

## **ANNUAL REPORT TO HUMBERSIDE FIRE AUTHORITY - GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE**

### SUMMARY

1. Members will recall that the first meeting of each Committee in a new cycle receives a report which outlines broadly the substantive reports that Members, as a minimum, could expect to receive during the forthcoming year. This report briefly outlines progress against the workstreams agreed by the Governance, Audit and Scrutiny Committees, which is consolidated into the Annual Report to the full Fire Authority in accordance with the Constitution. The draft Annual Report has been considered by the Governance, Audit and Scrutiny Committee at its meeting on 15 June 2015 (Minute 4841 refers).

### RECOMMENDATIONS

2. The Fire Authority is asked to discuss and approve the Annual Report from the Governance, Audit and Scrutiny Committee.

### BACKGROUND AND WORKSTREAMS 2014/15

3. The intention behind the workstreams for 2014/15 was to provide Members of the Governance, Audit and Scrutiny Committee with a broad indication of the reports that they could expect to receive during the year. This enabled forward planning for the Corporate Management Team. Members will recall that the workstreams agreed were not exhaustive, but indicative. An update against the agreed workstreams of the Committee is consolidated within the Annual Report.
4. The intention behind the scrutiny programme 2014/15 was to allow Members to focus on a small number of topics during the year. The Committee at its meeting on 9 June 2014 agreed two topics for scrutiny during the year and an update setting out the outcome of that scrutiny is consolidated within the Annual Report.
5. Also included is a copy of the latest version of the Committee's Development Plan which was formed through a facilitated workshop organised by Internal Audit (MIAA). The Development Plan (as submitted to the Fire Authority for approval) is discussed further at paragraph 12 of the Annual Report and attached at Appendix 2 to the Annual Report).

### ANNUAL REPORT

6. Under the Constitution each Committee of the Authority should submit an Annual Report to the full Authority, essentially to set out how the Committee has discharged its functions. The Annual Reports also support the governance assurance framework.
7. The draft Annual Report has been reviewed by the Governance, Audit and Scrutiny Committee on 15 June 2015 and approved, subject to some minor updating, for presentation by the Chairperson of the Committee to the Fire Authority on 26 June 2015. A copy of the Annual Report is attached (Appendix 1).

STRATEGIC PLAN COMPATIBILITY

8. Corporate governance as a key enabler of the Strategic Plan.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

9. None arising directly.

LEGAL IMPLICATIONS

10. None arising directly.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

11. None arising directly.

CORPORATE RISK MANAGEMENT IMPLICATIONS

12. None arising directly.

HEALTH AND SAFETY IMPLICATIONS

13. None arising.

COMMUNICATION ACTIONS ARISING

14. None arising directly

DETAILS OF CONSULTATION

15. Corporate Management Team.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

16. None

RECOMMENDATIONS RESTATED

17. The Fire Authority is asked to discuss and approve the Annual Report from the Governance, Audit and Scrutiny Committee.

**M BUCKLEY**

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Monitoring Officer/Secretary

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

JS  
15 June 2015

Annual Report  
to Humberside Fire Authority  
June 2015

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**Governance, Audit and  
Scrutiny Committee**

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# **Humberside Fire Authority**

## **Annual Report**

### **Foreword**

The composition of the GAS Committee has changed significantly over recent months with David Hughes, John Jepson and Gill Hardy having completed their terms of office. It is with sadness that I report the recent passing of Mr. John Jepson so soon after his resignation as a Member of the Committee. I am sure that the Service, Authority and GAS Committee are very appreciative of their sterling works and contribution over many years.

We, as a Committee, are fortunate to have recruited Jim Doyle, Andy Smith and Pam Jackson as their successors, and I am certain we will all benefit from the experience they will bring to the role.

It was also pleasing that for continuity purposes that the terms of office were confirmed for myself, Clive Vertigans, Martin Allingham and Mandy Tomlinson.

The GAS Committee also enjoys a good working relationship with MIAA.

Whilst the emphasis, since the change of ToR, has been on Scrutiny we also have a responsibility toward Governance and Audit. Equally we have a limited resource who meet constitutionally 8 times per year so we must ensure that whatever Scrutiny topic we agree to undertake that we are able to deliver in a timely manner and that the output complements the undertaking. Recent activities have required work outside of the standard expectation, for which I am extremely grateful to the members of GAS for their cooperation and commitment.

We regard our role as one in complete support of the Service and the Authority, with the purpose of delivering positive outcomes that in turn add value to HFRS.

