**JAC SELF ASSESSMENT ACTION PLAN**

**ACTION PLAN**

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| **BBRAG Key** | |
| Where action not started, will be blank | |
|  | Complete |
|  | On hold |
|  | Not on target - immediate/significant cause for concern |
|  | Mainly on target - there are some minor issues that may impact completion of objective |
|  | On target |

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| **Questionnaire Number and Question** | | **Comments** | **Suggested Resolution** | **Chair recommendation for Action Status for 2025** | **Agreed Resolution**  **(To be completed at the meeting)** | **RAG/ Status** |
| 6. | **New action 2023:** Has the committee sought assurance in relation to governance arrangements for major change programmes and key collaboration/outsourcing arrangements (whether with police bodies, other public sector bodies or the private sector?) Has the committee considered its role in respect of these arrangements? | The majority of respondents were satisfied that the committee were in a position to seek overall assurance in terms of governance arrangements for major change programmes and key collaboration. However, it was suggested JAC could benefit from a page of projects and RAG Status perhaps on Progress, Costs, Benefits.  It was also suggested Collaborative arrangements could do with more precision in the design stage with respect to expectations and deliverables and the evidence required to prove achievements. |  | **Suggest that this is carried forward to 2025 Action Plan as do not believe that we receive a simple and high level view of all collaborative projects that are happening in Wales or that Wales are involved in – either as part of a national project or project with police forces outside of Wales** | It would be useful for a specific report/s demonstrating governance arrangements and benefits realisation for Gwent in relation to collaborative projects.  See February 2024 update provided to action immediately below.  **See June 2025 update provided to action immediately below.** | **Governance arrangements in relation to collaborations are relatively vague.** |
| 6. | **Action rolled over from previous year:** Has the committee sought assurance in relation to governance arrangements for major change programmes and key collaboration/outsourcing arrangements (whether with police bodies, other public sector bodies or the private sector?) Has the committee considered its role in respect of these arrangements? | Over half of the respondents did not feel that the committee were in a position to seek overall assurance in terms of governance arrangements for major change programmes and key collaboration, although it was acknowledged oversight had improved particularly in relation to the new HQ build and management of audit actions by SRS.  **Response from 2022 Process:**  Most respondents agreed the JAC have been provided with assurance in relation to governance arrangements for major change programmes and key collaborations. However, it was suggested that a list of the change programmes and key collaborations/outsourcing arrangements would be useful for JAC, including those with partners outside of policing.  It was also suggested that the organisation could benefit from the toolsets developed by the Cabinet Office as a result of lessons learnt from previous successes or failures and for more there to be more precision in the design stage with respect to expectations and deliverables and the evidence required to prove achievements. | Internal Audit has previously reviewed major change programmes and methodologies, examples including New HQ and the Continuous Improvement Change Management approach. In addition, Audit Wales has reviewed the governance arrangements concerning police Collaboration in Wales.  The AW report (and the SRS one) and associated action plan is being taken forward though the All Wales Collaboration Board.  In addition, Welsh Police Finance and Resources Group (WPFRG) have ‘sponsored’ the maintenance of a collaboration register which includes the capturing of benefits too. This register initially focussed on inter Force collaboration but will be expanded in due course to cover other collaborations, such as those with Local Authorities.  As mentioned in row 6 under actions rolled over from previous years, work is progressing in this area and the JAC will be provided with a list, as appropriate, in future.  In relation to the toolsets mentioned, please could copies or a link to the documents referenced be provided and they will be considered. | **Suggest that this is carried forward to 2025 Action Plan as do not believe that we receive a simple and high level view of all change projects that are different to the list of collaborative projects – even though we have sight of the estates project – there are other projects, some of which we glean from the vfm deep dive each year and the actions listed in the force management plan, but in terms of continual oversight of vfm it would be useful to note (and therefore note) that the force has a list of change / improvement projects and a simple RAG status on delivery to cost, time and outcomes.** | Update March 2021:  Work has started to produce a log of all collaboration agreements held within the OPCC. This will be shared with the force once complete and discussions had on how to provide assurance to the JAC on this area of work. This has also been identified as an area for improvement within the BAF.  Update June 2021:  The agreements spreadsheet has been collated and needs review within the OPCC prior to sharing with the force to ensure they did not hold any additional information prior to deciding how to progress further.  