Annual Governance Statement 2013/14 and Improvement Plan 2014/15

Report of the Chief Fire Officer

For further information about this report please contact John Redmond, Chief Fire Officer, on 01743 260205 or Ged Edwards, Planning and Performance Manager, on 01743 260208.

1   Purpose of Report

The purpose of this report is twofold: it sets out the draft Annual Governance Statement (AGS) for 2013/14 and AGS Improvement Plan 2014/15 to be included in the Fire Authority's Statement of Accounts; and it also details progress on the 2013/14 Improvement Plan.

2   Recommendations

The Committee is asked to:

a)   Note the progress made on the 2013/14 Improvement Plan;
b)   Agree to close the 2013/14 Improvement Plan, carrying forward any outstanding issues to the 2014/15 Improvement Plan; and
c)   Agree the AGS and 2014/15 Improvement Plan for inclusion in the 2013/14 Statement of Accounts.

3   Background

Corporate governance and accounting regulations require the Fire Authority to publish annually, on a timely basis, an objective, balanced and understandable statement and assessment of the Fire Authority's governance arrangements, including its risk management and internal control mechanisms, and their effectiveness in practice. This is known as the AGS. The Fire Authority has delegated responsibility for the development of the AGS to the Risk Management Group.

At its February 2012 meeting the Fire Authority delegated approval of the Statement of Accounts to the Audit and Performance Management Committee. The Statement will, therefore, be signed off by the Chair of the Committee, the Chief Fire Officer and Treasurer at the September meeting.

The Statement of Accounts contains a statement as to how effective the Authority's various systems of internal control have been in governing the risks, to which the Authority is exposed. Areas of the system of internal control that have been identified as requiring improvement are listed in the AGS and an action plan has been developed to ensure that these improvements are progressed during the coming year. This is known as the AGS Improvement Plan.

This Committee is responsible for monitoring the progress, which the Service makes against the Plan

4   Monitoring Progress against the AGS Improvement Plan 2013/14

A copy of the AGS Improvement Plan 2013/14 is attached at Appendix A to this report, which shows progress against each of the planned activities.

The six areas of activity from the 2013/14 Improvement Plan have all been carried forward into 2014/15. The 2014/15 Improvement Plan also includes a review of current processes / communications links between the Service and payroll provider to generate further improvements.

5   AGS 2013/14 and AGS Improvement Plan 2014/15

In accordance with the Accounts and Audit Regulations 4 (2), officers have reviewed the effectiveness of the Authority's internal control systems, which constitute the Authority's Governance Framework, with the aim of identifying further improvements, where required. This process involves the responsible officers' signing 'Assurance Statements' for each of the areas, for which they are responsible. Officers' statements are then reviewed by the Lead Executive Officer to ensure that the areas identified for improvement are appropriate and achievable.

A requirement of Regulation 6 (3) of the Accounts and Audit Regulations is to review annually the effectiveness of Internal Audit. Shropshire Council provides this service and reported to this Committee in June on the work undertaken during 2013/14. Shropshire Fire and Rescue Service's 'Assurance Statements' have then been reviewed in light of this report and the various audit reports received from Internal Audit over the last year. Together these have formed the basis of the AGS 2013/14 and its associated 2014/15 Improvement Plan.

Members are asked to consider and approve the draft AGS 2013/14 and the draft Improvement Plan 2014/15, attached as Appendices B and C respectively, for inclusion in the 2013/14 Statement of Accounts.

6 Monitoring Progress against the AGS Improvement Plan 2014/15

This Committee will receive regular reports on progress made against the Plan throughout its life. As is the case with most plans, the activities included within it are often subject to change. This can be as a result of changes in the external environment that guides our work, as well as the internal environment that dictates whether we have the capacity to achieve our stated objectives.

To ensure there is control over any slippage, the officers responsible for delivering this work must obtain approval from the Service Management Team, if they require any variations to the current Improvement Plan. Any such changes will also be reported to this committee.

7 Financial Implications

Any significant budgetary implications, brought about by the improvements proposed in the Improvement Plan, have already been considered either as part of the Fire Authority's budget planning process or within each Department's business planning process.

