local context in which they operate and their own particular priorities.
58. The Accounts Commission's 2008 Direction represented a significant change in the approach to reporting statutory performance information with increased emphasis on self determination by local authorities of the performance material, both qualitative and quantitative, that they choose to report to the public in accordance with the principles and guidance underlying Best Value.



59. The 2008 Direction required each Fire and Rescue Service to report a range of information sufficient to demonstrate that it is securing best value in relation to community fire safety, intervention in response to emergency incidents, staff and equalities and diversity. The information to be reported includes 3 specified statutory performance indicators on fire casualties, accidental dwelling fires and sickness absence.
60. The Joint Board published the specified statutory performance indicators on its website in September 2010. We have been advised that the Joint Board intends to publish an Annual Review for 2009/10 which will include the wider range of information on community fire safety, intervention in response to emergency incidents, staff and equalities and diversity required by the 2008 Direction. It is important that this report provides a balanced picture of Service performance and includes comparisons both over time and with other Fire Services.

Key risk area 3

Single outcome agreement

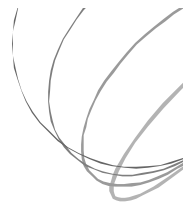
61. The concordat between the Scottish Government and COSLA set out the terms of a new relationship between the Scottish Government and local government and underpinned the funding to be provided to local government over the period 2009/10 to 2010/11. Central to the concordat is the single outcome agreement.
62. The Joint Board set out its approach to the single outcome agreement in '*Our contribution to Local Authority Single Outcome Agreements*' published in January 2009. The report details the Joint Board's contribution to the national outcomes and highlights risk reduction and increased safety in the communities it serves as its key local priority. The single outcome agreement actions are included in the performance indicators reported quarterly to the Scrutiny Committee. We will continue to monitor progress in this area as part of our 2010/11 audit.

Performance outlook

63. The new performance management framework will take time to bed. It is too early for us to assess its effectiveness in bringing about service improvements and efficiencies. We will continue to monitor the development of the Joint Board's performance management arrangements throughout the remainder of our audit appointment. This area will also be reviewed in more detail when the Board receives its Best Value audit.



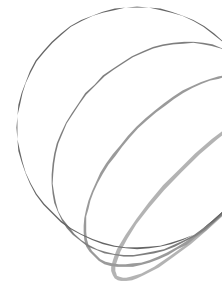
64. Shared services have the potential to contribute to more efficient and effective public services. The Accounts Commission commented on the lack of progress in developing shared services in its *'Overview of the local authority audits 2008'* report and recommended that this be given high priority in the light of the current financial pressures and the drive for efficiency. As part of the national strategy developed in response to the reduction in public sector funding, the Joint Board will be looking for opportunities to share services with other public sector bodies. We will monitor progress in this area as part of our 2010/11 audit.



Final remarks

65. Attached is an action plan setting out the key risks identified by the audit which we are highlighting for the attention of members. In response, officers have considered the issues and have agreed to take the specific steps set out in the column headed 'planned management action'. On occasion, officers may choose to accept the risk and take no action. Alternatively, there may be no further action that can be taken to minimise the risk. Where appropriate, the action plan clearly sets out management's response to the identified risks.
66. A mechanism should be considered and agreed by members for monitoring the effectiveness of planned action by officers. We will review the operation of the agreed mechanism as part of the 2010/11 audit.
67. The co-operation and assistance given to us by members and officers of the Joint Board is gratefully acknowledged.

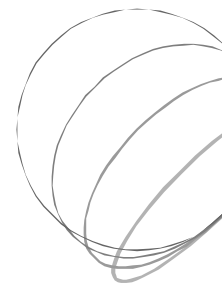
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October 2010



Appendix: Action Plan

Key Risk Areas and Planned Management Action

Action Point	Refer Para. No	Risk Identified	Planned Management Action	Responsible Officer	Target Date
1	17 to 22	<p>Financial planning</p> <p>The most significant challenge facing the Joint Board is the reduction in funding in the years 2011 to 2014. Current projections are that a 14% real terms reduction will be experienced by local government over the period 2011/14. This level of cuts will not be found by efficiencies, shared services and collaboration alone.</p> <p>All fire and rescue services are expected to make 2% year on year efficiency savings. In the year to 31 March 2010, the Joint Board did not meet this target, reporting cumulative efficiency savings of 2.17% compared to the target level of 4%.</p> <p>The general economic downturn has reduced the estimated land value of the existing Headquarters site and this has had a significant effect on the Joint Board's ability to release revenue funding to finance a new Headquarters building</p> <p><i>Risk: the Joint Board may not be able to sustain the current level of services in the future.</i></p>	<p>Whilst the Joint Board did not achieve the target efficiencies this needs to be viewed in the context of previous year's performance in terms of reducing cost. Grampian remains as the most cost effective FRS per head of population in Scotland having made significant year on year efficiencies since 2005. It is therefore more challenging to meet arbitrary targets from a leaner start point.</p> <p>A further projected reduction in revenue of circa 4% is planned for 2011-12 with ongoing work into further sustainable reductions that don't compromise community and staff safety and that allows us to deliver against our agreed response standards.</p> <p>The Joint Board agreed to support the FRS 'National Strategy' in responding to the forthcoming CSR period.</p> <p>In terms of funding a new HQ, a complete re-evaluation of risk and cost benefit is being undertaken with a view to reporting alternate options to the Joint Board in December 2010.</p>	Head of Finance	Ongoing



Action Point	Refer Para. No	Risk Identified	Planned Management Action	Responsible Officer	Target Date
2	28	<p>Adoption of International Financial Reporting Standards (IFRS)</p> <p>The full introduction of IFRS for the 2010/11 accounts is a significant change to local government accounting. While the Joint Board has been making good initial progress in this area, much still needs to be done if IFRS compliant accounts are to be prepared in time.</p> <p><i>Risk: the Joint Board will be unable to produce IFRS compliant financial statements within the required timescales.</i></p>	<p>The Service continues to make progress to ensure the 2010/11 accounts will be IFRS compliant. A full set of IFRS compliant 2009/10 'shadow' accounts will be prepared by 31 December 2010.</p>	Head of Finance	30 June 2011
3	60	<p>Public performance reporting</p> <p>The Joint Board has reported the 3 specified statutory performance indicators required by the Direction but has yet to publish its Annual Review setting out a wider range of information sufficient to demonstrate that it is securing Best Value in relation to community fire safety, intervention in response to emergency incidents, staff and equalities and diversity.</p> <p><i>Risk: the Joint Board may not be able to demonstrate that it is achieving Best Value in the delivery of its services.</i></p>	<p>The Annual Review should be published by October immediately following the certification of the annual accounts. There has been a slight delay due to capacity and workload but the Review will be issued by early November. Business planning arrangements and a review of reporting lines should ensure that the 2011 Annual Review is published shortly after the certification of the annual accounts.</p>	Assistant Chief Fire Officer	30 November 2010