Update December 2021:  Work relating to the reporting on the governance of collaborations is being progressed but is a large piece of work that is currently still ongoing.  Update March 2022:  Collaboration register was due to be discussed at the December WPFRG but was postponed to March (See action sheet – action 11). An update would be provided in due course.  Update June 2022:  The HoAC and CI have now met and have collated an agreements register. This will be presented along with some recommendations on progression to the Strategic Planning Group for consideration.  Separate to the above as clarified in the June 2022 action sheet, the WPFRG have established an All-Wales Productivity and Efficiency Group which is responsible for the collaboration register.  The register will take around 6 months to update and will be reviewed again by WPFRG in Sept 2022. JAC will be presented with the most up to date register as soon as available.  Additionally at the September meeting the CFO also provided the following update:  *The Force Benefits Realisation Officer captures any proposed change programmes at the initial development of a business case and works with the sponsor to identify the benefits for reporting to the Service Improvement Board (SIB). There is also a Productivity and Efficiency Board within the Force to review and challenge the business benefits within business cases, prior to submission to SIB. The AWPEG have been sighted on the template used by the Force to assess and capture the benefits, in order that they can utilise the information for collaboration projects.*  Update December 2022:  Ongoing.  Update February 2023:  Was passed to previous DCC who is the senior responsible officer on force side but with change in DCC will be added to the joint chief officer/OPCC executive team fortnightly meeting to discuss further.  Update August 2023: this report has been shared with the DCC and raised at a fortnightly meeting. Further update required on next steps.  Update February 2024: the force has started to review their collaboration agreements to ensure they are still fit for purpose. The All Wales Collaboration ACC has attended the PCC’s Strategy & Performance Board to brief the PCC on the work ongoing in relation to the governance of collaborative areas of work. Work on the benefits realisation for each force area is ongoing.  **Update June 2025**  **An all Wales collaboration oversight board had been established with the first meeting taking place in January 2025. The meeting should provide the platform to determine what collaborative arrangements were still beneficial. Once this meeting had become established, consideration could then be given as to what information would be relevant for JAC to comply with their ToRs *(to be assured that arrangements are satisfactorily established and operate effectively for significant partnerships or collaboration).***  **JAC have also requested a list of all collaborative projects including cost, timelines and outcomes.** | **Ongoing. Potential area for JAC challenge.** |
| N/A –BAU FOCUS | **New action 2023:** JAC requested that the below action was added to this action plan in their meeting dated 15th June 2023  External Audit – Monitor Account delays |  |  | **Although this is essentially BAU as this will be on the agenda – because there has been delays and that there is a specific plan to return to more timely accounts this should remain on the JAC focused action plan and JAC reflect each meeting as to whether progressing satisfactorily or if ne risks / issues have arisen** | JAC significantly concerned over the ‘planned’ delays outside of regulation. | **Ongoing** |
| 4.a. | **Action rolled over from previous year:** Do the committee’s terms of reference explicitly address all the core areas identified in CIPFA’s Position Statement. | **Assurance Framework**  A pictorial representation of the sources of assurance that make up the framework could be beneficial, indicating opportunities for triangulation.  JAC to ensure the BAF indicated links to risks.  JAC to understand BAF once complete; use as one of the reference points for good governance. | Work is ongoing between the force and OPCC to develop a pictorial representation and will be shared with JAC members for feedback. | Suggest that we keep as BAF stalled – need to understand whether this will be completed in 2025 (perhaps temporary additional resource to complete) or whether a new approach is required, | Update June 2021:  Now the BAF has identified gaps and is being monitored and progressed via the Strategic Planning Group, the HoAC and the Chief Inspector will work on developing a pictorial representation for JAC.  Update December 2021:  The HoAC and Chief Inspector have agreed on a potential suitable pictorial representation of the BAF for the JAC. This will be developed and the JAC sighted prior to finalisation but has currently been put on hold due to other demands. The BAF action plan can be shared with JAC if they wish to see the progress being made.  Update March 2022:  Update as per December 2021.  Update June 2022:  The HoAC has started to look at how this can be best presented to the JAC. A draft version for feedback will be circulated prior to an updated and final version being presented to the JAC for their annual review at the September 2022 meeting.  Update September:  After feedback from the JAC on the pictorial representation, the HoAC has met with the CFO and a draft template has been devised. Further work needs to be completed before the template is shared with JAC for feedback.  Update December:  Absence of the HoAC has delayed the meetings planned on the BAF. They have now been re-planned for Dec & Jan.  Update February 2023:  Meeting took place on 20/02/23 between CFO, HoAC and JAC BAF Leads to run through new BAF template. The new BAF document was very well received and initial feedback has been provided to assist us in continuing to build the document further.  May 2023 – BAF currently being populated. Looking to present BAF to JAC September 2023.  June 2023 - Update  Chair, Risk Lead and CFO to meet to discuss BAF in preparation for presentation at the September meeting.  December 2023 Update  BAF was presented to JAC in September 2023. Will next be presented in September 2024.  **June 2025 Update:**  **As agreed, a further BAF update was presented to the JAC in September 2024. A further update on the future of the BAF will be discussed at the July meeting.** | **Ongoing. Draft BAF on agenda for September 2023 meeting.**  **Update: To be presented in September 2024.** |