8 Legal Comment

The AGS is a legal requirement under the Code of Practice on Local Authority Accounting in the United Kingdom and must be included in the Fire Authority's Annual Statement of Accounts.

9 Initial Impact Assessment

An Initial Impact Assessment has been completed.

10 Equality Impact Assessment

There are no equality or diversity implications arising from this report. An Equality Impact Assessment is not, therefore, required.

11 Appendices

Appendix A
AGS Improvement Plan 2013/14

Appendix B
Draft AGS 2013/14

Appendix C
Draft AGS Improvement Plan 2014/15

12 Background Papers

There are no background papers associated with this report.

Appendix A to report on
Annual Governance Statement 2013/14 and
Improvement Plan 2014/15
Shropshire and Wrekin Fire and Rescue Authority
Audit and Performance Management Committee
11 September 2014

Annual Governance Statement Improvement Plan 2013/14

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Hereford and Worcester Memorandum of Understanding (MOU)	1	Hereford and Worcester and Shropshire and Wrekin Fire and Rescue Authorities have now procured and implemented command and control systems from the same supplier. The MOU seeks to develop plans to fully align the two new systems, to create a single virtualised data system, which will be capable of being operated from control rooms located in Worcester and Shrewsbury. The deployment of a fully integrated solution with common operating procedures offers improved resilience and broader operational benefits to both Services.	Louise McKenzie	The MOU Programme Board, made up of officers from Shropshire Fire and Rescue Service and Hereford and Worcester Fire and Rescue Service, continues to meet monthly, providing strategic scrutiny, monitoring of progress and overall governance / assurance of the Programme. The full scope of the Programme has been endorsed and signed off by the Programme Board and work on the six individual projects, making up the Programme, continues to be delivered and monitored. This scope and all associated technical plans have been shared with representatives from the Department of Communities and Local Government (CLG) and the Chief Fire Officers Association (CFOA) National Resilience Team. As a result, the expected benefits and all costs and associated future savings have been acknowledged and were published by CLG within their six monthly 'Future Control Room Services Scheme' National Summary in March 2014. In May 2014 a fixed link to Cleveland Fire Brigade was established as part of a wider tripartite agreement augmenting the MOU.	December 2014

Putting Shropshire's Safety First

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Service Transformation Programme (STP)	2	The first year of the Service Transformation Programme (STP) has included a series of reviews, culminating in the development of an information management strategy and a roadmap for delivery. The second year of the Programme will involve the implementation of a number of key systems to support the delivery of the strategy. This includes the introduction of a document management system and the upgrade of the people management and fire safety systems. The Programme will aid in embedding and supporting appropriate systems to ensure the most efficient use of our resources.	Ged Edwards	Year 3 of the Programme Plan was agreed by the STP Board at its meeting on 7 May 2014. All of the work packages and projects plans have been identified and resources allocated against them. The main overarching areas of delivery are associated with the development of Resourcelink, SharePoint Implementation, and Mobile Working Activities, Improvements to the Command and Control System and Building Improvements. Reports on Programme Benefits will be reported to Audit and Performance Management Committee (APMC) as reviews are undertaken.	Ongoing The Programme has now entered year 3 of a 5 year programme.
Integrated Risk Management Plan (IRMP)/ 20:20 Review	3	To ensure the Service is able to deliver the 20:20 process, which involves a series of reviews, consultations and decisions, it is being managed as a project, which will include: 1. Undertaking a thorough review of the Authority's Strategic IRMP; 2. Planning to meet the demands of a much-reduced budget, by ensuring the Service's Public Value process looks further into the future; and 3. Meeting the requirements of the new Fire and Rescue Service National Framework Document.	Andy Johnson	IRMP 20:20 Phase 3 consultation has now started with members of the Strategic Risk and Planning (StRaP) working group attending many presentations with staff around the County. The results from this process will go to the October 2014 Fire Authority meeting. Members can access the online consultation tools through the Service's website at: www.shropshirefire.gov.uk	Phase 3 May to October 2014