We look forward to the opportunity of meeting with Members informally on appropriate Member Days.

**Doug Chapman**  
**Chairperson, Governance, Audit and Scrutiny Committee**

# **Governance, Audit and Scrutiny Committee**

## **Annual Report**

### **1. Membership (8 Independent Co-opted Members)**

Chairperson: Mr. Doug Chapman

Mr. Martin Allingham  
Mr. James Doyle (appointed 26 September 2014)  
Mrs. Gill Hardy (retired 30 April 2015)  
Mr. David Hughes (retired 30 September 2014)  
Mrs. Pam Jackson (appointed 24 October 2014)  
Mr. John Jepson (resigned 30th April 2014)  
Mr. Andrew Smith (appointed 26 September 2014)  
Mrs. Mandy Thomlinson  
Mr. Clive Vertigans  
(1 Vacancy at 30 April 2015))

### **2. Number of Meetings of Governance, Audit and Scrutiny Committee**

11 July 2014  
15 September 2014  
13 October 2014  
1 December 2014  
2 February 2015  
2 March 2015  
13 April 2015  
15 June 2015

### **3. Attendance record at meetings of Governance, Audit and Scrutiny Committee**

Number of  
meetings attended (8)

Mr. Chapman	8
Mr. Allingham	6
Mr. Doyle	6 of 6
Mrs. Hardy	7 of 7
Mr. Hughes	2 of 2
Mrs. Jackson	5 of 5
Mrs. Thomlinson	8
Mr. Smith	5 of 6
Mr. Vertigans	7

In addition the following Elected Members of the full Fire Authority attended meetings of the Governance, Audit and Scrutiny Committee as observers:

Number of  
meetings attended (8)

Councillor Briggs	5
Councillor Hodgson	3
Councillor Jefferson	1 of 1

4. **Officers in attendance/principal advisers at Governance, Audit and Scrutiny Committee**

	Number of meetings attended (8)
DCFO/ Executive Director Service Delivery *	6
Director of Service Support *	4
Director of Organisational Development *	7
Director of Public Safety *	8
Director of Emergency Response *	4
Monitoring Officer/Secretary	8
Executive Director Service Support/Section 151 Officer *	8
Corporate Planning and Performance Manager *	8
Committee Manager	8
Mr. J Prentice (External Audit)	3
Ms. J Rae (External Audit)	7
Mrs. B Boyes (Internal Audit –MIAA)	8

(\* post titles as at 1 April 2015)

5. **Attendance record at other meetings**

It has become the practice for the Independent Co-opted Members to attend meetings of the HFA to observe governance arrangements and to report back to the Governance, Audit and Scrutiny Committee on any issues.

Number of meetings attended from 23 June 2014 to 27 April 2015

Independent Co-opted Member	Fire Authority (8)	Interview Panel to appoint Independent Co-opted Members) (2)	Induction/ Member Workshops (3)
Mr. Chapman	5	2	2
Mr. Hughes	1	-	2
Mr. Allingham	1	-	3
Mr. Doyle	2	-	2
Mrs. Hardy	0	-	3
Mrs. Jackson	0	-	2
Mr. Smith	5	-	2
Mrs. Thomlinson	6	-	3
Mr. Vertigans	7	-	3

6. **Functions of the Governance, Audit and Scrutiny Committee**

The functions of the Governance, Audit and Scrutiny Committee during 2014/15 are set out in the Constitution, Article 6. Article 6 is attached at Appendix 1.

7. **Progress Against Workstreams 2014/15**

The following workstreams were agreed at the June 2014 Governance, Audit and Scrutiny Committee meeting:

