



Annual Governance Statement

Position as at 31st March 2017 including plans for the financial year 2017/18.

1. Scope of Responsibility

- 1.1 The PCC is responsible for ensuring its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The PCC also has a duty to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 1.2 In discharging this overall responsibility, the PCC is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the exercise of its functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk. In exercising this responsibility, the PCC places reliance on the Chief Constable of Cleveland Police to support the governance and risk management processes.
- 1.3 The PCC has an overarching code of corporate governance in place to ensure the governance arrangements are easily accessible with all of the key documents captured in one place. The code is consistent with the principles of the CIPFA/SOLACE Framework: Delivering Good Governance in Local Government and while under constant review to ensure it meets the needs of the organisation is it the subject of formal review and publication annually.
- 1.4 Copies of the Code of Corporate Governance are available on our website at www.cleveland.pcc.police.uk.
- 1.5 This statement explains how the PCC has complied with the code and also meets the requirements of the Accounts and Audit Regulations in relation to the publication of a statement on internal control.
- 1.6 In drafting the PCC Annual Governance Statement reliance has been placed on the governance processes within Cleveland Police, as reflected in the Force's Annual Governance Statement which is published alongside the accounts of the PCC.
- 1.7 The two AGS's complement each other by:
 - outlining the key methods of assurance which operate in each body to ensure that, overall effective control is exercised
 - showing which key documents/reports of Cleveland Police are scrutinised by the PCC as part of wider accountability
 - demonstrating how the Police and Crime Plan is delivered by Cleveland Police and is underpinned by public consultation on the part of the PCC as part of wider accountability.
- 1.8 Both the PCC and Cleveland Police must produce separate accounts which are then consolidated into group accounts. This ensures that both individual and collective financial stewardship of public money is effective and is underpinned by annual external audit.

2. The Purpose of the Governance Framework

- 2.1 The governance framework comprises both the culture and value, and systems and processes, by which the PCC is directed and controlled and their activity through which it accounts to and engages with the community. It enables the PCC to monitor the achievement of its strategic objectives and to consider whether these objectives have led to the delivery of appropriate, cost effective services, including achieving value for money.
- 2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it 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 the PCC'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 effectively, efficiently and economically.
- 2.3 This governance framework has been in place at the PCC for Cleveland for the year ended 31 March 2017 and up to the date of the approval of the financial statements.

3. The Governance Framework

- 3.1 In April 2016 CIPFA published an updated version of their "Delivering Good Governance in Local Government: Framework" which was followed by specific guidance notes for Policing Bodies. The 2016 Framework sets out seven principles of good governance which are taken from the International Framework: Good Governance in the Public Sector (CIPFA/IFAC, 2014) ('the International Framework') and interprets them for local government.
- 3.2 The seven principles (A to F) are considered below and have been utilised in our review of governance and in developing this AGS.

4 PRINCIPLE A: BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES, AND RESPECTING THE RULE OF LAW

The PCC is accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

THE CORPORATE PROCESSES WHICH UNDERPIN THIS COMMITMENT

- The Policing Protocol 2011 requires all parties to abide by the 7 Nolan Principles, these will be central to the behaviour of everyone in the organisation. It also highlights the expectation that the relationship between all parties will be based on the principles of goodwill, professionalism, openness and trust
- The Financial Management Code of Practice requires the PCC to ensure that the good governance principles are embedded within the way that the organisations operate
- The PCC has set out their values in the respective corporate and strategic plans
- The 2014 Code of Ethics for Policing

BEHAVIOURS AND OUTCOMES THAT DEMONSTRATE GOOD GOVERNANCE IN PRACTICE

- Behaving with integrity
- Demonstrating strong commitment to ethical values
- Respecting the rule of law

In reviewing this area it was felt that the on-going review of Professional Standards, the implementation of the actions resulting from recent Employment Tribunals and the findings of the Independent Powers Tribunal into the use of Regulation of Investigatory Powers Act by Cleveland Police were areas that impact significantly on the Governance of the organisation.

In addition to the above the review highlighted that the Counter Fraud and Anti-Corruption arrangements were due for review.

