

Appendix C: Progress on SIAS recommendations at September 2019

	SIAS's recommendation	Priority	Management action	Target completion date	Update at September 2019
1.	We recommend that the governance framework for the overall CCTV Partnership is reviewed and confirmed as being fit for purpose, or changed as necessary, and is clearly understood by all parties, including the respective roles and responsibilities of the relevant Members and Officers.	High	<p>Responsibility: CCTV Joint Executive and Company Board of Directors.</p> <p>Actions: We will draft a governance framework for the overall CCTV arrangements to include:</p> <ul style="list-style-type: none"> • Governance for Hertfordshire CCTV Partnership • Governance for Hertfordshire CCTV Partnership Ltd. • Governance lines between the Partnership and the Company • Member roles and 	<p>1st Dec 2018</p> <p>REVISED to 31st May 2019 at CCTV Joint Exec meeting on 22nd January 2019</p>	COMPLETE – approved by the Joint CCTV Executive Committee at its meeting on 5 th June 2019

			<p>responsibilities</p> <ul style="list-style-type: none"> • Officer roles and responsibilities <p>These will be consulted on and agreed by the CCTV Joint Executive and the Company Board of Directors.</p>		
2.	<p>We recommend that an appropriate new Partnership Agreement between the current four CCTV Partner Authorities is drawn up and executed. It should clearly include the specific roles and responsibilities of the Partner Authorities. It should also clearly state the relationship the Partner Authorities have with Hertfordshire CCTV Partnership Ltd. and the function of that company in respect of the overall CCTV Partnership.</p>	High	<p>Responsibility: CCTV Officer Management Board.</p> <p>Actions: We will prepare an updated CCTV Partnership Agreement drafted through the CCTV Officer Management Board to be signed by all four Partner Authorities.</p>	<p>31st March 2019</p> <p>Amended to 30th September 2019 or the date of the next Joint CCTV Exec Meeting, whichever is the sooner</p>	<p>REVIEWED – pending member approval</p> <p>The Officer CCTV Management Board, having taken expert legal advice, has revised the Partnership Agreement. The revised Agreement is to be put to the Joint CCTV Executive Committee for approval at its meeting on 25th September 2019</p>
3.	<p>We recommend that the current Shareholders' Agreement for the</p>	High	<p>Responsibility: Company Board of</p>	<p>31st March 2019</p>	<p>COMPLETE – approved by the Joint CCTV Executive Committee at its meeting on 5th June 2019</p>

	Company is reviewed to ascertain if it remains fit for purpose and, if so, that the terms are fully complied with.		<p>Directors.</p> <p>Actions:</p> <p>The Company Directors' will consider this recommendation through their Shareholder Representatives in light of future considerations relating to the future of Hertfordshire CCTV Partnership Ltd.</p>		
4.	We recommend that appropriate revised / new Terms of Reference for the CCTV Joint Executive and the CCTV Officer Management Board are drawn up and formally agreed.	High	<p>Responsibility:</p> <p>CCTV Joint Executive and CCTV Officer Management Board.</p> <p>Actions:</p> <p>Terms of Reference will be updated for the CCTV Joint Executive and a Terms of Reference will be created for the CCTV Officer Management Board.</p>	31 st March 2019	COMPLETE – approved by the Joint CCTV Executive Committee at its meeting on 5 th June 2019
5.	We recommend that, once agreed, the revised/new Terms of Reference for the CCTV	High	<p>Responsibility:</p> <p>Each of the four Partner Authorities.</p>	31 st July 2019	COMPLETE / ON TRACK All partner authorities have committed to update their constitutions at the earliest

