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| Asset Management Strategy |
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| SPB Report |
| 2025 - 2028 INTRODUCTION **1.1 Aim**  The Police and Crime Commissioner (PCC) holds assets in the form of land, property, vehicles, equipment, furniture and other items. The net book value of these assets is currently £77.4m.  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 strategy aims to:   * Support the planning process by facilitating the allocation of resources in a way that is consistent with the PCC’s priorities. * Facilitate the development of appropriate strategies to address future financial issues. * Facilitate the achievement of the de-carbonisation targets, and * Assist in ensuring that the PCC provides value for money and continues to achieve efficiency gains.   The strategy aims to treat property and other assets as a corporate resource linked to corporate objectives and priorities.  The strategy supports core policing services and is integral in the achievement of one of the priorities which is to ensure effective service delivery.   * 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. * 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 PCC’s strategic priorities.   The strategy should be reviewed every three years to ensure that it is effective and reflects developments in the PCC’s objectives and best asset management. THE STRATEGY **2.1 Efficient Asset Management**  A key element in the 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 PCC’s balance sheet, there is a need for the asset management strategy to ensure that the property portfolio is well utilised, fit-for-purpose, needed, well maintained and efficient to run. 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 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 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:   * Estate Strategy (annex 13.1) * Fleet Strategy (annex 13.2) * SRS Strategy (annex 13.3) * DSD Strategy (annex 13.4) * Capital Strategy (annex 13.5) * Procurement Strategy (annex 13.6) * Statutory Accounting policy for, and treatment of, capital assets (annex 13.7)   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 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 external audit. * All employees are aware of their responsibilities regarding 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, the management of which is delivered by the forces Devices Team.   **2.4 Governance**  Governance of the asset management strategy is provided for each asset type via both force led, and PCC led boards and committees, as detailed in the governance matrix below:   |  |  |  |  | | --- | --- | --- | --- | | **ASSET TYPE** | **GOVERNANCE BODY & REPORTING LINE** | | | | **FORCE** | **POLICE AND CRIME COMMISSIONER** | **EXECUTIVE** | | FLEET | ORB | SPB / Police and Crime Panel/ Public | ACC (Organisation) | | ESTATE | ESB | JAC / Police and Crime Panel/ Public | ACC (Organisation) | | TECHNOLOGY | SRS F&G B  DSD GB | JAC / Police and Crime Panel/ Public | ACC (Organisation) |   KEY:  ORB = Organisation Resources Board  SPB = Scrutiny and Performance Board  ESG = Estate Strategy Board  JAC = Joint Audit Committee  SRS F&G B = SRS Finance and Governance Board  DSD GB = Digital Services Division Gold Board   * 1. **Financing assets**   The PCC funds assets using Capital Grants, Supported Borrowing, and Reserves. The CIPFA Prudential Code also allows consideration to be given to unsupported external borrowing. The underlying recurrent revenue contribution to capital remains at £7.150m per annum for the life of the medium-term financial plan– a total of £35.750m. This supports the continuing need to invest in short-term assets (ICT, vehicles etc).  Financial due diligence is exercised through a rigorous approval process to prioritise expenditure, a process led through budget setting. It considers 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.   The Capital Strategy Group monitors the expenditure and considers the financing arrangements.   * 1. **Sustainability**   The All-Wales Sustainability and Decarbonisation group has a Sustainability Strategy, supported by all four Welsh forces. The strategy includes a delivery plan that provides solutions to the management of assets and enable decarbonisation. The strategy is currently being redrafted and an updated version will be available later this year.  Greener Gwent is the working group for the implementation of the sustainability strategy and takes all reasonable steps to implement the objectives of the strategy. This contributes towards the commitments set out in the UK Climate Change Act and the Welsh Governments Wellbeing and Future Generations Act.   1. COLLABORATION   The force and PCC recognise that collaboration can provide benefits to the delivery of policing services and to wider public services. It is for this reason that collaboration is supported where it is cost effective, efficient and improves the outcomes for the residents of Gwent.  A collaborative model is currently functioning within the Shared Resource Service, with integration between Gwent Police, Torfaen County Borough Council, Blaenau Gwent County Borough Council and Monmouthshire County Council. There is integration with other police services through services that include the Digital Services Division, Joint Scientific Investigations Unit and Joint Firearms Unit. These integrations have enabled the technology asset base to be rationalised and for the infrastructure to be delivered through a shared provision.  The Estate Strategy is currently being delivered through 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 and local councils. The strategy is currently under review and a new version is anticipated in Spring 2025.  The Fleet Strategy includes using the national police fleet procurement as the basis on which fleet purchase and maintenance arrangements are rationalised to deliver economies of scale. NEXT STEPS 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.  5. FINANCIAL CONSIDERATIONS   * 1. The proper management of assets is critical in ensuring organisational finances are utilised effectively and efficiently. This strategy ensures there can be confidence in the use and disposal of our assets, and that value for money is considered at all times.   6. PERSONNEL CONSIDERATIONS   * 1. Personnel require assets that enable them to undertake their roles effectively and deliver the Police, Crime and Justice Plan, and the Chief Constables Delivery Plan. This strategy ensures personnel have access to high quality assets that support their wellbeing, enhance the quality of the services they deliver, and gives them confidence in the force’s ability to procure and utilise assets that are in the best interest of them and the public.  1. LEGAL CONSIDERATIONS   7.1 This strategy ensures the force meets its contractual, regulatory and other legal requirements for Asset Management.   1. EQUALITIES & HUMAN RIGHTS CONSIDERATIONS    1. This report has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.    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. 2. RISK    1. No additional organisational risks have been raised as a result of this report. 3. PUBLIC INTEREST   10.1 In producing this report, has consideration been given to ‘public confidence’? Yes   * 1. Are the contents of this report, observations and appendices necessary and suitable for the public domain? Yes   2. If you consider this report to be exempt from the public domain, please state the reasons: N/A  1. REPORT AUTHOR   11.1 ACC (Organisation) N McLain   1. LEAD CHIEF OFFICER   12.1 DCC N Brain   1. ANNEXES    1. Estate Strategy    2. Fleet Management Strategy    3. SRS Strategy 2020-2026    4. DSD Strategy 2018-2025    5. Capital Strategy    6. Procurement Strategy 2020-2025    7. Statutory Accounting policy for, and treatment of, capital assets (annex 13.7) 2. GOVERNANCE BOARD AND CHIEF OFFICER APPROVAL    1. This report has been presented to the Scrutiny Executive Board.   Meeting chaired by: DCC Brain  Meeting date: 04.02.2025  Actions or amendments arising from meeting:  DCC Brain inquired about the evaluation timeline for the strategy and its alignment with the PCC's strategic objectives.  14.2 I confirm this report has been discussed and approved at a formal Chief Officers’ meeting.  Meeting chaired by: CC Hobrough  Meeting date: 11.02.2025   * 1. I confirm this report is suitable for the public domain.   Signature:  A signature on a white background  Description automatically generated  Date:11.02.2025 | | |