PRINCIPLE B: ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT

Public Services, including the Police, are run for the public good. Organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders

THE CORPORATE PROCESSES WHICH UNDERPIN THIS COMMITMENT

- The PCC is accountable to local people and draws on this mandate to set and shape the strategic objectives for the force area in consultation with the Chief Constable, taking into account the Strategic Policing Requirement.
- The Police and Crime Plan clearly sets out what the strategic direction and objectives are to be and how they will be delivered.
- To complement this, the PCC's communication and engagement strategies set out how local people will be involved with the PCC to ensure they are part of decision making, accountability and future direction. This will be a mixture of being part of the yearly planning arrangements and becoming involved in issues of interest to local people as they emerge.
- The PCC has developed arrangements for effective engagement with key stakeholders, ensuring that where appropriate they remain closely involved in decision making, accountability and future direction
- The strength of the PCC's working relationship with the Police and Crime Panel, constituent local authorities and other relevant partners

BEHAVIOURS AND OUTCOMES THAT DEMONSTRATE GOOD GOVERNANCE IN PRACTICE

- Openness
- Engaging comprehensively with institutional stakeholders
- Engaging stakeholders effectively, including individual citizens and service users

Nothing of a significant nature was highlighted in this area as part of the review although perhaps some work on the Communications and Engagement Strategy, including links to Decision Making, would further strengthen this area.

PRINCIPLE C: DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS

The long term nature and impact of many of the PCC's responsibilities mean that they should seek to define and plan outcomes and that these should be sustainable. Decisions should contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

THE CORPORATE PROCESSES WHICH UNDERPIN THIS COMMITMENT

- The Act requires the PCC to issue a Police and Crime plan, which defines the police and crime objectives (outcomes) and the strategic direction for Policing. Each corporation sole must have regard to the plan, and the PCC must have regard to the priorities of the responsible authorities during its development.
- Each organisation will have a corporate/strategic plan which sets out how it will operate to support achievement of these outcomes
- Collaboration agreements will set out those areas of business to be undertaken jointly with other forces, local policing bodies and other emergency services, in order to reduce cost, increase capability, and/or increase resilience to protect local people.
- A medium term financial strategy will be jointly developed and thereafter reviewed regularly to support delivery of these plans. Joint protocols will ensure proper arrangements for financial management
- A commissioning and award of grants framework will be developed by PCCs, incorporating commissioning intentions and priorities.
- A complaints protocol will be jointly agreed to provide clarity over the arrangements to respond to the breadth of concerns raised by local people, whether they be organisational or individual failures. This will complement other statutory arrangements.

BEHAVIOURS AND OUTCOMES THAT DEMONSTRATE GOOD GOVERNANCE IN PRACTICE

- Defining outcomes
- Sustainable economic, social and environmental benefits

The review highlighted two non-significant areas, which could be enhance governance in this area. These were:

- Commissioning and Award of Grants Framework
- Complaints Protocol

PRINCIPLE D: DETERMINING THE INTERVENTIONS NECESSARY TO OPTIMISE THE ACHIEVEMENT OF THE INTENDED OUTCOMES

Local Government, including the Police, achieves its intended outcomes by providing a mixture of legal, regulatory and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

THE CORPORATE PROCESSES WHICH UNDERPIN THIS COMMITMENT

- The PCC and the Chief Constable will maintain a medium term financial strategy which will form the basis of the annual budgets, and provide a framework for evaluating future proposals
- There will be a comprehensive process of analysis and evaluation of plans, which will normally include option appraisal, techniques for assessing the impact of alternative approaches on the service's outcomes, and benefits realisation
- Processes will be in place to monitor efficiency and value for money, including benchmarking of performance and costs
- The PCC and the Force should maintain effective workforce development and asset management plans (eg Estate; ICT)

BEHAVIOURS AND OUTCOMES THAT DEMONSTRATE GOOD GOVERNANCE IN PRACTICE

- Determining interventions
- Planning interventions
- Optimising achievement of intended outcomes

The review didn't highlight any areas, within this principle, that were worthy of note within the Annual Governance Statement.

PRINCIPLE E: DEVELOPING THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT

The PCC and the Police Force need appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A public organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Both the individuals involved and the environment in which the Police operates will change over time, and there will be a continuous need to develop its capacity as well as the skills and experience of the leadership and individual staff members. Leadership in the Police service is strengthened by the participation of people with many different types of background, reflecting the structure and diversity of communities.

THE CORPORATE PROCESSES WHICH UNDERPIN THIS COMMITMENT

- The 'People' and personal development strategies of the Office of the PCC and the Force set the climate for continued development of individuals. The respective performance development review processes will ensure that these strategies are turned into reality for members of staff.

BEHAVIOURS AND OUTCOMES THAT DEMONSTRATE GOOD GOVERNANCE IN PRACTICE

- Developing the entity's capacity
- Developing the capability of the entity's leadership and other individuals

The review highlighted that further work could be undertaken to develop further the Personal and Capability Development of the staff within the OPCC. While not a significant governance issue, further improvements in this area could aid the capacity and capability of the output from the organisation.

