

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 and Ethics within the Force, 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	As referenced in last year's 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.
<b>Update</b>			
Extensive progress has been made in relation to the Transforming Professional Standards review, which has been implemented and has been subject to stakeholder assurance input. Reports on progress have been 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 continued to support the Everyone Matters programme of organisational development triggered by his 2016 Strategic Direction (itself arising from an adverse employment litigation outcome). The programme has produced significant tangible benefits for the organisation, its people and its communities and positive progress was recognised by the recent Equality North East award attained by Cleveland Police. 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.			
<b>Areas which require further/continued focus</b>			
ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT	To ensure that the PCC is ready to comply, and subsequently complies, with GDPR legislation or could face the risk of financial penalties. This area will need to be given the focus it requires to enable adherence with the regulations.	Data Protection Officer	The regulation applies from the 25 May 2018, however the work required in monitoring, compliance and implementation will continue through the year
<b>Update</b>			
A full programme of compliance measures was designed and implemented in line with best practice. Processes which engage extensive use of third party data (such as the PCC's public casework) have been reviewed and tightened to ensure GDPR compliance as well as improved efficiency and effectiveness - this has produced instances of improved customer feedback, too. The DPO continues to monitor compliance with the PCC and OPCC information law powers and duties and there are no significant instances of non-compliance to report. The OPCC DPO remains an acting arrangement and a permanent role has been included in restructure work currently moving into its implementation phase.			
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-18
<b>Update</b>			
The OPCC formulate an annual commissioning strategy by reviewing the Police and Crime Plan objectives, aligning funding commitment which enables delivery of those strategic aims. A series of grant agreements and contractual arrangements are subsequently generated for all services commissioned by the Police and Crime Commissioner for Cleveland. These services are regularly reviewed and audited to ensure they continue to deliver the intentions and priorities of the PCC. In addition to this regular meetings are held by the PCC and his respective advisors, to assess public applications made under the Community Safety Initiative Fund and Police Property Act fund incentives. All funding decisions made by the PCC are recorded and published.			
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-19
<b>Update</b>			
A review of the Support Services arrangements has been completed and the recommendations of the review, including several changes to roles and structures, will produce efficiency and effectiveness benefits. Several roles which result from the Review will have structured development plans, in order to further strengthen the positive approach taken across the team to continued professional development. Further benefits will be realised from ongoing work to (a) take advantage of the new PDR system and in particular, early implementation of its talent management module and (b) pending work to design and implement a suitable method of taking advantage of apprenticeship levy for the OPCC as a non-levy-paying employer overseeing a levy-paying employer.			
ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT	To incorporate the changing role of the OPCC in overseeing and dealing with police complaints, as part of the national reform programme but also as an element of Transforming professional standard work within the Force	Chief Executive and Monitoring Officer	Mar-19
<b>Update</b>			
The Complaints Resolution Team function has been established and embedded working alongside DSE (formerly PSD) and has resulted in speedier, higher quality early resolution of public complaints where appropriate. This harvests many of the public and organisational benefits of the regulated police complaints reforms which have been delayed as a result of pressure on central government resources and legislative time, as a result of the UK's withdrawal from the EU. The OPCC is working closely with DSE to continue to develop the complaints reforms even though there is uncertainty about the legal change timetable - recent 'planning day' events held jointly with DSE have resulted in the establishment of a joint risk register product to drive forward the benefits and address the risks of slippage. In addition a working group has been established to further develop the approaches to police complaints notwithstanding the legislative delay. Also worthy of note is the establishment of the joint Independent Scrutiny Panel to scrutinise and make recommendations in relation to complaints handling both by DSE and by the OPCC complaints team. Further reforms to roles and structures to align approaches to complaints and casework, result from the OPCC Support Services Review.			
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 in OPCC and also cross-corporate terms	Chief Executive and Monitoring Officer	Mar-19
<b>Update</b>			
Throughout the year, members of the OPCC SMT have been engaged in advising upon and actively influencing and intervening upon cross-corporate risk. The roles and structure changes in the Support Services review achieve the aim set out above, transferring responsibility for risk management to a more senior role within the team, away from a disestablished role of Office Manager.			