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|  | **New action 2023:** Is the role and purpose of the audit committee understood and accepted across the Force/OPCC? | The vast majority agreed the role of the Committee was understood by the Force. However, it was noted that Senior Officers were often deputised or not in attendance at the meeting. Suggestion to monitor PCC / CC attendance is maintained, not always deputised. | Monitoring arrangements are in the minutes in terms of attendance. | **The level of change and delays in accounts has meant that the attendance at meetings has been a little more “adhoc”/ not needed as normal – need to assess over 2025 with new people in place that attendance is appropriate and that JAC is seen as adding value by PCC and CC (and senior team)** | **Chair monitoring through meetings.** | **Ongoing** |
| N/A | **New action 2023:** JAC requested that the below action was added to this action plan in their meeting dated 15th June 2023  Internal Audit Area, potential areas of consultancy |  |  | **TIAA have retained contract and therefore JAC could discuss with officers and TIAA with regard audit plan and options for alternative approach in terms of consultancy on areas rather than audits – would replace some repetitive audits if budget is issue – need to know if this is a real possibility – if not then JAC should agree to accept or perhaps add to agenda end of review if there are any areas that JAC feel TIAA could add value with consultancy.** | **Further discussion required in September with TIAA** | **Ongoing** |
| N/A | **New action 2023:** JAC requested that the below action was added to this action plan in their meeting dated 15th June 2023  Value of infrastructure - building lifespan |  |  | **Estates strategy a focus as key to have a good estate, and understand limitations of budget and impact on delivering services.** | Further information on the Estate Strategy requested in the July meeting.  **December Update: The JAC were aware of the reasons for the delay in the finalisation of the Estate Strategy and were informed that this would now be finalised after the PCC elections in May.** | **Ongoing** |
| **Actions from 2024 Self-Assessment** | | | | | | |
| **Questionnaire Number and Question** | | **Comments** | **Suggested Resolution** |  | **Agreed Resolution**  **(To be completed at the meeting)** | **RAG/ Status** |
| 26. | Please enter any comments you have below: | * A private discussion between the JAC members might be useful to gauge as the personnel on JAC, PCC and Police side all undergo change? * Deep Dives- These sessions are useful but I wonder whether they are not being considered in a strategic enough manner.   We have previously selected and agreed Ethics and Culture in which I am in full agreement.  If asked to choose from the list, I would certainly be particularly interested in the following:  - Joint Scientific Investigation  Unit  - Serious Organized Crime  - Year End Commissioning   Performance  - All matters concerning ICT   and digital services such as   DSD briefing, Police ICT   Company, Cyber/POLIT etc.  I wonder going forward if we might consider devising a more strategic programme which we could run over a period of say two years.  This would require a whole-systems analysis but some immediate suggestions might be:  Collaborations in which Gwent Police participates covering: Tarian, WECTU, Joint Firearms Unit, Procurement, Joint Legal Services, Joint Scientific Investigation Unit, Procurement, Air Support, Forensic Services, SRS;  Services aimed at Vulnerable Groups such as: Policing in Wales VAWDASV Taskforce; services for other vulnerable groups etc. with an emphasis on Prevention |  | New Chair to have annual reviews with members and identity any matters that need to be added to ACTION PLAN that may or may not be also included in the self assessments. |  |  |
| **Actions from JAC March 2025 meeting:** | | | | | | |
| N/A | **New action 2025:** JAC requested that the below action was added to this action plan in their meeting dated 13th March 2025.  To confirm the structure and advise when temporary roles within the Finance Team would be made permanent. |  |  |  |  |  |
| N/A | **New action 2025:** JAC requested that the below action was added to this action plan in their meeting dated 13th March 2025.  To monitor activity being progressed to improve Culture in Gwent Police. |  | **Rather than have a separate action for Culture, this could be monitored via the risk register with more detailed updates added as an agenda item once or twice per year to ensure there continues to be relevant governance processes in place to enable the force to make the changes required.** |  |  |  |
| N/A | **New action 2025:** JAC requested that the below action was added to this action plan in their meeting dated 13th March 2025.  To monitor the differentiation between risks and issues. |  | **Could this be noted under the risk register item on the agenda? It would ensure there was a focus on the differences at every meeting. This action could then be closed.** |  |  |  |