Putting Shropshire's Safety First

A&PM 11.9.14

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Information Communication Technology (ICT) Network infrastructure	4	Following previous ICT internal audit reports the Service will continue to invest in its corporate infrastructure. 1. To ensure the infrastructure is optimised for high availability 2. To improve and embed processes and procedures for preventative measures that prevent, mitigate and prepare for ICT emergencies 3. To enhance the infrastructure with scalable technologies that provide employees with better mobility and accessibility to systems while carrying out their duties	Sally Edwards	1. The network infrastructure was refreshed in early 2014 and will continue to be reviewed as different solutions are implemented to ensure it is robust, resilient and the latest technologies are used. 2. The final IT Audit Follow-up report 2013-14 has been issued, with 15 outstanding recommendations out of the 35 in the first report demonstrating good progress. An action plan with dates for completion is subject to regular monitoring. 3. A number of work packages are being issued as part of the STP that will implement mobile working solutions now that the network infrastructure has been refreshed.	Work is ongoing and will provide continual improvements
Health and Safety Management	5	Implement the action plans following the review of the Health and Safety Executive consolidation report based on the eight inspections completed in 2009/10	Andy Perry	Good progress has been made against the outstanding recommendations including the new Level I Incident Command Training programme. These are in their infancy and may be amended in line with any ICT changes to the Service's Management Information Systems. There were some delays due to the changes in the Service relating to Incident Command training provision and our IT system review of monitoring and auditing.	Ongoing and brought forward from 2012/13 Improvement plan
Outcomes of Operational Assurance (OpA) Assessment	6	Implement the outcomes of the 2012 Operational Assurance peer review report	Andy Johnson	An update report was taken to March's APMC meeting. A close-down report, including proposals for the next OpA process, will go to APMC in March 2015.	Outcomes from 2012 review continue to be implemented

Putting Shropshire's Safety First

A&PM 11.9.14

Appendix B to report on
Annual Governance Statement 2013/14 and
Improvement Plan 2014/15
Shropshire and Wrekin Fire and Rescue Authority
Audit and Performance Management Committee
11 September 2014

Draft Annual Governance Statement 2013/14

To accompany the Statement of Accounts 2013/14

Scope of Responsibility

Shropshire and Wrekin Fire and Rescue Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, used economically, efficiently and effectively.

The Fire Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Fire Authority is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

The Fire Authority has approved and adopted a Code of Corporate Governance, which is consistent with the principles of the CIPFA / SOLACE Framework 'Delivering Good Governance in Local Government'.

A copy of the Code is on our website at:

http://www.shropshirefire.gov.uk/sites/default/files/fra/09-code-of-corporate-goverance-2013-14.pdf

A paper copy can be obtained from the Corporate Services Department within the Service.

This Statement explains how the Fire Authority has complied with the Code and also meets the requirements of regulation 4(3) of the Accounts and Audit Regulations 2011 in relation to the publication of an Annual Governance Statement.

The Purpose of the Governance Framework

The governance framework comprises the systems and processes, culture and values, by which the Fire Authority is directed and controlled, and the activities through which it accounts to, engages with, and leads the community. It enables the Fire Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can, therefore, only provide reasonable, and not absolute, assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Shropshire and Wrekin Fire and Rescue Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact, should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at Shropshire and Wrekin Fire and Rescue Authority for the period of the 2013/14 accounts and up to the date of approval of the Annual Report and Statement of Accounts.

The Governance Framework

The Fire Authority's governance framework comprises many systems, policies, procedures and operations in place to:

- identify and communicate the Authority's vision of its purpose and intended outcomes for citizens and service users;
- review the Authority's vision and its implications for the Authority's governance arrangements;
- define and document the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication in respect of the Authority and partnership arrangements;
- develop, communicate and embed codes of conduct, which define the standards of behaviour for Members and staff;
- review and update standing orders, standing financial instructions, the scheme of delegation and supporting procedure notes / manuals, which clearly define how decisions are taken and the processes and controls required to manage risks;
- ensure the Authority's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010) and, where they do not, explain why and how they deliver the same impact;
- undertake the core functions of an audit committee, as identified in CIPFA's 'Audit Committees – Practical Guidance for Local Authorities';
- ensure compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful;
- ensure the Authority's assurance arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010) and, where they do not, explain why and how they deliver the same impact;
- enable whistle-blowing and the receiving and investigating of complaints from the public;
- identify the development needs of Members and senior officers in relation to their strategic roles, supported by appropriate training;
- establish clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation; and

- ensure good governance arrangements in respect of partnerships and other joint working and reflecting these in the Authority's overall governance arrangements.