	Joint Executive and the CCTV Officer Management Board are revised / added in the Constitutions for each of the four Partner Authorities, together with the updated Member/Officer representation for both groups.		<p>Actions:</p> <p>New Terms of Reference will be submitted for formal incorporation into constitutional arrangements for the four Partner Authorities.</p>		opportunity
6.	We recommend that a new five year Business Plan for the overall CCTV Partnership is drawn up and agreed. As a minimum, the plan should be monitored on a monthly basis in terms of achievements against projections and it should be the subject of a full review and refresh annually to cover the next five years ahead on a rolling basis. Besides financial projections, it should include non-financial aims and targets that should be monitored, reviewed and refreshed on the same basis.	High	<p>Responsibility:</p> <p>CCTV Joint Executive and Company Board of Directors.</p> <p>Actions:</p> <p>We will develop a new five year rolling Business Plan (with monthly monitoring and full annual reviews) for the overall Hertfordshire CCTV Partnership based on decisions about the future direction of Hertfordshire CCTV Partnership Ltd.</p>	31 st March 2019	<p>COMPLETE</p> <p>As previously reported to the Joint CCTV Executive Committee, the Officer CCTV Management Board has addressed this as follows:</p> <ul style="list-style-type: none"> • Stevenage BC has allocated a new accountant to support the CCTV Partnership: • a recharge schedule has been produced and agreed by the CCTV Officer Management Board • in-year budget forecasts for the CCTV budget are now being produced by Stevenage BC and shared with the partnership authorities • the ownership and status of each camera has been established to inform budget-setting for 2019/20

					<p>and the legal review</p> <ul style="list-style-type: none"> • following future member decisions on the company and status of various cameras, the CCTV Officer Management Board will ensure that from 2019/20 onwards, detailed annual budgets will be drawn up within the context of an overall direction-of-travel for the CCTV Partnership for the coming five years
7.	<p>We recommend that the role and responsibilities of the SBC Group Accountant in respect of the overall CCTV Partnership are reviewed, evaluated and formerly confirmed. Consideration should be given to increased use of the external Accountants with regard to the accounting requirements of Hertfordshire CCTV Partnership Ltd.</p>	High	<p>Responsibility: CCTV Officer Management Board, Company Board of Directors and SBC Assistant Director, Finance & Estates.</p> <p>Actions: The role of the SBC Group Accountant in relation to the overall Partnership will be clarified in the revised Partnership Agreement. The Company Directors will consider the accountancy needs of the Company and</p>	31 st March 2019	<p>COMPLETE</p> <p>The role of the Stevenage BC Group Accountant has been drawn by Stevenage BC and has been agreed by the CCTV Officer Management Board.</p> <p>The company agreed at its Board meeting in November 2018 to source its accountancy needs separately</p>

			source appropriately.		
8.	We recommend that all reporting arrangements for the Partner Authorities are formally reassessed, agreed and documented to ensure there is complete clarity and transparency of expectations and understanding across all interested parties regarding the need, responsibility, frequency, timing, content, format and distribution of each report required.	High	<p>Responsibility: CCTV Joint Executive, CCTV Officer Management Board and Company Board of Directors as appropriate.</p> <p>Actions: Authority reporting arrangements to be included as part of a revised Partnership Agreement, Shareholder Agreement and Terms of Reference as necessary.</p>	31 st March 2019	<p>REVIEWED – pending member approval</p> <p>This will form part of the revised Partnership Agreement – see action (2) above</p>
9.	We recommend that there is a review of how charges are being calculated and billed to the Partner Authorities, clarification of who is responsible for this and agreement of the timing.	HIGH	<p>Responsibility: SBC Assistant Director, Finance & Estates.</p> <p>Actions: A schedule of charges to be prepared for the Partnership. The schedule will identify recharges applied to</p>	1 st December 2018	<p>COMPLETE</p> <p>A recharge schedule has been produced for consideration by the partner authorities.</p> <p>Quarterly in-year budget forecasts for the CCTV budget are now being produced by Stevenage BC and shared with the partnership authorities</p>

			<p>the Partnership, including; staffing, overheads, IT, etc.</p> <p>The schedule will also include recharges applied to Hertfordshire CCTV Partnership Ltd.</p> <p>A quarterly finance report to be prepared for the CCTV Officer Management Board, to include year-end financial projections for the Partnership.</p>		
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