

POLICE AND CRIME COMMISSIONER FOR GWENT

Asset Management Strategy 2017/18

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 these assets is currently £41m. 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

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; and
- Assist in ensuring that the Police and Crime Commissioner provides value for money and continues to achieve efficiency gains.

The Police and Crime Commissioner's Asset Management Strategy aims to treat property and other assets as a corporate resource linked to corporate objectives and priorities. The Asset Management Strategy supports core policing services and is integral in the achievement of the strategies or 'pillars' that underpin the Force's Mission, namely to Protect and Reassure the Public. These three pillars, a Service that Works, Engaged Communities and an Employer of Choice, will now be looked at in more detail to help show how and where the Police and Crime Commissioner's Asset Management Strategy aligns with the three pillars.

A Service that Works

- 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 Digital technology and improved call centre telecommunications equipment, which assist in enabling staff to deal with customer issues in an efficient manner.

Engaged 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 the communities throughout Gwent.

An Employer of Choice

- The aim is to create an environment (both cultural and physical) in which people working for Gwent Police are the best they can be in ways that improve the service provided to the community.
- The provision of equipment to staff which is technically current and in well-maintained surroundings helps to create this environment, and shows another way in which the Asset Management Strategy is aligned to the Police and Crime Commissioner's strategic priorities.

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 Management 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; and
- 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 the property portfolio is well utilised, it is fit-for-purpose, needed, well maintained and efficient to run. In order to help assess this, an asset management process 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 Management 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; and
- The Procurement Strategy.

The procedures that apply are the Capital Accounting Procedure, the Inventory Registers procedure and the Disposal of Force Assets.

2.3 Safeguarding Assets

Another key area of the Police and Crime Commissioner's Asset Management Strategy is ensuring 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 the Finance Department. Control is evidenced by regular reconciliations to the general ledger as well as sample verification audits conducted both by internal personnel and the 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 (and asset numbers) 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	ESB	JAC	ACO-R
IT EQUIPMENT	SRS GB	JAC	ACO-R

KEY

FSG = Fleet Strategy Group

ESG = Estate Strategy Board

JAC = Joint Audit Committee

SRS GB = SRS Governance Board

2.5 Financing Assets

The Police and Crime Commissioner funds assets using Capital Grants, Supported Borrowing, Reserves and the Private Finance Initiative. The CIPFA Prudential Code also allows consideration to be given to unsupported external borrowing. Whilst it is not the Police and Crime Commissioner's current intention to exercise the latter 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; and
- 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 where this is cost effective, efficient and will improve the outcomes for the residents of Gwent.

A collaborative model is already functioning with the ICT strategy with integration between Gwent Police, Torfaen County Borough Council and Monmouthshire County Council. There is integration with police services both in Wales and also in England including Project Fusion, Scientific Investigations Unit, Firearms and NICHE. These integrations have enabled the ICT asset base to be rationalised and for the infrastructure to be delivered through a shared provision.

The estate strategy is currently being developed around the re-provisioning of services across the estate. This includes integration with other Blue Light services with the shared use of premises with the Fire service.

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

The Police and Crime Commissioner is actively involved in sustainable solutions to the management of 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 / agile 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.