

**Governance, Audit and Scrutiny Committee
11 April 2016**

**Report by the Monitoring Officer/
Secretary**

**COMMITTEE WORKSTREAMS/SCRUTINY PROGRAMME 2015/16 AND ANNUAL
REPORT TO HUMBERSIDE FIRE AUTHORITY**

REPORT EXECUTIVE SUMMARY

Following a previous review of its corporate governance, the Humberside Fire Authority adopted a Constitution and a new Committee structure. Members will recall that it was agreed that the first meeting of each Committee in a new cycle received a report which outlined broadly the substantive reports that Members, as a minimum, could expect to receive during 2014/15. The Fire Authority at its meeting on 25 April 2014 (Minute 4511 refers) approved a revised Terms of Reference for the Governance, Audit & Scrutiny Committee with scrutiny function of the Committee being revised so that the Committee can focus its scrutiny role on a number of topics per year. At its meeting on 15 June 2016 the Committee agreed a Workstreams/Scrutiny Programme 2015/16 that included a review of Business Safety and also feedback on the outcomes of 2 reviews carried out during 2014/15 (Minute 4842 refers).

A draft Annual Report to the full Fire Authority in accordance with the Constitution is attached which briefly outlines progress against the workstreams/scrutiny programme agreed by the Committee at its meeting on 15 June 2015, and includes a copy of the Development Plan produced by Internal Audit (MIAA) and submitted to the Authority on 12 December 2014 (attached at Appendix 2 to the Annual Report).

The details in respect to attendances will need updating after this meeting of the Committee prior to the Annual Report being submitted to the Fire Authority.

RECOMMENDATIONS

1. The Committee is asked to discuss and approve this report (the Annual Report will go before the full Fire Authority AGM on 25 April 2016).

BACKGROUND

2. The intention behind the workstreams for 2015/16 was to provide Members 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 is set out in the attached draft Annual Report (paragraph 6).
3. The intention behind the scrutiny programme 2015/16 was to allow Members to focus on a small number of topics during the year. The Committee at its meeting on 15 June 2015 agreed a Workstreams/Scrutiny Programme 2015/16 that included a review of Business Safety and also feedback on the outcomes of 2 reviews carried out during 2014/15 and an update setting out the outcome of that scrutiny is set out in the draft Annual Report (paragraphs 8-9).
4. 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 11 and attached at Appendix 2 to the Annual Report).

ANNUAL REPORT

5. Under the Constitution the Governance, Audit and Scrutiny Committee should submit an annual report to the full Authority, essentially to set out how the Committee has discharged its functions. At its meeting on 25 April 2014 the Authority approved a revised terms of Reference of the Committee clarifying the Committee's functions with respect to scrutiny. A copy of Article 6 of the Constitution setting out the functions of the Governance, Audit and Scrutiny Committee applicable during 2015/16 is set out in Appendix 1 to the draft Annual Report. The Annual Report also supports the assurance framework.
6. The Annual Report should be reviewed by the Committee and then go before the full Fire Authority on 25 April 2016, to be presented by the Chairperson of the Committee.

STRATEGIC PLAN COMPATIBILITY

7. Corporate governance is a key enabler of the Strategic Plan 2014/17.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

8. None arising directly.

LEGAL IMPLICATIONS

9. None arising directly.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

10. None arising directly.

CORPORATE RISK MANAGEMENT IMPLICATIONS

11. None arising directly.

HEALTH AND SAFETY IMPLICATIONS

12. None arising.

COMMUNICATION ACTIONS ARISING

13. None arising directly

DETAILS OF CONSULTATION

14. Corporate Management Team.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

15. None.

RECOMMENDATIONS RESTATED

16. The Committee is asked to discuss and approve this report (the Annual Report will go before the full Fire Authority on 25 April 2016).

M BUCKLEY

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20 March 2016

DRAFT

Annual Report
to Humberside Fire Authority
April 2016

Governance, Audit and
Scrutiny Committee

Humberside Fire Authority

Annual Report

Foreword

There has been no change to the composition of the GAS Committee during the year and the Committee continues to enjoy a good working relationship with the Internal Auditor – Mersey Internal Audit Agency (MIAA).

2015/16 has been a challenging period for HFRS and the GAS Committee are pleased that their contribution throughout the period has been recognised.

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

The GAS Committee's major contribution continues to be primarily employed on Scrutiny topics, whilst remaining mindful of its responsibility concerning Governance and Audit. As a Committee we meet constitutionally 7 times per year, however in order to be able to deliver reports in a timely manner so that the output complements the undertaking, a sub section of the Committee meets on an additional basis. As Chair I am extremely grateful to the members of GAS for their cooperation and commitment and am certain that the Authority and HFRS benefit from their expertise, experience and contribution.