Review of Effectiveness

The Fire Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control.

The review of effectiveness is informed by the work of the executive managers within the Authority, who have overall responsibility for the development and maintenance of the governance environment, as well as:

- the Treasurer;
- the Fire Authority's Monitoring Officer;
- Legal advisors to the Fire Authority;
- Internal Auditors; and
- Managers within the Fire Authority, who have day-to-day responsibility for ensuring the governance framework is functioning correctly.

Comments made by the External Auditors and other review agencies and inspectorates in their Annual Audit Letters and other reports also contribute to this review.

Throughout 2013/14, the Fire Authority has maintained, reviewed and improved its system of internal control in a number of ways. In particular:

a)   The Authority continues to monitor expenditure for all capital schemes;

b)   Ongoing review of the Authority's employment policies is undertaken and, where necessary, policies are modified or created to ensure compliance with all applicable legislation;

c)   The Service Transformation Programme continues to bring together the requirements of Public Value, Integrated Risk Management Planning (IRMP) and activities that Service Managers believe will deliver a sustainable service to the community into the future. Central to the Programme will be the continued investment in technology and systems to improve back-office efficiency and provide operations with technology to improve service delivery. The Programme, which dovetails into the Service's Financial and Service planning processes, will ensure that the appropriate level of control and visibility of all projects, reviews and activities are maintained throughout the lifecycle of the Programme.

d)   During the year the Authority has continued with its Public Value approach towards planning, budget and cost saving measures. The Year 3 (2013/14) Public Value initiatives have resulted in a £538,000 reduction in the Authority's budget, with minimal disruption to service delivery.

e)   The Service has continued to invest significantly in its Information and Communications Technology and command and control infrastructure.

f)   The Fire Authority has received and / or adopted:

   o   Statement of Accounts 2012/13;
   o   Corporate Plan 2013/14;
   o   Public Value Year 3 2013/14 outcomes;
   o   Annual Audit Letter 2012/13;
   o   Budget Monitoring reports;
   o   Public Value Measure Performance reports;
   o   Periodic performance reports; and
   o   The Medium Term Corporate Plan, strategy and budget.

g)   The Fire Authority's Service Management Team of officers carries out a continuous assessment of the implementation of policies and procedures throughout the organisation, including following up on progress made towards last year's Improvement Plan.

h)   Internal audits have been undertaken with a number of planned reviews of systems and internal control procedures across a range of functions in the Fire Authority. Each review contains an opinion on the internal controls in place and any weaknesses result in recommendations for improvement, which are implemented by management. Progress against these recommendations is monitored by the Risk Management Group, with regular reports to the Service Management Team and to the Audit and Performance Management Committee.

i)   Audits completed by Internal Audit during 2013/14 related to:

   •   Corporate Governance
   •   Budget Preparation and Control
   •   Technical Services Assets – Fire Hydrants
   •   Risk Management
   •   Members' Allowances
   •   Payroll
   •   Creditors System
   •   Anti-Fraud, Bribery and Corruption Strategy
   •   IT Audit Follow Up Review
   •   Payroll Overpayments
   •   Computer Services - Command and Control
   •   Previous recommendations follow up

   On the basis of the work undertaken and management responses received, the Authority's financial systems, internal control environment and risk management procedures are sound and working effectively and the Audit Service Manager is able to deliver a positive year-end opinion on the Authority's internal control environment for 2013/14.

