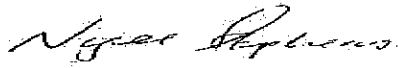
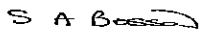
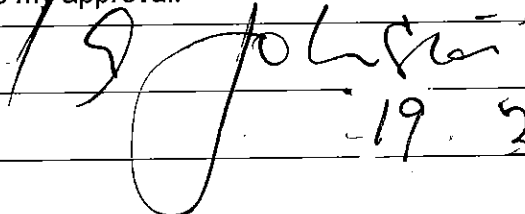
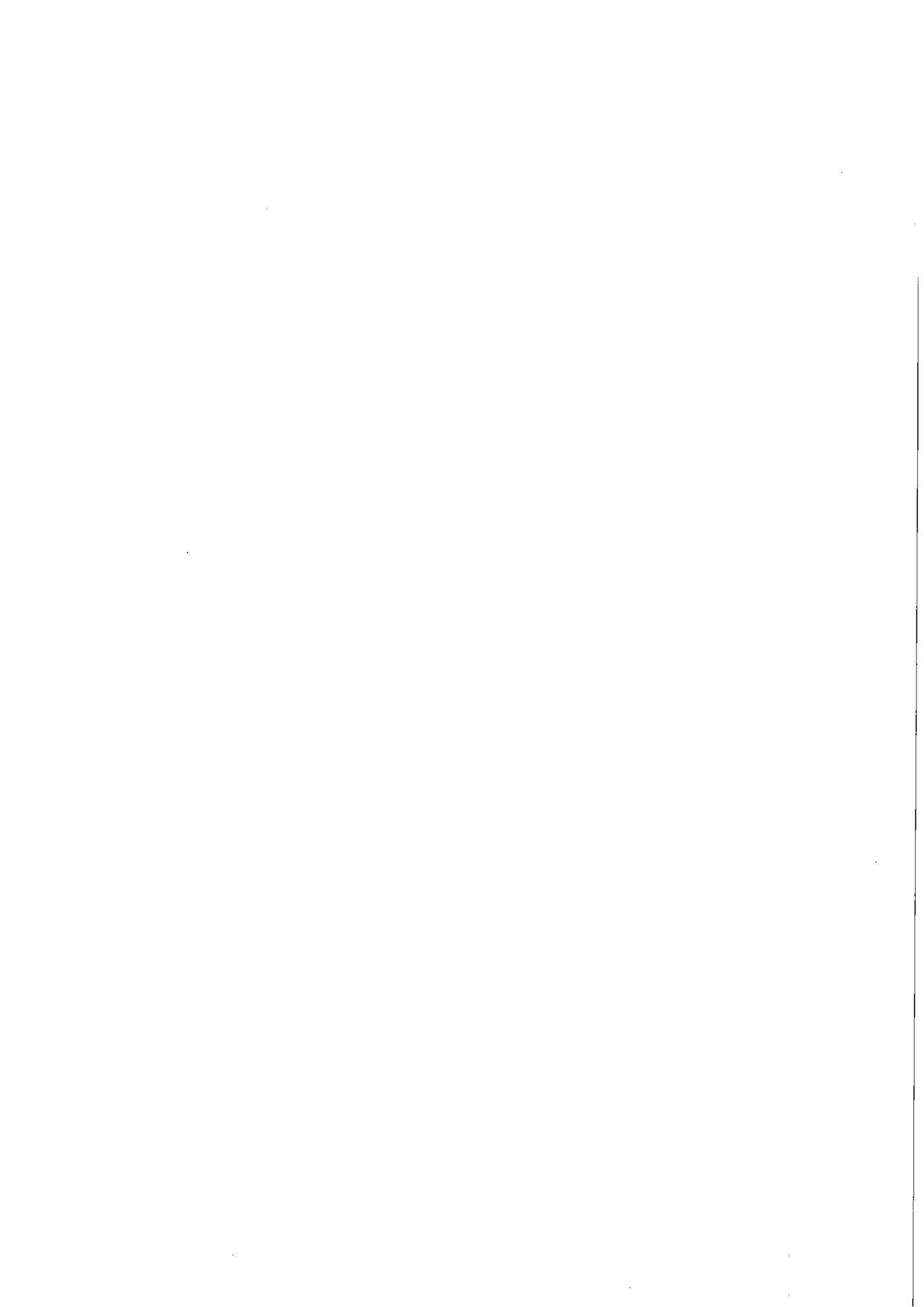