<b>JULY 2014 COMMITTEE MEETING</b>	
<b>Agreed Workstreams</b>	<b>Update</b>
1. Management Accounts 2. External Audit report 3. Internal Audit reports 4. Annual Statement of Assurance 2013/14 5. Annual Performance Report 2013/14	1. Reported 2. Reported. 3. Reported. 4. Reported. 5. Reported
<b>SEPTEMBER 2014 COMMITTEE MEETING</b>	
<b>Agreed Workstreams</b>	<b>Update</b>
1. Management Accounts 2. External Audit report 3. Internal Audit reports 4. 1st Quarter Performance and Risk Report. 5. 1st Quarter H&S Report. 6. Annual Statement of Accounts (audited) 2013/14	1. Reported 2. Reported. 3. Reported. 4. Reported. 5. Reported 6. Reported
<b>OCTOBER 2014 COMMITTEE MEETING</b>	
<b>Agreed Workstreams</b>	<b>Update</b>
1. External Audit report 2. Internal Audit reports	1. Reported 2. Reported.
<b>DECEMBER 2014 COMMITTEE MEETING</b>	
<b>Agreed Workstreams</b>	<b>Update</b>
1. Management Accounts 2. External Audit report 3. Internal Audit reports 4. 2nd Quarter Performance and Risk Report. 5. 2nd Quarter H&S Report	1. Reported 2. Reported. 3. Reported 4. Reported 5. Reported
<b>FEBRUARY 2015 COMMITTEE MEETING</b>	
<b>Agreed Workstreams</b>	<b>Update</b>
1. External Audit report 2. Internal Audit reports	1. Reported 2. Reported.
<b>MARCH 2015 COMMITTEE MEETING</b>	
<b>Agreed Workstreams</b>	<b>Update</b>
1. Management Accounts 2. External Audit report 3. Internal Audit reports 4. 3rd Quarter Performance and Risk Report. 5. 3rd Quarter H&S Report. 6. CSE Audit Outcomes.  7. Treasury Management Policy 2015/16. 8. Internal Audit Plan 2015/16	1. Reported 2. N/A 3. Reported 4. Reported 5. Reported 6. On Agenda for June meeting 7. Reported 8. Reported

APRIL 2015 COMMITTEE MEETING	
Agreed Workstreams	Update
1. Management Accounts 2. External Audit report 3. Internal Audit reports 4. Annual Governance Statement 2014/15. 5. Performance Reporting and Service Performance Indicators 2015/16 6. Annual report to HFA	1. Reported 2. N/A 3. Reported 4. Reported 5. Reported 6. On Agenda for June meeting

## 8. Other reports considered during 2014/15

During 2014/15 in addition to the workstreams, the Committee considered a number of other reports, including:

### Governance

- Calendar of Committee Meetings 2014/15
- Governance Audit & Scrutiny Committee Workshop Outcomes Report (4th September 2014)
- Pay Policy Statement 2015-16
- GAS Member – Service Delivery Familiarisation
- Use of Delegated Powers under Fire Authority Constitution by Chief Fire Officer & Chief Executive and Establishment Clarification
- Annual Review of Constitution

### Audit

- External Audit Report - Report to those charged with governance (ISA 260) 2013/14
- Treasury Management Mid-Year Update Report 2014/15
- External Audit: External Audit Progress Report and Technical Update
- Internal Audit Update - Assurance Mapping and Evaluation
- Internal Audit Update - Follow-Up of Internal Audit Recommendations
- Internal Audit – Audit Review Reports:
  - Operational Review: Non-Allocated Support Vehicles
  - Finance & Resources Review: Combined Financial Systems
  - Performance Management/Data Quality
  - Operational Efficiency
  - IT infrastructure – Mobile computing
  - Technical Fire Safety/Community Safety
- 2014/15 Annual Accounts Closedown Timetable
- External Audit: Draft External Audit Plan 2014/15
- Treasury Management Annual Report 2014/15

### Performance, Risk and Programme Management

- HFR Solutions' Performance Summary Quarterly Reports
- Customer Service Excellence Award

### Scrutiny

- Scrutiny Programme 2014/15 – Scoping Discussion re HFR Solutions
- Scrutiny Programme 2014/15 – Scoping Discussion re HR Strategy (including Succession Planning)
- Scrutiny Programme 2014/15 – Scoping Discussion re HFR Solutions – Draft Business Plan



- Presentation – HR Strategy – including HR Advice & Transactional and People Development & Training
- Scrutiny Programme 2014/15 – HFR Solutions
- Scrutiny Programme 2014/15 – Human Resources: Part 1: Advisory and Transactional Services & Part 2: Succession Planning
- Scrutiny Programme 2014/15 – Human Resources: Part 1: Advisory and Transactional Services & Part 2: Succession Planning – Final Report
- Scrutiny Programme 2015/16
- Scrutiny Work Programme 2015/16

There are also a number of standing reports to the Committee:

- Update: Matters Arising/Feedback from Fire Authority
- Management Accounts
- External Audit Update reports
- Internal Audit Update Reports
- Service Performance and Risk – Quarterly Reports
- Health and Safety Quarterly Reports
- Inspection of Members Register of Interests/Gifts and Hospitality
- Inspection of Officers Register of Interests/Gifts and Hospitality