| N/A | **New action 2025:** JAC requested that the below action was added to this action plan in their meeting dated 13th March 2025.  To monitor Business Continuity and Cyber Risk, in particular ICT systems. |  | **Suggest this is monitored via the outstanding audit actions document and action on self assessment action plan closed.** |  |  |  |
| N/A | **New action 2025:** JAC requested that the below action was added to this action plan in their meeting dated 13th March 2025.  To monitor Data Protection, in terms of delays in reporting and resourcing. |  | **The delay in reporting on data protection by the OPCC has been as a result of unforeseen circumstances. Work is ongoing to ensure this is more timely going forward.** |  |  |  |
| N/A | **New action 2025:** JAC requested that the below action was added to this action plan in their meeting dated 13th March 2025.  To review the Capital Strategy in terms of future changes from a higher strategic level. |  | **A discussion to take place with the CFO as to the most appropriate time for this to be completed. Can be added to the forward work plan for a JAC meeting once agreed and this action closed.** |  |  |  |
| **Actions from 2025 Self-assessment** | | | | | | |
| **Questionnaire Number and Question** | | **Comments** | **Suggested Resolution** |  | **Agreed Resolution**  **(To be completed at the meeting)** | **RAG/ Status** |
| 6. | Has the committee sought assurance in relation to governance arrangements for major change programmes and key collaboration/outsourcing arrangements (whether with police bodies, other public sector bodies or the private sector?) Has the committee considered its role in respect of these arrangements? | Just over half the respondents agreed the Committee had sought assurance in relation to governance arrangements for major change programmes and key collaboration arrangements.  However, it was proposed that further discussion would be beneficial regarding its precise role in relation to these projects and the appetite for change to the forces appetite for future projects  It was suggested it could be more explicit as JAC has very little foresight provided of strategic shifts/ changes in collaborative arrangements. (e.g. Clarity on SRS going forward).  It was also suggested that it would be beneficial to have a list of the change programmes and key collaborations / outsourcing arrangements. | **Suggest this should be closed as already covered in this action plan with any additional information/requests added to the previous action.** |  |  |  |
| 9. | Is the committee aware of the work of the Police and Crime Panel (PCP) and the assurance requested by the panel from the PCC? | Just over half of the respondents agreed they were aware of the PCP role. It was suggested that JAC may benefit from sight of a PCP annual evaluation if there is one in place. It was also suggested that the role of PCP work could be explained and observed. | **JAC members could attend a PCP meeting, these can be joined online. They are also filmed and can be watched via YouTube at any point. Further information on their work can be found on their website and via the minutes of their meetings.** [**Home - Gwent Police and Crime Panel Gwent Police and Crime Panel**](https://www.gwentpcp.org.uk/en/)  **In the past a PCP member has also attended the JAC.**  **The PCP do not undertake an annual evaluation of their work.**  **Suggest this is closed unless there is something specific JAC members would find useful.** |  |  |  |
| 17. | Do the arranged ‘Deep Dives’ allow members to gain a wider/deeper understanding of the force and OPCC and also of relevance/use in their role? | Just over half of the respondents agreed the deep dives allowed members to gain a deeper understanding of the Force and OPCC. Although it was suggested that it could also serve a dual function by providing assurance as to the Lines of Defence employed with respect to associated individual risks. | **For discussion at meeting** |  |  |  |
| 18. | Do members recognise that the annual performance reviews are essential to allow tenure rollover to take place and is their structure appropriate to meet this need? | Just over half of the respondents understood the reviews were essential to allow tenure rollover to take place. However, it was suggested that it would be beneficial to include more discussion about the expectations of members leading on topics outside of the meeting calendar. | **To include this as part of the annual reviews.** |  |  |  |
| 20. | Has the committee evaluated whether and how it is adding value to the organisation? | Just over half of respondents partly agreed or didn’t know if the JAC Committee was adding value. It was suggested that evaluation of this area could be developed further with a separate session on value away from the core structure. | **The JAC Annual Report evidences the value added by JAC. JAC have also been advised that the focus on area at the meetings have also encouraged focus by chief officers in force.**  **For further discussion. Unsure what would be expected from a separate session.** |  |  |  |
| 23. | Is there a clear ‘forward plan’ which sets out how the committee will meet the objectives set out in the terms of reference? | The overall majority agreed there was a clear forward working plan setting out how the committee meets its objectives. However, it was suggested that it could do so in a more targeted manner | **A piece of work was undertaken previously to align the JAC forward work plan to the terms of reference to ensure all agenda items were included for a purpose.**  **It would be useful for further discussion to take place on this action.** |  |  |  |

