

1 Executive Summary

1.1 Summary and opinion for Audit Committee

Audit Scope

The scope of this review included:

- the SOF's remit, governance and annual plan;
- the relationship with the executive management and the Supervision Division and the extent to which this enables the SOF to bring about continuous improvement in the FCA's supervisory approach;
- the relationship and interaction of the SOF with the FCA's three lines of defence; and
- the SOF's assurance review methodology (including reporting, action tracking and alignment with the FCA's supervisory strategy).

Background and context

The SOF reports to the Chief Executive and its main purpose as set out in its Terms of Reference is to "provide FCA executive management with assurance over the effectiveness of regulation by assessing retrospectively the quality of regulatory judgements and outcomes".

The SOF's assurance work is focused primarily on the Supervision Division although individual SOF reviews may touch upon other relevant divisions where appropriate. The department aims to deliver approximately four reviews per quarter including a set number of C1 and C2 reviews. The key outcomes the SOF is seeking to achieve include being viewed by the Executive and peers as a credible and insightful source of challenge and raising the quality of outcomes delivered through the supervision model.

We recognise that the period since legal takeover has been challenging for the SOF with a number of changes in its personnel, particularly in the Head of Department role. In our view, this has contributed to some of the issues we found. The SOF has also needed to invest time to align its activities with the new supervision model and build its staff capability to assess judgments made by supervisors in the context of this new model.

Findings and conclusions

We found that the purpose and remit of the SOF was not clear to the stakeholders we interviewed both within and outside of the SOF. The lack of clarity over the SOF's role and position in the FCA's three lines of defence model, and the conflict of interest presented by the appointment of a new Head of Department for the SOF, who is also Head of Client Assets Supervision (an area within the SOF's scope), add to this confusion. In our view, the lack of clarity over the SOF's purpose and remit across the organisation and the resulting perception that the SOF's work is not highly valued by the Executive had adversely impacted on the SOF's ability to deliver its desired outcomes. In particular, although we received positive feedback regarding the interaction between the SOF and stakeholders on some individual reviews, the SOF is not consistently engaging effectively with the Supervision Division. In addition, the SOF needs improved capability to drive continuous improvement in supervisory activity. Executive management needs to clarify and promote the purpose and remit of the SOF to enable the department to perform an effective assurance role (see Finding 1).

We recognised that the SOF's Interim Head of Department and management team in place at the time of our fieldwork have undertaken a number of changes to improve the way in which the SOF works. However, there remains a significant risk that the SOF will not be able to deliver the reviews committed to in its Terms of Reference and will not provide the level of assurance to management that it has committed to (see Finding 2). We also found that further improvements were required to the methodology the SOF follows for individual reviews (see Finding 3) and to the SOF's reporting processes (see Finding 4).

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**Portland Public Schools (Or.).
Performance Audit Implementation
Steering Committee**

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Executive Summary Fernando R. Elizondo,1998 Final Report Portland Public Schools (Or.). Performance Audit Implementation Steering Committee,1999 A Curriculum Management Audit of the Pasadena Unified School District California Curriculum Management Audit Center,Jerry Melton,Pasadena Unified School District,Association of California School Administrators,International Curriculum Management Audit Center,2001 This document constitutes the final report of a Curriculum Management Audit of the Pasadena Unified School District It was conducted during the time period of October 20 through November 2 2000 A curriculum audit is designed to reveal the extent to which officials and professional staff of a school district have developed and implemented a sound valid and operational system of curriculum management

Executive Summary New Jersey. Commissioner's Ad Hoc Advisory Council on Curriculum and Assessment,1993

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