#### 9. **Progress against Scrutiny Programme 2014/15**

The following scrutiny programme was agreed at the June 2015 Governance, Audit and Scrutiny Committee meeting:

<b>Topic</b>	<b>GAS Committee and Officers - Report Scoping Discussion</b>	<b>Report submitted for Scrutiny to GAS Committee</b>
1. HFR Solutions	11 July 2014	13 October 2014
2. HR Strategy (including Succession Planning)	15 September 2014	2 February 2015

10. The following table outlines the outcomes of the scrutiny undertaken during 2014/15.

<b>Topic</b>	<b>Update/Comments</b>
1. HFR Solutions	Outcomes reported to HFA
2. HR Strategy (including Succession Planning)	Outcomes reported to HFA

#### 11. **Scrutiny Outcomes 2014/15**

The Committee are pleased that the Authority has approved the detailed recommendations provided in respect of the Scrutiny topics undertaken during the period as listed in item 9.

GAS now looks forward to feedback as regards the success or otherwise of the recommendations, should they be implemented.

The Committee would not have been able to produce the papers had it not been for the total cooperation and support of the relevant Service Directors and their teams.

We are pleased that the Authority appreciates our input and we are sure that the Scrutiny outcomes can only add value to the exemplary works of HFRS.

## **12. Development Plan**

At its meeting in December 2014 the Committee recommended to the Authority that a Development Plan be approved which resulted from a facilitated workshop to explore how the Committee ensures they maximise effectiveness in partnership with the Authority and demonstrate clear and positive outcomes. The outcomes report concluded that 'the GAS Committee recognises the important role it undertakes as part of the overall governance framework of the Authority. The request to carry out the workshop reflects the Committee's attentiveness to its responsibilities and is committed to the continuous development of its operations as facilitated through the attached development plan and through future workshop sessions (with a follow-up session to be held in 6 months' time). GAS members are committed to setting the tone of constructive challenge in order that good practice and value outcomes are demonstrable to both internal and external stakeholders'. A copy of the Development Plan submitted to the Authority in December 2014 is attached at Appendix 2 to this report.

## **13. Compliance with functions under Article 6 of the Constitution (As applicable during 2014/15)**

### **13.1 Article 6.1 - Composition**

The Composition of the Committee has been in accordance with the Constitution. There is now 1 vacancy following the retirement of Mrs. Hardy on 30 April 2015.

### **13.2 Article 6.2 – Frequency of Meetings**

The Committee has met regularly from June 2014 in accordance with the published schedule of meetings.

### **13.3 Article 6.3 - Functions**

#### **(a) 6.3.1 – Governance**

All Members are required to complete a declaration accepting to abide by the Code of Conduct and to register any Interests. At each meeting the Committee reviews the Registers of Members and Officers Interests.

#### **(b) 6.3.2 - Internal Control and Risk Management**

This has been complied with.

#### **(c) 6.3.3 – Internal Audit**

This has been complied with.

#### **(d) 6.3.4 – External Audit**

This has been complied with.

#### **(e) 6.3.5 – Performance Risk and Programme Management**

This has been complied with.

#### **(f) 6.3.6 – Scrutiny – Generally**

This has been complied with.

**(g) 6.3.7 – Additional Powers**

This has not been exercised in 2014/15.

**13.4 Article 6.4 – Power to Establish Sub-Committees or Panels**

This has not been exercised in 2014/15.

**13.5 Article 6.5 – Annual Report and Minutes**

This has been complied with.

**14. Assurance to Fire Authority**

The Governance, Audit and Scrutiny Committee has discharged its functions under the Constitution.



## **Article 6 – Governance, Audit and Scrutiny Committee**

### **6.1 COMPOSITION**

- (a) The membership of the Governance, Audit and Scrutiny Committee shall be determined at the Annual General Meeting of the HFA. The size of the Committee shall be decided by the HFA.
- (b) The HFA may if it considers it necessary or desirable appoint such number of Independent Co-opted Members of the Committee as it shall determine who shall be selected for their relevant expertise, particularly in:
  - Audit and financial governance
  - Corporate governance
  - Scrutiny of decision making

The HFA will approve a selection process and criteria.

- (c) The Chairperson of the Committee may be appointed annually at the Annual General Meeting of the HFA or elected at the first meeting of the Governance, Audit and Scrutiny Committee following the Annual General Meeting.
- (d) The quorum for meetings of the committee shall be decided by the HFA at its AGM.

