

Significant Governance Issues (continued)	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 and Ethics within the Force, the implementation of the actions resulting from 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	As referenced in the last 2 AGS this is a large area of work that is likely to extend across multiple financial years and will continue to be further reviewed as part of the future AGS's.
Update			
Reports on progress in relation to Professional Standards have continued to be provided to the Audit Committee. The CE&MO has maintained close oversight of key litigation risks in respect of Cleveland Police and has advised and assisted the PCC with ongoing liaison with the IOPC in relation to their related appellate/investigative workstreams. In terms of further progress with related transformational work programmes, the PCC has taken on responsibility and employment of the Everyone Matters team to reinvigorate the programme of organisational development triggered by his 2016 Strategic Direction (itself arising from an adverse employment litigation outcome). The programme had originally produced significant tangible benefits for the organisation, its people and its communities and positive progress was recognised by an Equality North East award attained by Cleveland Police however the impetus and focus needs to be regained. In relation to the RIPA review, this work is nearing completion and the project management of its concluding phase is work in progress within the OPCC in close consultation with the Force Chief Officers. There is however a need to improve practice in relation to 'whistleblowing' within Cleveland Police and this will be considered further within the 2019/20 AGS.			
Areas which require further/continued focus			
Developing the entity's capacity, including the capability of its leadership and the individuals within it	Further work could be undertaken to develop further the Personal and Capability Development of the staff within the OPCC, aligned with the recently implemented restructure and different roles and responsibilities that has resulted.	Chief Executive and Monitoring Officer	Mar-20
Update			
Work continues around the development of the staff within the OPCC, the revised structures continue to embed as the roles and responsibilities within the OPCC continue to expand into areas such as Everyone Matters, the changing Complaints environment and into an enhanced scrutiny regime.			
Ensuring openness and comprehensive stakeholder engagement	To work collaboratively with the Department of Standards and Ethics to establish a joint complaints protocol to provide clarity on the arrangements to respond to the various levels of complaints received and to implement changes to the complaints system in line with new legislation. Further to this a system will be implemented within the OPCC to review the complaints in line with legislation.	Standards and Scrutiny Manager	Mar-20
Update			
A toolkit was produced in July 2019 by the Senior Complaints Service Advisor in conjunction with DSE which was disseminated to all staff within the OPCC and Force complaints team which outlined how the various levels of complaints were to be dealt with and by whom. Prior to the changes to the complaints system going live on 1 February a working group was established with appropriate staff from the OPCC and the DSE that met on a monthly basis to discuss and implement the arrangements required as a result of the changes in complaints legislation. As per the legislation, PCCs become responsible for complaints reviews for complaints made after the 1 February, an Independent Complaints Adjudicator will be employed by the OPCC to independently review complaints, processes are in place for undertaking reviews and the OPCC website has been amended to reflect the changes and to accept requests for reviews.			
Managing risks and performance through robust internal control and strong public financial management	Reconfigure our approach to risk management in terms of roles and responsibilities, so that risk is managed even more effectively within the OPCC and also across corporate teams	Strategic Contracts & Governance Manager	Mar-20
Update			
Risk within the OPCC is now managed by the Strategic Contracts and governance manager with oversight by the PCC CFO. Internal controls and strong financial management continue to be strengthened with examples being performance of OPCC funding recipients is managed through regular contract management reporting. Funds are usually released in stages with the requirement for financial spend and progress reports to be submitted by the recipient (usually quarterly, but it is dependent on the value) and assessed, before the next funding stage is released, in line with the terms and conditions of the agreements. The OPCC commissioning process and governance is subject to regular audits. Contracts awarded by the Forces procurement team on behalf of the PCC are also subject to regular scrutiny and contract performance management. All contracts recommended for award by the force are presented to the PCC's Chief Executive & Monitoring Officer and Strategic Contracts & Governance Manager on a weekly basis for approval.			
Determining the interventions necessary to optimise the achievement of the intended outcomes	To further enhance the scrutiny programme by ensuring it links effectively into the Force's Performance Framework and making best use of independent sources of information available to the PCC in order to triangulate information whilst also building on current arrangements to scrutinise the Force's Change Programme	Standards and Scrutiny Manager	Sep-20
Update			
The PCC issued a strategic direction which included details of how the PCC's scrutiny process would be strengthened to include a thematic focus on the priorities within the Police and Crime Plan and the delivery of the improvements set out in the Chief Constable's Strategic Assessment. A joint commitment was made to ensure that personnel at all levels who take part in scrutiny are transparent and candid to assist with questioning the Force on a 'what will change / improve and by when' basis. Additional levels of information testing are being used in order to 'triangulate' the information received by the force, including the use of information from partners. The internal structures for managing performance and governance have been reviewed with the OPCC and linkages identified in how external scrutiny will further be linked into formal meeting structures for holding to account. Public questions are now sought on the themes discussed at each scrutiny meeting with a response being provided by the Force.			
<p>More thorough information is being presented to the PCC and a 'tracker' is used to record the information received. Progress is recorded and updates presented to the PCC. Changes to the scrutiny progress have started to evidence improvement within the Force such as</p> <ul style="list-style-type: none"> - a focus on improving compliance to the Victims Code Of Practice with the objective of achieving 85% by the end of March 2020 - Integrated Offender Management processes for identifying offenders and a requirement to understand use of diversionary out of court alternatives - evidence of how the immediate action taken by the Chief and team is starting to have an effect in areas such as dealing with victims and vulnerability 			