PRINCIPLE F: MANAGING RISKS AND PERFORMANCE THROUGH ROBUST INTERNAL CONTROL AND STRONG PUBLIC FINANCIAL MANAGEMENT

Public bodies need to ensure that the organisation's and governance structures that they oversee have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management, business continuity and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. They consist of an ongoing process designed to identify and address significant risks involved in achieving outcomes. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.

THE CORPORATE PROCESSES WHICH UNDERPIN THIS COMMITMENT

- The decision making protocol sets out principles for how decisions will be taken by the PCC and the standards to be adopted
- It requires a combined forward plan of decisions, which brings together the business planning cycles for the Police and Crime plan, the Office of the PCC, and the Force integrated business management process. This will ensure proper governance by bringing together the right information at the right time
- The scheme of governance highlights the parameters for decision making, including consents, financial limits for specific matters, and standing orders for contracts
- The risk management strategy establishes how risk is embedded throughout the various elements of corporate governance of the organisation
- The Communications and Engagement strategies demonstrate how the PCC and Chief Constable will ensure that local people are involved in decision making
- The information publication scheme ensures that information relating to decisions will be made readily available to local people, with those of greater public interest receiving the highest level of transparency, except where operational or legal constraints exist
- The forward plan of decisions combined with open and transparent information schemes enables the Police and Crime Panel to be properly sighted on the decisions of the PCC

BEHAVIOURS AND OUTCOMES THAT DEMONSTRATE GOOD GOVERNANCE IN PRACTICE

- Managing risk
- Managing performance
- Robust internal control
- Managing data
- Strong public financial management

The review didn't highlight any areas within this principle that were worthy of note within the Annual Governance Statement.

PRINCIPLE G: IMPLEMENTING GOOD PRACTICES IN TRANSPARENCY, REPORTING, AND AUDIT TO DELIVER EFFECTIVE ACCOUNTABILITY

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

THE CORPORATE PROCESSES WHICH UNDERPIN THIS COMMITMENT

- Legislation sets out the functions of the PCC and the Chief Constable. The Policing Protocol describes how these functions will be undertaken to achieve the outcomes of the Police and Crime Plan.
- The Police Reform and Social Responsibility Act requires the PCC to appoint a Chief Executive and a Chief Financial Officer. It prescribes that the Chief Executive will act as head of paid service and undertake the responsibilities of monitoring officer.
- The Act requires the Chief Constable to appoint a Chief Financial Officer
- The Financial Management Code of Practice sets out the responsibilities of the CFOs for both the PCC and the Chief Constable
- Internal audit, reflecting published guidance on standards
- The Scheme of corporate governance highlights the parameters for key roles in the organisation including consents from the PCC or Chief Constable, financial regulations and standing orders
- Officers, Police support staff and staff of the OPCC will operate within
 - OPCC or Force policies and procedures
 - The corporate governance framework
 - Disciplinary regulations
 - Codes of conduct
 - Code of Ethics
- A joint assurance protocol ensures effective monitoring of the organisations to ensure they are achieving their priorities
- A joint independent Audit Committee operates within the CIPFA guidance and in accordance with the Financial Management Code of Practice

BEHAVIOURS AND OUTCOMES THAT DEMONSTRATE GOOD GOVERNANCE IN PRACTICE

- Implementing good practice in transparency
- Implementing good practices in reporting
- Assurance and effective accountability

The review didn't highlight any areas within this principle that were worthy of note within the Annual Governance Statement.

5 Review of effectiveness

5.1 The PCC has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including:-

- The system of internal audit
- The system of internal control

5.2 The governance framework within the PCC has been reviewed, and continues to be reviewed for its effectiveness by both the PCCs Chief Executive and Monitoring Officer and Chief Finance Officer.

5.3 The roles and processes applied in maintaining and reviewing the effectiveness of the governance framework are outlined below: -

PCC

5.4 The PCC has overall responsibility for the discharge of all the powers and duties placed on it and has a statutory duty to 'maintain an efficient and effective police force'. The review and maintenance of the governance framework is the responsibility of the joint audit committee which will discuss the majority of governance issues, referring reports to the PCC when it is felt necessary. Given that the ultimate responsibility for Governance rests with the PCC and CC the Audit Committee requires a Member of the management team of each organisation to attend each Audit Committee meeting. This provides the Committee with a direct opportunity to engage at the right level in the organisation but also develop strong working relationships. In addition to this and to further strengthen their role the Audit Committee has direct access to both the PCC and CC if and when required.