### **6.2 FREQUENCY OF MEETINGS**

There shall be eight ordinary meetings of the Governance Audit and Scrutiny Committee in each year. The Schedule of meetings shall be decided at the Annual General Meeting of the HFA. In addition, extraordinary meetings may be called at such other times as the Committee or Chairperson of the Committee may determine.

### **6.3 FUNCTIONS**

The Governance, Audit and Scrutiny Committee shall have the following functions, unless decided otherwise by the HFA: -

#### **6.3.1 Governance**

- (a) To make observations to the HFA concerning its governance arrangements;
- (b) To assist the HFA in promoting and maintaining high standards of conduct by Members, including Independent Co-opted Members, appointed Members of Committees and Officers;
- (c) Generally assisting the Members to observe the Members' Code of Conduct;
- (d) Providing views to the HFA on the adoption or revision of the Members' Code of Conduct;

- (e) Advising, training or arranging to train Members and Officers on matters relating to the Members' Code of Conduct;
- (f) The monitoring of and issues relating to the declaration of interests and offer/receipt of gifts and hospitality by Members and Officers;
- (g) Such other matters in connection with governance as may be specified under this Constitution, or that the HFA may ask the Committee to consider.

In addition the Committee shall receive reports on the following matters (the Committee shall have no delegated authority but may make observations to the Fire Authority):

#### 6.3.2 Internal Control and Risk Management

- (a) To consider the HFA's Annual Governance Statement prior to its adoption to the HFA.
- (b) To maintain an overview of the HFA's Constitution, particularly in respect to the contract procedure rules and financial procedure rules.
- (c) To review any issue referred to it by the Chief Fire Officer & Chief Executive, S.151 Officer or Secretary, or the HFA.
- (d) To monitor the effective development and operation of corporate risk and project management and corporate governance in the HFA.
- (e) To monitor the effectiveness of the internal control environment.

#### 6.3.3 Internal Audit

The Committee shall consider and make observations to the HFA with regard to:

- (a) The Internal Audit Annual Work Programme;
- (b) Internal Audit reports;
- (c) The Internal Audit Annual Report;
- (d) The appointment of an effective and efficient Internal Audit Service; and
- (e) The performance of the Internal Audit Service.

#### 6.3.4 External Audit:

The Committee shall consider and make observations to the HFA with regard to:

- (a) The appointment of External Auditors;
- (b) The External Auditor's Annual Audit letter;

- (c) The Annual Financial Statements and Statement of Assurance;
- (d) Feedback to the External Auditor upon performance of the external audit;
- (e) All External Audit Assessments concerning the Authority;
- (f) The audit aspects of the draft annual financial statements. These aspects will include the External Audit Opinion, the Statement of Members' Responsibilities, the Annual Governance Statement and any relevant issue raised in respect to the annual auditing process. The Committee should, where appropriate, confirm with the Internal and External Auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its Annual Report to the HFA.

#### 6.3.5 Performance Risk and Programme Management

The Committee shall consider and make observations to the HFA with regard to:

- (a) The effectiveness of performance management;
- (b) The achievement of Strategic Plan objectives;
- (c) The achievement of the Integrated Risk Management Plan (IRMP) objectives;
- (d) The achievement of agreed performance indicators;
- (e) The effectiveness of corporate risk management processes;
- (f) The effectiveness of programme management processes;
- (g) The performance of the Humberside Fire and Rescue Service generally;

#### 6.3.6 Scrutiny - Generally

##### Scrutiny Function

- (a) The Committee shall review and scrutinise decisions of the HFA proposals of the HFA and the implementation of policy at Humberside Fire and Rescue Service;
- (b) The Committee shall be responsible for setting its own work programme which shall be tightly focussed on a small number of major issues;
- (c) In setting its work programme the Committee will consider items for scrutiny put forward by the HFA, CMT and Members of the Committee;

- (d) The HFA shall refer business to and seek advice from the Committee as it considers appropriate. Such referrals will be accompanied by an indication of its preliminary view of the matter under consideration;
- (e) The Committee shall respond as soon as their work programme permits to requests from the HFA to review a particular issue or issues;
- (f) In exercising its scrutiny role, the Committee will ensure that any observations are non-political and are not designed to displace the functions or responsibility of the HFA;
- (g) The Committee shall make such recommendations as it considers appropriate to the HFA arising out of the scrutiny process.

