

Significant Governance Issues	Action	Owner	Target Implementation Date	Update
Overall Governance and Stewardship of the Organisation after Resignation of the Police and Crime Commissioner	On the 8th September 2020 the directly elected Police and Crime Commissioner for Cleveland resigned with immediate effect. In most normal circumstances this would have triggered an election for a new PCC however as a result of Covid-19, 'The Coronavirus Act' was passed which postponed all elections, resulting in no PCC elections, in any circumstances, until 7th May 2021. The Scheme of Delegation in place within the OPCC provides for most areas of day-to-day business to be delegated to Officers within the OPCC to ensure short term business continuity can be maintained during normal absences and holidays. There are however a number of areas that can't, by law, be delegated and as such an Acting PCC will need to be appointed, by the Police and Crime Panel, from within the staff employed by the PCC, to Steward the organisation through to the election in May 2021 and ensure the statutory functions of the organisation are maintained and performed until a new PCC is elected. The Senior Management Team within the OPCC will therefore need to work closely together with the Acting PCC to Steward the organisation through the next 8 months and ensure that there is clarity of roles, responsibilities and workload during this period.	Senior Management Team	Through to 7th May 2021	Lisa Oldroyd was appointed as Acting PCC and together with the Senior Management Team has Stewarded the OPCC through the first 6 months of the period without an elected PCC. The pre-election period is due to begin soon and preparations are well underway to transition to the newly elected PCC.
Reliance on the Governance processes within Cleveland Police	The PCC places a significant amount of reliance on the provision of accurate, candid and timely information from the Force to hold the Force to account and to provide information and assurance to the public. This reliance extends into the Governance arrangements in place within the Force to provide this assurance. Recent work by HMICFRS has placed considerable doubt on the extent to which the PCC can place reliance on these areas. The OPCC therefore needs to continue to reflect on and amend the Governance, Assurance and Scrutiny arrangements, that it has in place, to provide independent assurance to the PCC on the performance of the Force.	Chief Executive and Monitoring Officer	Mar-21	Work continues to develop and improve in this area. The scrutiny programme continues to develop, more information and advice is being provided from external sources and the Internal Audit programme continues to be invested in.
Adverse Value for Money Conclusion	In seeking to satisfy themselves that the PCC for Cleveland has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources, the External Auditors have considered the reports issued by HMICFRS in relation to Cleveland Police as relevant to their considerations given the role of the PCC to hold the CC to account for the performance of the force's officers and staff and for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable. The External Auditors were not able to satisfy themselves that these arrangements were in place and have therefore provided an Adverse Value for Money Conclusion. Further work needs to be undertaken that makes it more explicit what processes are in place to monitor efficiency and value for money, including benchmarking of performance and costs, within the organisation, this should also include development of benefits realisation assessments as needed.	PCC CFO	May-21	Further work is still required in this area. While improvements in performance are clearly being seen from the Vulnerability inspection and improvements are being seen via the continue PCC scrutiny of the Force Control Room work there is still more than will be done in this area.
Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	To Oversee and hold to account the Force for the Professional Standards and Ethics within the Force and the implementation of the actions resulting from all reviews in this area. It is also now felt that the awareness, mechanisms, processes and comfort for people to raise concerns within the Force should also be reviewed to ensure that they are fit for purpose. The specific area will therefore be looked at within the Internal Audit programme as part of the review of Whistleblowing.	Chief Executive and Monitoring Officer	As referenced in the last 3 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.	Members see regular updates on the work of the Professional Standards and Ethics department and the work done in this area over the last year. More clarity is now provided on outstanding actions and progress against them which provides a higher level of confidence. The review of Whistleblowing from Internal Audit was unfortunately delayed until the first quarter of 2021/22 and therefore this will be an area of continued focus in 2021/22.
Areas which require further/continued focus				
Defining Outcomes in terms of sustainable economic, social and environmental benefits.	The well managed finances have enabled the PCC to challenge the Force to accelerate the recruitment of Police Officers beyond the Government targets – meaning that the Force reached the Government target to have 72 additional Police Officers a year earlier than required. The PCC also made it clear that the Chief Constable must show how these resources will deliver improvements in services, especially against those areas for improvement raised in the police plan and by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services – ensuring this happens is an area for continued focus during 2020/21 as these Police Officers begin to deliver services within the communities of Cleveland.	PCC CFO	Mar-21	Recruitment continues to be well delivered by the Force. The speed of recruitment has created additional challenges in relation to the number of new Police Officers within Response and how these Officers are trained, supervised and deployed. In addition to this further work is likely around the Equality and Diversity of recruits as while progress is being made there are still areas that will need to be improved.
	There is a clear need for a review of collaborations that the Force is engaged in to ensure that they are appropriately governed.	PCC CFO	Mar-21	This will need to be an area of continued focus, some Collaborations continue to be well governed, such as NERSOU, some are in the process of review and development, CDSOU and some are being brought to an end (NETIC) and alternative forums will need to be considered.
Developing the entity's capacity, including the capability of its leadership and the individuals within it	The aim of the Everyone Matters programme is to 'make ours a workplace which embodies and values equality and diversity and in which no one feels out of place or less valued than anyone else' – the challenge for the Force and PCC, in 2020/21 and beyond, will be to evidence that progress is being made towards this aim.	Chief Executive and Monitoring Officer	Mar-21	Work has progressed in this area over the last year with a better resourced and embedded team in place. Things therefore feels well placed to progress however to ensure this is moving in the right direction a review is to be undertaken to ensure the EDI agenda is at the heart of everything that the Force does and therefore helps to instil public confidence in Cleveland Police.
Ensuring openness and comprehensive stakeholder engagement	The PCC continues to engage widely with the public on an individual level and has maintained a Consultation and Engagement Strategy throughout the year. The new ways of working resulting from covid-19 have required a new approach to this consultation and the OPCC have adapted to this through further use of the OPCC website while a revised Consultation and Engagement Strategy has been developed to cover the period 2020-24. An area for development will be in relation to ensuring outcomes are featured in the strategy going forward and that a mechanism is developed to ensure that the results of consultation and engagement are fed back to local communities as extensively as possible.	Assistant Chief Executive	Mar-21	Work is developing in this area as referred to below. However more is needed. Engagement around the precept proposals didn't gain as much interaction as previous years given the current restrictions and it is likely that consideration to representative surveys might be a help mechanism in the future to increase both volume and representation.
	Proposal are being put in place for a Youth Commission to represent the views of young people across Cleveland to the Police and Crime Commissioner to support the development and delivery of the Police and Crime Plan. This is an important area of engagement and one that will be looked during 2020/21 to aid in development of this governance principle	Assistant Chief Executive	Dec-20	The Youth Commission is now in place and already providing some very helpful feedback and engagement to both the PCC and Chief Constable.
	The changes to working practices that have resulted from covid-19 has seen the OPCC move into alternative forms of engagement and scrutiny – this is an approach that has worked well in other areas in the country and it is suggested that further work is done to develop engagement in this way to assess whether this may prove to be a successful way for wider engagement within Cleveland.	Assistant Chief Executive	Mar-21	This is an area that continues to be developed with the latest development being the PCC engaging with the public to develop a set of questions from the public to be posed to the Chief Constable with responses being provided by video.