<b>DECISION NO: PCCG-2013-042</b>	
<b><u>OFFICE OF POLICE AND CRIME COMMISSIONER</u></b>	
<b>TITLE:</b>	<b>Asset Management Strategy</b>
<b>DATE:</b>	<b>27 February 2013</b>
<b>TIMING:</b>	<b>Strategy and Performance Board, 19<sup>th</sup> March 2013</b>
<b>PURPOSE:</b>	<b>For Monitoring</b>
<b>1.</b>	<b><u>RECOMMENDATION</u></b>
1.1	To monitor the Asset Management Strategy.
<b>2.</b>	<b><u>INTRODUCTION &amp; BACKGROUND</u></b>
2.1	The Police and Crime Commissioner has responsibility for approving the overall framework of accountability and control in relation to asset management as detailed in the scheme governance paragraph 1.1.4.
2.2	The asset management strategy provides the framework within which officers and staff operate.
<b>3.</b>	<b><u>ISSUES FOR CONSIDERATION</u></b>
3.1	The Police and Crime Commissioner holds assets in the form of land, property, vehicles, equipment and other items. The asset management strategy aims to support the planning process by facilitating the allocation of resources in a way that is consistent with priorities. This also ensures that value for money is achieved in the use of those assets.
3.2	The asset management strategy provides the overarching framework from which the following strategies have been developed. <ul style="list-style-type: none"> <li>• Estate strategy</li> <li>• Vehicle fleet strategy</li> <li>• ICT strategy</li> <li>• Procurement strategy</li> </ul>
3.3	The strategy is provided at Annex 1 and confirms arrangements for the safeguarding of assets and the governance and financing framework.
<b>4.</b>	<b><u>NEXT STEPS</u></b>
4.1	The delivery plans for the four strategies will be developed for 2013/14 to ensure achievement of the planned outcomes in line with the police and crime plan.
<b>5.</b>	<b><u>FINANCIAL CONSIDERATIONS</u></b>
5.1	The financial issues regarding asset management are presented through the medium-term financial plan where resources are identified and reported on an annual basis within the annual accounts.

<b>6.</b>	<b><u>PERSONNEL CONSIDERATIONS</u></b>
6.1	There are no personnel considerations within this report.
<b>7.</b>	<b><u>LEGAL IMPLICATIONS</u></b>
7.1	Legal advice is sought on procurement and disposal of assets.
<b>8.</b>	<b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b>
8.1	This project/proposal has been considered against the general duty to promote equality, as stipulated under the Single Equality Scheme and has been assessed not to discriminate against any particular group.
8.2	In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.
<b>9.</b>	<b><u>RISK</u></b>
9.1	The asset management strategy seeks to minimise risk in the use of assets by ensuring they are fit for purpose.
<b>10.</b>	<b><u>PUBLIC INTEREST</u></b>
10.1	The Asset Management Strategy will be made available for the public after approval by the Commissioner.
<b>11.</b>	<b><u>CONTACT OFFICER</u></b>
11.1	Nigel Stephens, Assistant Chief Officer – Resources.
<b>12.</b>	<b><u>ANNEXES</u></b>
12.1	Asset Management Strategy.

For OPCC use only

<b>Office of the Chief Constable</b>	
I confirm that the <b>Asset Management Strategy</b> has been discussed and approved at a formal Chief Officers' meeting. It is now forwarded to the OPCC for <b>monitoring</b> .	
<b>Signature:</b> 	
<b>Date: 27 February 2013</b>	
	<b>Tick to confirm (if applicable)</b>
<b>Financial</b> The Treasurer has been consulted on this proposal.	✓
<b>OPCC (insert name)</b> The Chief Executive has reviewed the request and is satisfied that it is correct and consistent with the PCC's plans and priorities.	✓
<b>Legal</b> The legal team have been consulted on this proposal.	N/A
<b>Equalities</b> The Equalities Officer has been consulted on this proposal.	N/A
<b>Chief Executive/ Deputy Chief Executive:</b> I have been consulted about the proposal and can confirm that financial, legal, equalities etc... advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate report to be submitted to the Police and Crime Commissioner for Gwent.	
<b>Signature:</b> 	
<b>Date: 14/03/13</b>	
<b>Police and Crime Commissioner for Gwent</b> I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. The above request has my approval.	
<b>Signature:</b> 	
<b>Date:</b> -19. 3.13	