**RISK DEEP DIVES**

* Children in Custody – July 2023
* Crime Data Integrity – December – deferred from September 2023
* Welsh Language Standards – March 2024
* Information Disclosure Audit Update – June 2024
* No Risk Deep Dive in July 2024 – as accounts meeting
* Corporate Insurance – September 2024
* Culture within Gwent Police -March 2025

**GENERAL DEEP DIVES**

* Medium Term Financial Plan and Commissioning, 2nd April 2014
* Annual Accounts, 18th September 2014
* Collaboration, 11th March 2015
* Risk Management, 10th June 2015
* Shared Resource Service Presentation and Tour, 16th September 2015;
* Value for Money Profiles, 3rd December 2015
* Connect Gwent Visit, 9th March 2016
* Staying Ahead, 30th June 2016;
* Strategic Policing Requirement and Strategic Assessment, 15th September 2016;
* Value for Money Profiles, 21st December 2016
* Tour of Disaster Recovery Site, 9th March 2017
* Gwent Police Operating Model – East/West, 29th June 2017
* Cyber Crime/Cyber Security , 14th September 2017
* Protecting Vulnerable People, 21st December 2017
* Tour of Force Control Room, 8th March 2018
* Regional Organised Crime Unit (TARIAN) and Welsh Extremism and Counter Terrorism Unit (WECTU), 7th June 2018
* General Data Protection Regulation Update (OPCC and Force), 13th September 2018
* Value for Money Profiles, 13th December 2018
* Early Action Together (All Wales Approach to Adverse Childhood Experiences (ACEs)), 4th March 2019
* Wellbeing and Sickness Absence 3rd June 2019
* A Day in the Life of a Frontline Police Officer, 12th September 2019
* Value for Money Profiles, 11th December 2019
* Collaboration (Governance), 4th March 2020
* HQ Briefing Deep Dive – 29th July 2020 (this replaced the accounts meeting postponed to September as the scheduled deep dive did not take place in June).
* Stop/Search and Use of Force and Protests, Public Disorder Deep Dive – 4th November 2020
* Financial Crime Deep Dive 1st March 2021 (instead of the Value For Money Deep Dive postponed from December).

\* *Please Note: The Value for Money Deep Dive that usually takes place annually in December was postponed to June 2021 due to a delay in the publication of the profiles by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).*

* Annual VFM Review – June 2021;
* Police Operating Model – July 2021;
* Counter Fraud and Corruption - September 2021
* Police and Crime Plan – December 2021
* Annual VFM Review – March 2022
* Year-end Commissioning Performance and Tour of the New Headquarters – June 2022
* People Services Strategy – July 2022
* Environmental and Social Governance – Sept 2022
* All Aspects of Forensics – December – 2022
* PEEL Inspection Update – March 2023
* Productivity and Efficiency Group/Process of Force Benefits Realisation – June 2023
* Value for Money Profiles including Outcomes of Benefits Realisation/Roads Policing – September 2023
* Vetting Practices and Workforce Planning Strategy – December 2023
* Brief update - Right Care, Right Person including Force Control Room Mental Health Practitioners and Social Media Desk – March 2024
* Ethics and Culture – (linked to PSD) June 2024
* POLIT (Police On-Line Investigation Team) and Cyber – July 2024
* Digital Services Division Briefing and Firearms Licensing – September 2024
* Value for Money/Financial Resilience Deep Dive – November 2024

NPCC finance survey

HMIFRS VFM profiles

All Wales and Gwent Productivity and efficiency group

* Global Internal Audit Standards - Changes, the impact on the Force, JAC members and the public sector – March 2025
* Estate Strategy – July 2025