Cleveland Police

5.5 The Chief Constable has responsibility for conducting a review of the effectiveness of the governance framework within the Force at least annually. This review is informed by the work of the Chief Constable's Chief Finance Officer, Head of Internal Audit and the Risk and Assurance managers within the Force who have responsibility for the development and maintenance of the governance environment. In preparing the Annual Governance Statement for 2016/17 the officers of the PCC have placed reliance on this review and the Force's resulting Annual Governance Statement.

Joint Audit Committee

5.6 Chaired independently, the PCC and Chief Constable operate a Joint Independent Audit Committee. The role of the Committee, in part, is to provide independent assurance on the adequacy and effectiveness of the internal control environment and risk management framework, advising the PCC and CC according to good governance principles and overseeing governance and monitoring of governance within the organisation.

5.7 The joint Audit Committee receives regular reports on governance issues. This includes the review of the Annual Governance Statement and update reports on progress made in addressing significant governance issues included in it.

Head of Internal Audit

5.8 In maintaining and reviewing the governance framework, the PCC's Chief Finance Officer places reliance on the work undertaken by Internal Audit and in particular, the Head of Internal Audits independent opinion on the adequacy and effectiveness of the system of internal control. For 2016/17 the Head of Internal Audit is of the opinion that,

5.9 For the 12 months ended 31 March 2017, the head of internal audit opinion for the Office of the Police and Crime Commissioner for Cleveland is as follows: The organisation has an adequate and effective framework for risk management, governance and internal control.

5.10 However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.

External Audit

- 5.11 External Audit are an essential element in ensuring public accountability and stewardship of public resources and the corporate governance of the PCC's services, with their annual letter particularly providing comment on financial aspects of corporate governance, performance management and other reports.
- 5.12 In addition to the above other review/assurance mechanisms such as Her Majesty's Inspectorate of Constabulary who are charged with promoting the effectiveness and efficiency of policing, improving performance and sharing good practice nationally and the Health and Safety Inspectorate are also relied upon.

6 Progress on actions from the 2015/16 Annual Governance Statement

Significant Governance Issues	
<p>Force Performance – The PCC has a statutory duty to ‘maintain an efficient and effective police force’. The recent HMIC PEEL (Police, Effectiveness, Efficiency and Legitimacy) assessment of the Force highlighted 16 areas requiring improvement and one area of concern, the PCC will need to ensure that appropriate Governance arrangements are in place to ensure improvements are made during 2016-17</p>	<p>The Governance arrangements for the scrutiny and holding to account the Chief Constable have changed through 2016-17 and are well embedded now. These will continue to evolve and develop going forward and the OPCC has recently appointed to a newly created role of Performance and Scrutiny Manager to drive this forward</p>
<p>Overseeing the implementation of the Strategic direction provided to the Force in relation to the outcomes from the recent Employment Tribunal of Saddique v The Chief Constable of Cleveland Police and the wider organisational change resulting from this. In particular the implementation of a broad programme of organisational development which strengthens and embeds appropriate behaviours across the organisation; and which demonstrates the value of difference and prevents individuals feeling isolated or unsupported within the organisation</p>	<p>A key feature of the Commissioner’s Strategic Direction was a commitment to support – and hold the Chief Constable to account for delivering - a programme of organisational development aimed at:</p> <ul style="list-style-type: none"> Building Confidence in Cleveland Police in terms of legitimacy, standards and ethics; and Ensuring that Cleveland Police becomes and remains an employer of choice for all who wish to pursue a policing career, and delivering on the aspiration that our workforce more closely reflects the diversity of the communities it serves. <p>The Everyone Matters Programme is underway and is structured around three strategic themes: Serving Our Communities, Supporting Our People, and Organisational Processes.</p> <p>The programme represents a substantial investment and involves significant internal consultation, cultural audit work and community workshops.</p> <p>Some key delivery features of the programme include:</p> <ul style="list-style-type: none"> • Work with Equality North East and ACAS • Cultural awareness activity including interactive staff workshops delivered by community groups and staff access to the BBC I Wonder site. • Unconscious bias sessions for supervisors. • ACAS Equality and Diversity sessions for supervisors. • NCALT Equality and Diversity training packages for all staff. • Development of a new Cleveland Police Bullying, Victimisation and Harassment policy including staff briefing package • Work with BME communities in relation to recruitment. • Mentoring scheme developed in consultation with key groups such as our Staff Equality Forum and the national Black Police Association. • Development of an Everyone Matters Support Network to provide cross cutting organisational support to the programme. <p>In relation to overall progress pursuant to the Commissioner’s Strategic Direction the PCC has reported to the Police & Crime Panel in July 2016 (accessible at Stockton Council - Cleveland Police and Crime Panel Minutes) and will continue to prepare and publish further reports at appropriate intervals.</p>