   Internal Audit will be conducting audits into the following areas during 2014/15:

   •   Corporate Governance
   •   Payroll System
   •   Capital budgeting and accounting

- Computer Services
- Risk Management
- Purchasing and Procurement
- Banking Arrangements
- Technical Services – Assets
- Travel and subsistence
- Fraud and Corruption
- Insurance
- Previous recommendations follow up

The Role of the Chief Financial Officer

The Authority is compliant with the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).

A Service Level Agreement has been put in place between Shropshire Council and Shropshire and Wrekin Fire and Rescue Authority, for the provision of financial advice and representation.

Shropshire Council's Head of Finance, Governance and Assurance acts as Treasurer to Shropshire and Wrekin Fire and Rescue Authority to ensure the sound administration of the financial affairs of the Authority, as required by the statutory duties associated with section 151 of the Local Government Act 1972, the Local Government Finance Act 1988 and the Accounts and Audit Regulations 2011.

The Chief Financial Officer's role is discharged through:

- Provision of advice and support on application of accounting policies and procedures and adherence to International Financial Reporting Standards.

- Attendance by the Treasurer or nominated representative at the following statutory meetings held with Fire Authority Members:

  o Meetings of the Fire and Rescue Authority;
  o Meetings of the Strategy and Resources Committee; and
  o Meetings of the Audit and Performance Management Committee.

- Regular Chair's briefings and internal meetings, as well as regular liaison with the internal Head of Finance (Deputy Section 151 Officer), and the internal Fire Authority Finance Team.

In addition to the provision of section 151 duties, Shropshire Council provides access to a number of services, for example the Fire Authority's Finance Team has direct access to the Council's Financial Forward Planning Team, and can provide resilience and development through staff rotation and secondments.

The Council endeavours to consult with the Fire Authority on any key or principal decisions, outside the formal services agreed within the service level agreement.

Significant Internal Control Issues

No significant issues were raised in the External Auditor's Annual Audit Letter 2012/13. The relatively minor points arising from these reviews are being used to enhance the existing system of controls.

The Fire Authority undertook a review of its systems of internal control, which underpin its governance framework, during May and June 2014. An Annual Governance Statement (AGS) Improvement Plan 2014/15 has been produced, based on the findings from this process. Progress made against the Plan will be monitored by the Risk Management Group, with quarterly progress reports to the Fire Authority's Audit and Performance Management Committee (APMC) and the Service's Service Management Team.

A summary of the areas for further development, contained in the AGS Improvement Plan 2014/15, is given below:

Hereford and Worcester Memorandum of Understanding (MoU)

Continue the work with HWFRS on the MOU through the following workstreams:

1. Virtual Private Network (VPN) / Fixed Link
2. Communication Control Interface (CCI)
3. Standardisation of icons on the Integrated Communication Control System (ICCS)
4. Fall-back arrangements with Cleveland Fire Brigade
5. Standardisation of mobilising procedures
6. Standardisation of operational procedures

Service Transformation Programme

Year 3 of the Programme Plan was agreed by the STP Board at its meeting on 7 May. All of the work packages and projects plans have been identified and resources allocated against them. The main overarching areas of delivery are associated with the development of Resourcelink, SharePoint Implementation, Mobile Working Activities, Improvements to the Command and Control System and Building Improvements. Reports on Programme benefits will be reported to APMC as reviews are undertaken.

Integrated Risk Management Plan (IRMP 20:20 Review)

To ensure that the Service is able to deliver the 20:20 process, which involves a series of reviews, consultations and decisions, it is being managed as a project, which will include:

1. Undertaking a thorough review of the Authority's Strategic IRMP;

2. Planning to meet the demands of a much-reduced budget, by ensuring the Service's Public Value process looks further into the future; and

3. Meeting the requirements of the new Fire and Rescue Service National Framework Document.

Information and Communications Technology (ICT)
Corporate Network Infrastructure

Following previous ICT internal audit reports the Service will continue to invest in its corporate infrastructure:

1. To ensure the infrastructure is optimised for high availability;

2. To improve and embed processes and procedures for preventative measures that prevent, mitigate and prepare for ICT emergencies; and

3. To enhance the infrastructure with scalable technologies that provide employees with better mobility and accessibility to systems while carrying out their duties.