#### 6.3.7 Additional Powers

- (a) The Committee is authorised to investigate any activity within its terms of reference and to seek any information it requires from any employee. All employees are directed to co-operate with any request made by the Committee.
- (b) The Committee is authorised to obtain outside legal or other independent advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Secretary, Chief Fire Officer & Chief Executive and Chairperson of the HFA. However, it may not incur direct expenditure in this respect without the prior approval of the HFA.

#### 6.4 **POWER TO ESTABLISH SUB-COMMITTEE OR PANELS**

- (a) The Governance, Audit and Scrutiny Committee shall have the power to establish a sub-committee of the Members of the Committee and any such sub-committee shall be authorised solely to make recommendations to the Governance, Audit, and Scrutiny Committee.
- (b) The Governance, Audit and Scrutiny Committee shall be entitled to establish such panels or groups as it considers necessary to assist in the discharge of its functions. No delegated authority shall be granted to such a panel and the composition of a panel shall not be confined to the Members of the Committee and the rules of political proportionality shall not need to apply.

#### 6.5 **ANNUAL REPORT AND MINUTES**

- (a) The Committee shall report annually to the HFA upon the discharge of its functions;
- (b) Minutes of the Committee will be circulated to all Members of the HFA and shall be included as an agenda item on the HFA;
- (c) The Chairperson of the Committee or nominated representative will be invited at the discretion of the Chairperson of the HFA to present the minutes at the meeting of the HFA and to respond to any questions that the HFA may have in respect to any matter concerning the Committee.



## Appendix 1 - Development Plan

Actions	Responsibility and Date
<b>A. Meetings:</b>	
1. Process for agenda setting to involve more direction from the GAS Committee through further development of the annual planning workshop (which will also address items 4-6 below) and through a discussion between the GAS Committee Chair and officers to run through the agenda in advance of each meeting;	GAS Committee Chair/ Officers wef 21 <sup>st</sup> Nov '14. Annual Planning workshop Feb '15.
2. Reviewing the early experience from the project scrutiny process currently underway to ensure clarity of approach and organisational expectation between GAS Committee Members, HFA Members and officers. This will ensure that the agreed and required process around the level of scrutiny and the outcomes are delivered within operational and governance parameters. Maximising the outcomes from GAS Committee time to gather information and have wider officer engagement may be assisted in some instances by varying the approach across GAS Committee meetings to include some informal (non-public) workshops/briefings.	GAS Committee Chair & Monitoring Officer Dec'14
3. Review ToR following a period of implementation for content and format refinement following experience and lessons learned;	GAS Committee Chair & Monitoring Officer Autumn '15
4. Workplan to cross refer to the ToR providing a trail between GAS Committee responsibilities and workplan and ordering Committee meeting business into governance, audit, performance and scrutiny functions.	See Point 1 above (Dec 14 agenda reflects re- ordering business)
5. Workplan to be clear about how outputs and outcomes are reported and how the Committee duties are to be discharged which then translates into the Committee's Annual Report.	See Point 1 above
6. Keep under review the relationship with the Internal Audit Plan, particularly in respect of overlapping areas of assurance provision.	See Point 1 above
7. Draft minutes to be validated by the GAS Committee Chair (as a minimum) before referral onwards to the Authority. Any risk of error or omission can be mitigated by summarising what has been agreed following each item in the meeting.	GAS Committee Chair/Secretary

**B. Continued development and embedding:**

<p>To continue the development and embedding in respect of:</p>	<p>To consider at annual planning workshop Feb '15</p>
<p>1. Visibility of GAS Committee and its work across wider organisation and externally with partners could be improved to mitigate the risk that not everyone understands its role and remit and therefore may not appropriately engage. Potential methods to achieve this include pen portraits on the web site and holding GAS meetings at various locations to raise the Committee's profile and demonstrate its 'accessibility'.</p>	
<p>2. Increased focus and impact from papers and presentations could help utilise available GAS Committee time more effectively. Providing guidance to authors on Committee expectation and also providing feedback on quality of papers submitted would help officers understand the needs of the Committee and could save officers time when providing information. Any comments on the quality of papers received should be provided to GAS Committee Chair for collation and appropriate feedback.</p>	<p>Review of papers and committee feedback through each meeting.  Committee effectiveness to be reflected through the Annual Report.</p>
<p>3. Consideration should be given to the attendance of appropriate Member training by the GAS Committee to impart information to support GAS's role and to facilitate relationship management between the GAS Committee and Authority outside of formal meetings.</p>	<p>GAS Committee attendance at designated Member away days (or part thereof)</p>