Specific Issues which require further/continued focus	
<p>Victim Referral Services – The PCC took responsibility for Victims Referral Services within Cleveland on the 1st April 2015. During 2015/16 this service has been recommissioned in collaboration with Durham PCC. A number of issues with the service previously provided have been identified and close supervision and holding to account of the new provider will need to be put in place to ensure that performance is as required for this vital area of work.</p>	<p>With the new commissioned/contracted service there are significantly better contract governance arrangements in place. There is a quarterly performance meeting, of which 2 have been held since the contract started in April 2016. These are jointly held and attended by both Cleveland and Durham. The Victim Care and Advice Service (VCAS) produce quarterly performance reports. There are also Cleveland only meetings every 6 weeks looking at service development with the aim to identify any gaps or opportunities to improve the service. On a 6 monthly basis the PCC receives a VCAS update at the Cleveland and Durham Collaboration Board Meeting to enable oversight of this key service</p>
<p>Commissioning and Grants. There continues to be a need to ensure that in developing solutions and commissioning services that the commissioning, granting and procurement processes that enable these to happen are well managed, with appropriate governance arrangements in place. The area has developed well over the previous 12 months and further continued focus should help further embed the governance and controls that sit around this important and developing area</p>	<p>A further audit has taken place during 2016/17 to further inform where improvements can be made around Commissioning and Grants and since then significantly improvements around the governance and management have occurred in this area. The required resource for this area of work is now in place and they take a lead in managing all new requests and approvals, monitoring and assisting with the drafting of the associated documentation. The post holder takes responsibility in ensuring signed grants are returned along with managing the purchase orders and spend, ensuring they are in line with what was agreed. Work will continue to develop and improve this area and while it is likely to continue to be an area of focus for 2017/18 it is expected when Internal Audit revisit this area that improvements will have been made and actions addressed</p>
<p>Service Delivery. In 2015/16 the Annual Governance Statement referenced the need for continued focus on Financial Planning, Service Delivery and Savings given the uncertainty particularly around future funding settlements. Given that the PCC has set a balanced plan for the next 4 years based on current assumptions and based on the Force’s current expectations on need and demand the focus now needs to be on ensuring that the required services are delivered</p>	<p>Good progress has been made in this area as evidenced by the recent HMIC report into efficiency. The challenges continue, with a significant amount of change planned and happening in the organisation right now. It is likely that this will continue to be an area requiring continued focus into 2017-18</p>

7 Governance Issues

Action Plan for 2017/18 to address issues raised:

Significant Governance Issues	Action	Owner	Target Implementation Date
BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES, AND RESPECTING THE RULE OF LAW	Overseeing and holding to account the Force for the on-going review of Professional Standards, the implementation of the actions resulting from recent Employment Tribunals and the findings of the Independent Powers Tribunal into the use of Regulation of Investigatory Powers Act by Cleveland Police.	Chief Executive and Monitoring Officer	This is a large area of work that is likely to extend beyond the 2017/18 and the implementation date will be further reviewed as part of the 2017/18 AGS.
Areas which require further/continued focus			
BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES, AND RESPECTING THE RULE OF LAW	Review, amend and implement any required changes to the Counter Fraud and Anti-Corruption arrangements within the organisation.	PCC CFO	Dec-17
ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT	Review Communications and Engagement Strategy including links to Decision Making would further strengthen this area	Assistant Chief Executive	Dec-17
DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS	A complaints protocol will be jointly agreed to provide clarity over the arrangements to respond to the breadth of concerns raised by local people, whether they be organisational or individual failures. This will complement other statutory arrangements	Standards and Scrutiny Manager	Mar-18
DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS	A commissioning and award of grants framework will be developed/updated incorporating commissioning intentions and priorities.	Strategic Contracts Manager	Dec-17
DEVELOPING THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT	Further work to be undertaken to develop further the Personal and Capability Development of the staff within the OPCC to further improve and aid the capacity and capability of the output from the organisation.	Chief Executive and Monitoring Officer	Mar-18

- 7.1 We propose over the coming year to take steps to address the above matters to enhance our governance arrangements further. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:



Barry Coppinger
Police and Crime Commissioner for Cleveland



Simon Dennis
PCC Chief Executive and Monitoring Officer



Michael Porter
PCC Chief Finance Officer

Date: 21st September 2017