Health and Safety Management

The Service is in the process of implementing the action plans following the review of the Health and Safety Executive consolidation report, based on the eight inspections completed in 2009/10.

Operational Assurance (OpA) Peer Review Outcomes.

A close-down report will be produced, including proposal for the next OpA process, and will go to APMC in March 2015. The Service plans to carry out an OpA exercise in 2015 and implement any recommendations.

Payroll Systems Review

The Service plans to review current internal payroll processes, identify improvements and implement them as well as continue to develop Resourcelink to improve efficiency. Current processes / communications links between the Service and payroll provider will be reviewed to generate further improvements.

Signed:

Cllr Dr Jean Jones	John Redmond	James Walton
Chair	Chief Fire Officer	Treasurer
Audit and Performance		
Management Committee		

Date:

Appendix C to report on
Annual Governance Statement 2013/14 and
Improvement Plan 2014/15
Shropshire and Wrekin Fire and Rescue Authority
Audit and Performance Management Committee
11 September 2014

Draft Annual Governance Statement Improvement Plan 2014/15

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Hereford and Worcester Memorandum of Understanding (MOU)	1	Continue the work with Hereford and Worcester Fire and Rescue Service on the MOU through the following workstreams: 1. Virtual Private Network (VPN) / Fixed Link 2. Communication Control Interface (CCI) 3. Standardisation of icons on the Integrated Communication Control System (ICCS) 4. Fall back arrangements with Cleveland Fire Brigade 5. Standardisation of mobilising procedures 6. Standardisation of operational procedures	Louise McKenzie		December 2014
Service Transformation Programme (STP)	2	Year 3 of the Programme Plan was agreed by STP Board at its meeting on 7 May 2014. All of the work packages and projects plans have been identified and resources allocated against them. The main overarching areas of delivery are associated with the development of Resourcelink, SharePoint Implementation, Mobile Working Activities, Improvements to the Command and Control System and Building Improvements. Reports on Programme benefits will be reported to APMC as reviews are undertaken.	Ged Edwards		Ongoing The Programme has now entered year 3 of a 5 year programme

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Integrated Risk Management Plan (IRMP)/ 20:20 Review	3	To ensure the Service is able to deliver the 20:20 process, which involves a series of reviews, consultations and decisions, it is being managed as a project, which will include: 1. Undertaking a thorough review of the Authority's Strategic IRMP; 2. Planning to meet the demands of a much-reduced budget, by ensuring the Service's Public Value process looks further into the future; and 3. Meeting the requirements of the new Fire and Rescue Service National Framework Document.	Andy Johnson		Phase 3 – May to October 2014
Information Communication Technology (ICT) Network infrastructure	4	Following previous ICT internal audit reports the Service will continue to invest in its corporate infrastructure. 1. To ensure the infrastructure is optimised for high availability; 2. To improve and embed processes and procedures for preventative measures that prevent, mitigate and prepare for ICT emergencies; and 3. To enhance the infrastructure with scalable technologies that provide employees with better mobility and accessibility to systems while carrying out their duties.	Sally Edwards		Work is ongoing and will provide continual improvements and are monitored through the Service Transformation Programme.

Putting Shropshire's Safety First

Area of review	IRN	Improvement required	Improvement Owner	Progress to date	Completion date
Health and Safety Management	5	Implement the action plans following the review of the Health and Safety Executive consolidation report, based on the eight inspections completed in 2009/10	Andy Perry		September 2015
Outcomes of Operational Assurance Assessment (OpA)	6	Take a close-down report, including the proposal for the next OpA process, to APMC in March 2015. Carry out an OpA exercise in 2015 and implement any recommendations	Andy Johnson		March 2015
Payroll Systems Review	7	Review current internal payroll processes, identify improvements and implement. Continue to develop Resourcelink to improve efficiency. Review current processes / communications links between the Service and payroll provider to generate further improvements.	Louise McKenzie / Joanne Coadey		Managed through the Service Transformation Programme