# **POLICE AND CRIME COMMISSIONER FOR GWENT**

## **Asset Management Strategy MARCH 2013**

### **CONTENT**

- 1 Introduction**
  - 1.1 Aim
  - 1.2 Objectives
- 2 The Strategy**
  - 2.1 Efficient Asset Management
  - 2.2 Scope of the Strategy
  - 2.3 Safeguarding assets
  - 2.4 Governance
  - 2.5 Financing
  - 2.6 Collaboration
- 3 The Future**

## **1. Introduction**

### **1.1 Aim**

The Police and Crime Commissioner holds assets in the form of land, property, vehicles, equipment, furniture and other items; the net book value of assets is currently £52m. The Asset Management Strategy considers how best the assets can be efficiently deployed in service delivery, as well as ensuring that there are arrangements for the security of both assets and information required for service operations, and that proper arrangements exist for the disposal and replacement of assets.

### **1.2 Objectives**

#### **1.2.1** The Police and Crime Commissioner's Asset Management Strategy aims to:

- Support the planning process by facilitating the allocation of resources in a way that is consistent with the Police and Crime Commissioner's priorities.
- Facilitate the development of appropriate strategies to address future financial issues.
- Assist in ensuring that the Police and Crime Commissioner provides value for money and continues to achieve efficiency gains.

#### **1.2.2** The Police and Crime Commissioner's strategy aims to treat property and other assets as a corporate resource linked to corporate objectives and priorities. The asset strategy supports core policing services and is integral in the achievement of the key objectives / priorities at the heart of the Chief Constables policing strategy: customer service, control of crime, confident communities and capable, supported staff. Looking at each of the '4C's' in some more detail will help to show how and where the Police and Crime Commissioner's asset management strategy aligns with its corporate priorities.

#### **Customer Service**

- By implementing a set of customer service principles, Gwent Police aims to provide a clearly defined quality of service focused on the needs of the community.

- The Force's service improvement is enhanced by the use of technology-led assets such as Airwave handsets and improved call centre telecommunications equipment, which assist in enabling staff to deal with customer issues in a rapid and efficient manner.

#### **Control of Crime**

- Gwent Police aims to maintain low levels of crime and disorder so the people of Gwent are less likely to be victims of crime.
- One of the aims of the Estate Strategy specifically aligns with this priority in its aim to deliver Neighbourhood Policing, prevent and detect crime, and enhance and improve organisational performance.

#### **Confident Communities**

- Gwent Police's aim is to listen to our customers and support their communities so that they feel safer.
- Neighbourhood Policing is enhanced by the Force having a presence in most of the communities throughout Gwent.

#### **Capable, Supported Staff**

- The last of the '4C's' aims to build a confident, modern workforce able to deliver a professional service, especially to victims of crime.
- The provision of equipment to staff which is technically current (mobile phones, Airwave handsets, video conferencing equipment) in comfortable and well-maintained surroundings, shows another way in which the asset management strategy is aligned to the Police and Crime Commissioner's strategic corporate objectives.

The Police and Crime Commissioner's Asset Management Strategy should be reviewed annually in the light of changing needs and priorities. Ongoing reconsideration of the strategy will ensure that it is effective and reflects developments in the Police and Crime Commissioner's objectives and best asset management.

## **2. The Strategy**

### **2.1 Efficient Asset Management**

A key element in the Police and Crime Commissioner's asset strategy is to ensure that assets are used efficiently and effectively in service delivery. In practical terms this means that

- Assets are available for use when required.
- Assets no longer required are disposed of appropriately.

As property represents significant capital value on the Police and Crime Commissioner's balance sheet, there is a need for the Asset Management Strategy to ensure that its' property portfolio is well-used and utilised, it is fit-for-purpose, needed, well maintained and efficient to run. In order to help assess this, an asset management system is needed to collect, analyse and report data relevant to support an asset management strategy. An inherent part of the Police and Crime Commissioner's asset strategy is to ensure that best value is obtained on property disposals.

The effective management of the property portfolio should be central to the delivery of efficient services and also towards funding those services.