Visibility of GAS Committee and its work across the wider organisation continues to improve and its role and remit is becoming better understood.

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

Doug Chapman
Chairperson, Governance, Audit and Scrutiny Committee

Governance, Audit and Scrutiny Committee

Annual Report

1. Membership (7 Independent Co-opted Members)

Chairperson: Mr. Doug Chapman

Mr. Martin Allingham
Mr. James Doyle
Mrs. Pam Jackson
Mr. Andrew Smith
Mrs. Mandy Thomlinson
Mr. Clive Vertigans

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

13 July 2015	1 February 2016
14 September 2015	7 March 2016
2 November 2015	11 April 2016

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

Number of
meetings attended (5 to date)

Mr. Chapman	5
Mr. Allingham	3
Mr. Doyle	4
Mrs. Jackson	5
Mrs. Thomlinson	5
Mr. Smith	5
Mr. Vertigans	5

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 (5 to date)

Councillor Briggs	4
Councillor Hodgson	2
Councillor Payne	1
Councillor Sharpe	1

4. 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 26 June 2015 to 11 April 2016:

Independent Co-opted Member	Fire Authority
	(7)
Mr. Chapman	7
Mr. Allingham	3
Mr. Doyle	3
Mrs. Jackson	1
Mr. Smith	6
Mrs. Thomlinson	6
Mr. Vertigans	6

5. Functions of the Governance, Audit and Scrutiny Committee

The functions of the Governance, Audit and Scrutiny Committee during 2015/16 are set out in the Constitution, Article 6. Article 6 is attached at Appendix 1.

6. Progress Against Workstreams 2015/16

The following workstreams were agreed at the June 2015 Governance, Audit and Scrutiny Committee meeting:

JULY 2015 COMMITTEE MEETING	
Agreed Workstreams	Update
1. External Audit report 2. Internal Audit reports 3. Annual Statement of Assurance 2014/15 4. Annual Performance Report 2014/15	1. N/A 2. Reported. 3. Reported. 4. Reported.
SEPTEMBER 2015 COMMITTEE MEETING	
Agreed Workstreams	Update
1. Management Accounts 2. External Audit report 3. Internal Audit reports 4. 1st Quarter Performance and Risk Report. 5. 1st Quarter H&S and Environmental Report. 6. Annual Statement of Accounts (audited) 2014/15	1. Reported 2. Reported. 3. Reported. 4. Reported. 5. Reported 6. Reported
NOVEMBER 2015 COMMITTEE MEETING	
Agreed Workstreams	Update
1. Management Accounts 2. External Audit report 3. Internal Audit reports 4. 2nd Quarter Performance and Risk Report. 5. 2nd Quarter H&S and Environmental Report	1. Reported 2. Reported. 3. Reported. 4. Reported. 5. Reported
FEBRUARY 2016 COMMITTEE MEETING	
Agreed Workstreams	Update
1. External Audit report 2. Internal Audit reports	1. Reported 2. Reported.
MARCH 2016 COMMITTEE MEETING	
Agreed Workstreams	Update
1. Management Accounts 2. External Audit report 3. Internal Audit reports 4. 3rd Quarter Performance and Risk Report. 5. 3rd Quarter H&S and Environmental Report. 6. CSE Audit Outcomes. 7. Treasury Management Policy 2016/17. 8. Internal Audit Plan 2016/17	1. N/A 2. N/A 3. Reported 4. Reported 5. Reported 6. Awaiting external report 7. Reported 8. Reported

APRIL 2016 COMMITTEE MEETING	
Agreed Workstreams	Update
1. Management Accounts	1. On Agenda for April meeting
2. External Audit report	2. N/A
3. Internal Audit reports	3. On Agenda for April meeting
4. Annual Governance Statement 2015/16.	4. On Agenda for April meeting
5. Performance Reporting and Service Performance Indicators 2016/17	5. On Agenda for April meeting
6. Annual report to HFA	6. On Agenda for April meeting

7. Other reports considered during 2015/16

During 2015/16 in addition to the workstreams, the Committee considered a number of other reports, including:

Governance

- Calendar of Committee Meetings 2015/16
- Pay Policy Statement 2016-17
- Committee Workstreams 2015/16 and Annual Report to Humberside Fire Authority
- Committee Workstreams 2016/17
- Use of Delegated Powers under Fire Authority Constitution by Chief Fire Officer & Chief Executive
- Annual Review of Constitution

