

Staffordshire Commissioners Office

Governance & Assurance Report

ETAP Public Meeting 9th December 2020

Item 7

1. Audit & Reviews:

| Area | Completed By | Date Complete | Outcome |
|--|------------------------------------|---|---|
| Governance & Risk Management | RSM | October 2020 | <u>Substantial Assurance</u> <i>'the Staffordshire Police and Fire Commissioner can take substantial assurance that the controls upon which the organisation relies to manage the identified area are suitably designed, consistently applied and operating effectively.'</i> |
| Collaboration Governance & Savings | RSM & Staffordshire County Council | Draft Received April 2020 (Final Pending) | <u>Conclusion</u> <i>'It is acknowledged that the collaboration and its arrangements are in their infancy and as would be expected there continues to be significant effort and plans to fully integrate resources – both people and systems. The collaborative Internal Audit review has confirmed that generally the project management and governance arrangements contributed to the successful delivery of the first phase project and that a framework is in place for operational decisions and responsibilities, albeit some gaps and further enhancements (in both these areas) have been identified. However, at the time of the review the budgets had not been updated to reflect the Phase 1 savings and therefore we could not confirm that the savings in relation to the Enabling Services had been achieved against the planned budgets.'</i> |
| Follow Up – Procurement Contract Management (Joint with Force) | RSM | April 2020 | <u>Conclusion</u> <i>'Taking account of the issues identified in the remainder of the report, in our opinion the Staffordshire Police, Fire & Crime Commissioner and Chief Constable of Staffordshire has demonstrated reasonable progress in implementing agreed management actions. In our opening meeting with the Commercial Business Partner and Business Services Manager, who were responsible for ensuring that actions were implemented, we identified that the Force's 'Kier Audit – Key Actions' document did not include all of the management actions agreed in the original report: Procurement Contract Management (Kier Facilities Ltd) 1.19.20. Comparison of the Key Actions document to the Procurement Contract</i> |

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| | | | <p><i>Management (Kier Facilities Ltd) report identified that there was one 'High' action and three 'Medium' priority actions that had not been followed up by the Force. It is our intention to follow these actions up, together with the actions outlined in this report where further work to fully implement the actions is required, in quarter 3 of 2020.</i></p> <p><i>Therefore, of the 16 management actions from our original report our follow up audit has confirmed that eight of these have been fully implemented (two high and six medium priority actions). Of the remaining eight, three medium priority actions have been confirmed as being implemented (three have been confirmed as not implemented (one medium and two low) and two high priority actions had been superseded.'</i></p> |
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2. Recommendation's Update:

| Area | Recommendation | Action Taken | Date Complete |
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| ICVA Quality Assurance | The scheme should actively plan for the next round of applications as the basis for making its subsequent application next time round (either for Gold Standard or, if that is achieved this time, to focus on securing Platinum). | Feedback from award received. AFI identified and action plan created working towards the next round of assessments. Aim is to achieve Platinum standard, networking underway with Derbyshire who secured Platinum. | Ongoing next submission in 2021 – delay due to Covid-19. |
| Annual Governance statement 2019/20 | The SCO is to undertake a review of the governance arrangements, specifically the Internal Control and Escalation structure, to ensure fit for purpose and where possible create further efficiency across the organisations. | | Ongoing |
| Annual Governance statement 2019/20 | The SCO, with the two services will review the effectiveness of new collaborative arrangements during 2020/21, making recommendations for improvement as required. | | Ongoing |
| Annual Governance statement 2019/20 | A thorough review of the business contingency plans implemented in response to the Covid-19 pandemic, including also a review of the recovery plans for these eventualities. Learning to be taken and shared regionally and nationally where applicable. | | Ongoing |
| Collaboration Governance & Savings | Policies, procedures and method statements should be produced for the Estate Service. | | Ongoing |

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| Collaboration Governance & Savings | The Business Services Assistant Role Profile document should be reviewed to ensure it is fully completed and accurately details who the position formally reports to. | | Ongoing |
| Collaboration Governance & Savings | The Police and SFRS will review the need for the Collaboration Board and its required attendees and consider creating a project management type group (with a smaller attendance list) to ensure there is oversight of the overall performance and management of the collaboration and to hold the decision making responsibility, with the ability to escalate more complicated decisions to the Strategic Governance Board, where necessary. | | Ongoing |
| Collaboration Governance & Savings | <p>A resource profile for the remainder of the project should be produced.</p> <p>The requirement to complete timesheets (so that resource costs can be fully accounted for) and a full resource profile at the start of the project should be added to the lessons learnt log.</p> | Aside from 2 or 3 staff dedicated to the project, it has drawn upon BAU expertise and processes from both organisations as required. The project is now in the Closure stage, so it is not considered that there is value in producing a resource profile at this point. In order to better estimate future projects, it would be valuable to capture time spent on the project through the use of timesheets or similar. This will be added to the lessons learnt log. For a complex project such as this one, where the approach to meet the requirements is not clear at the outset, it would be a challenge to produce a full resource profile at the outset, this could be built up as the project progresses. | Superseded |
| Collaboration Governance & Savings | <p>Going forward it should be ensured that all decisions are made in accordance with the decision-making framework outlined in the Project Definition Document.</p> <p>Once produced meeting minutes should be reviewed to ensure all actions have been identified and recorded on the action log.</p> <p>Furthermore, the issues regarding decisions being made in accordance with the Project Definition Document and the definition of materiality in decision making should be added to the lessons learnt log.</p> | The project is now in the Closure phase. These recommendations will be added to the Lessons Learnt report. | Superseded |