### **2.2 The Scope of the Strategy**

The overarching nature of this document requires reference to be made to a number of existing strategies, plans, policies and procedures. This Strategy brings together:

- The Estate Strategy
- The Vehicle Fleet Strategy
- The ICT Strategy
- The Statutory Accounting policy for, and treatment of, capital assets
- The Procurement Strategy.

The procedures that apply are the Capital Accounting Procedure (approved in 2005), the Inventory Requirements (approved in 2009) and the Disposal of Equipment (approved in 2006).



### 2.3 Safeguarding assets

Another key area of the Police and Crime Commissioner's asset management strategy is ensuring its assets are safeguarded. This is achieved by ensuring that:

- Assets are used only for the purposes of Gwent Police and are properly accounted for via the maintenance of the Force's asset register. All capital expenditure on tangible assets is included on the asset register maintained by Financial Accounting. Control is evidenced by regular reconciliations to the general ledger as well as sample verification audits conducted both by internal personnel and Wales Audit Office.
- All employees are aware of their responsibilities with regard to safeguarding assets (from being a part of the Induction programme to ongoing training and regular communication updates throughout the period of employment).
- Attractive and portable items such as computers are identified with security markings as belonging to Gwent Police.

### 2.4 Governance

Governance of the asset management strategy is provided for each asset type via both Force-led and Police and Crime Commissioner led Boards and committees as detailed in the Governance Matrix below:

ASSET TYPE	GOVERNANCE BODY & REPORTING LINE		
	FORCE	POLICE AND CRIME COMMISSIONER	EXECUTIVE
FLEET	FSG	JAC	ACO-R
ESTATE	EG	JAC	ACO-R
SMALL ASSETS	ICTDB	JAC	ACO-R
IT EQUIPMENT	ICTDB	JAC	ACO-R
COUNTER FRAUD	INTERNAL AUDIT &	JAC	ACO-R

KEY:

SG = FLEET STRATEGY GROUP  
EG = ESTATES GROUP

JAC = JOINT AUDIT COMMITTEE  
ICTDB = ICT DELIVERY BOARD

## **2.5 Financing assets**

The Police and Crime Commissioner's recently reviewed Medium Term Financial Plan highlighted additional freedoms under the framework of CIPFAs Prudential Code, which allow consideration to be given to external borrowing. Whilst it is not the Police and Crime Commissioner's current intention to exercise this option, the ability so to do, should the strategic need arise, is a welcome and reassuring buffer which should help ensure Gwent Police continues to meet the ever-changing demands.

As financial pressure increases through government grant restrictions and loss of income from the sale of assets, so capital projects have to undergo a more rigorous approval process to prioritise expenditure, a process led through budget setting will consider the prioritisation criteria which includes:

- Mandatory legal requirement to provide the service or asset
- Meets one or more strategic objectives
- Demonstrable priority to replace the asset
- Yields best value.

## **2.6 Collaboration**

The Force and Police and Crime Commissioner recognise that collaboration can provide benefits to the delivery of policing services and also to the wider public services. It is for this reason that collaboration is supported in that this will improve the outcome to the residents of Gwent.

A collaborative model is already functioning with the ICT strategy with vertical integration between Gwent Police, Torfaen CBC and Monmouthshire CC. In addition, there is horizontal integration with police services both in Wales and also in England including the Scientific Investigations Unit and Firearms. These integrations have enabled the ICT asset base to be rationalised and for the infrastructure to be delivered through a shared site.

The estate strategy has been developed on the basis of a collaborative solution for the operational hub, the workshops and also the head office. Plans with partner organisations in both policing and also other public bodies continue.

The fleet strategy includes using the new national police fleet procurement as the basis on which fleet maintenance arrangements are rationalised to deliver improved economies of scale.

## **2.7 Sustainability**

We are actively involved in sustainable solutions to the management of our assets. The focus has been on ensuring the estate is carbon efficient in its delivery of services for policing.

Furthermore, work has progressed relating to travel plans, groups of staff driving to work together, reduction in use of business travel by utilizing smarter ways of working and fleet vehicle purchase taking consideration of carbon emissions at evaluation.

## **3. The Future**

In the long-term, the effectiveness of the asset management strategy will be evaluated by the extent to which it has helped achieve the Police and Crime Commissioner's strategic objectives. Clear evidence of progress in achieving this long-term effectiveness is provided by the Capital Programme now being presented within the 4 C's.