Audit

- Annual Statement of Assurance 2014/15
- External Audit Report - Report to those charged with governance (ISA 260) 2014/15
- Audited Statement of Accounts for 2014/15
- External Audit: Annual Audit Letter
- External Audit: Progress Report and Technical Update
- Treasury Management Mid-Year Update Report 2015/16
- Internal Audit Update – Internal Audit Plan 2015/16 - Follow-Up of Internal Audit Recommendations
- Internal Audit Update - Follow Up of 2014/15 Recommendations
- Internal Audit – Audit Review Reports:
 - Wide Area Network
 - Change Readiness
 - Fees and Charges
 - Training
- Internal Audit Update - Mersey Internal Audit Agency Briefings
- 2015/16 Annual Accounts Closedown Timetable
- External Audit: Draft External Audit Plan 2015/16
- Internal Audit: Proposed Internal Audit Plan 2016/17
- Treasury Management and Capital Expenditure Prudential Indicators, Treasury Management Policy Statement 2016/17 and Minimum Revenue Provision (MRP) for 2016/17
- Draft Annual Governance Statement 2015/16

Performance, Risk and Programme Management

- Draft Annual Performance Report 2014/15
- Performance Reporting and Service Performance Indicators 2016-17
- Customer Service Excellence Award

Scrutiny

- Scrutiny Work Programme 2015/16 – Business Safety – Scoping Discussion
- Scrutiny Work Programme 2015/16 – Business Safety Scoping – Update
- Scrutiny Work Programme 2014/15 – HFR Solutions Update
- Scrutiny Programme 2015/16 – Business Safety
- Scrutiny Programme 2015/16 – Collaboration Review – Scrutiny Initiation Document
- Human Resources: Update Report
- Members’ Allowances 2016/17 – Review of Special Responsibility Allowance for Vice Chairperson of the Fire Authority
- Scrutiny Programme 2015/16 – Members’ Allowances Review – Scrutiny Initiation Document

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, Safety and Environmental Quarterly Reports
- Inspection of Members Register of Interests/Gifts and Hospitality
- Inspection of Officers Register of Interests/Gifts and Hospitality

8. Progress against Scrutiny Programme 2015/16

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

Topic	GAS Committee and Officers - Report Scoping Discussion	Report submitted for Scrutiny to GAS Committee
1. Business Safety	13 July 2015	2 November 2015
2. Feedback on Implementation of Recommendations from 2014/15 Scrutiny Programme (HFR Solutions)	N/A	14 September 2015
3. Feedback on Implementation of Recommendations from 2014/15 Scrutiny Programme (HR Strategy (including Succession Planning))	N/A	1 February 2016

9. The following table outlines the outcomes of the scrutiny undertaken during 2015/16.

Topic	Update/Comments
1. Business Safety	Outcomes reported to HFA

2. Feedback on Implementation of Recommendations from 2014/15 Scrutiny Programme (HFR Solutions)	No report submitted to GAS Committee in light of change of status of HFR Solutions in 2015.
3. Feedback on Implementation of Recommendations from 2014/15 Scrutiny Programme (HR)	Reported to GAS Committee 7 March 2016

10. **Scrutiny Outcomes 2015/16**

The Committee are pleased that the Authority has approved the detailed recommendations provided in respect of the Scrutiny of Business Safety as listed in item 9.

Whilst no formal report was submitted to GAS Committee in light of change of status of HFR Solutions in 2015, GAS were complemented on their contribution and a number of the recommendations made were indeed intended to be implemented.

Feedback is essential and any comments on the quality of outcomes received should be provided to the GAS Committee.

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

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

11. **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 workshop reflected the Committee's attentiveness to its responsibilities and that it 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 and since updated is attached at Appendix 2 to this report.

12. **Compliance with functions under Article 6 of the Constitution (As applicable during 2015/16)**

12.1 **Article 6.1 - Composition**

The Composition of the Committee has been in accordance with the Constitution.

12.2 **Article 6.2 – Frequency of Meetings**

The Committee has met regularly from June 2015 in accordance with the published schedule of meetings.

12.3 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 2015/16.

12.4 Article 6.4 – Power to Establish Sub-Committees or Panels

This has not been exercised in 2015/16.

12.5 Article 6.5 – Annual Report and Minutes

This has been complied with.

13. 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

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	Status
A. Meetings:	
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;	Completed
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.	On-going
3. Review ToR following a period of implementation for content and format refinement following experience and lessons learned;	On-going
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.	Completed
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.	On-going
6. Keep under review the relationship with the Internal Audit Plan, particularly in respect of overlapping areas of assurance provision.	On-going
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.	Completed

Actions	Status
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B. Continued development and embedding:

To continue the development and embedding in respect of:

- | | |
|---|---|
| <ol style="list-style-type: none"> 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>On-going</p> |
| <ol style="list-style-type: none"> 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>Committee effectiveness to be reflected through the Annual Report.</p> |
| <ol style="list-style-type: none"> 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>GAS Committee invited to attend designated Member Days (or part thereof)</p> |