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| Collaboration Governance & Savings | <p>The apportionment of costs relating to expenditure incurred in 2018/19 should be agreed.</p> <p>The process for apportioning costs between organisations (including timescales) should be determined and agreed by the Collaboration Board with the project costs for 2018/19 and 2019/20 dealt with accordingly.</p> | There are Service Level Agreements in place for all of the 5 shared services which refer to cost apportionments and any costs for 2018/19 are being split between the PCC, Police and SFRS. | April 2020 Complete |
| Collaboration Governance & Savings | <p>A benefits management strategy should be produced and agreed by the relevant Board. The strategy should detail: -</p> <ul style="list-style-type: none"> • Detail how benefits will be quantified and measured. • Define what the combined set of benefits looks like. • Document what systems and processes will be used to track progress. • Explain how benefits realisation will be achieved. • Describe what governance arrangements will be put in place. <p>In addition, the production of a benefits realisation strategy at the start of the project should be added to the lessons learnt log.</p> | <p>The tangible finance savings arising changes to governance and service area structures have been captured in the project finance report.</p> <p>Further work is ongoing to identify other tangible finance benefits, cost avoidance and intangible benefits.</p> <p>Richard Battams, 31 March 2020.</p> <p>It is agreed that a benefits realisation strategy setting out the approach to benefits realisation should be drafted and agreed at the outset of the project, this will be added to the lessons learnt log. Richard Battams 28 February 2020.</p> | Superseded |
| Collaboration Governance & Savings | <p>A change management process (covering timescales, resources, budget and changes to the project scope) should be developed for the remainder of the project. The requirement to define a change management process at the start of a project should also be added to the lessons learnt log.</p> | <p>The timescale for the delivery of the project was challenging, the changes that were made, such as the revision to the timetable for the Communications Service go-live were made with the agreement of the Collaboration Board, and SGBC.</p> <p>The project is now in the Closure stage so this is not applicable now to this project. The requirement to develop a change management process will be added to the lessons learnt log.</p> | Superseded |
| Collaboration Governance & Savings | <p>An integration plan for Estates should be developed to identify those tasks relating to the integration and the development of new ways of working. Arrangements should then be put in place to ensure that the plan is reviewed, and progress monitored on a regular basis.</p> | <p>The existing Fire and Police Estates teams had capabilities which were complementary to each other and so there has been a lesser need to create an integration plan.</p> <p>The team was an early participant in the team building and culture change workshops that have been provided by in-house resources and a follow up session has been scheduled.</p> | April 2020 Complete |
| Collaboration Governance & Savings | <p>All Heads of Service should have a copy of the collaboration agreement for their service.</p> | These will be provided to the Heads of Service by the Senior Project Manager immediately. | April 2020 Complete |

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| Collaboration Governance & Savings | The MTFs Savings Tracker should be updated regularly, as and when savings are being identified by directorates and used as the central document for monitoring all project savings. | The new MTFs tracker has recently been approved and the collaboration savings have been updated to reflect the project's current position. It has been agreed that the project will be monitored through the production of a Quarterly Collaboration Report which reflects all savings and costs going forward. | April 2020 Complete |
| Collaboration Governance & Savings | For consistency in reporting and efficiency purposes, the Police will ensure that the Finance Update Report presented to the Collaboration Board and Strategic Governance Board is also presented in full to the Service Management Board (Fire) and the Force Strategy Board | The Service Management Board is solely a meeting for the SFRS and doesn't involve commissioner led decisions, however as the report is presented for an informational update this should be consistently presented in both organisations. | April 2020 Complete |

3. Risk Management:

The SCO Strategic Risk Register is submitted to ETAP Finance Panel on a quarterly basis and discussed in that forum. An overview of current grading of risks contained in both the SCO Strategic and Operational registers is as below:

| | Operational | Strategic | Strategic Risk Areas |
|---------------------------------------|-------------|-----------|---|
| Total Number of Risks | 27 | 14 | |
| After mitigations applied: | | | |
| Number of Very High Rated Risks (Red) | 0 | 0 | |
| Number of High Rated Risks (Amber) | 3 | 5 | Collaboration Efficiencies ESMCP (On Hold) McCloud Pensions Outcome Covid-19 – CJS Impact Covid-19 – Communication/Effectiveness |
| Number of Medium Rated Risks (Yellow) | 17 | 7 | Finance – Borrowing SCO Management team resilience VCOP Compliance Election 2020 (On Hold) Covid-19 – Commissioned Service Impact Covid-19 – Health Safety and Wellbeing SPACE Delivery |
| Number of Low Rated Risks (Greens) | 7 | 0 | |
| Number of Very Low Rated Risks (Blue) | 0 | 0 | |

Strategic Risks were last reviewed by the SCO Senior Management team on Monday 7th December 2020, the above information is provided from the October Report due to timeliness for paper circulation for the ETAP Public meeting.

4. Governance & Assurance Operational Update:

Governance Items to note since the last report:

- Lay visitor scheme for Dog Welfare commenced by the SCO.
- Transfer of Appropriate Adult Service for vulnerable adults to the SCO from Staffordshire Police.
- CoPaCC Submission for the Annual Statutory Transparency Mark submitted, outcome due in March 2020.
- 12 Month extension to the PFCC term of office.
- Corporate Governance Framework for Fire approved and published.

- Corporate Governance Framework for Policing approved and published.

Governance Items to note in the coming months:

- AGS 2020/21 Development, ETAP Involvement.
- PFCC Election workgroup, ETAP Involvement.
- FARS AGS Development.