

**HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE**

JOINT AUDIT COMMITTEE

9.30am – 8 December 2022
Face-to-Face & Online by Microsoft Teams

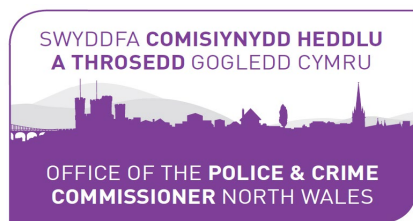
AGENDA

Attendees:

| JOINT AUDIT COMMITTEE: | |
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| Rachel Barber - Chair John Cunliffe Allan Rainford | Julie Perkins Sarah Davies |
| FORCE OFFICERS: | |
| Seb Phillips – Director of Finance & Resources Guto Edwards - Head of Finance Helen Williams - Financial Control Accountant Anne Matthews – Finance & Budgets Officer T/Chief Superintendent Helen Corcoran – Corporate Services | James Sutton – Head of Business Intelligence/Chair of Assurance Board Phil Kenyon – Force Solicitor Kerrie Ambrose – Vice Chair Ethics Committee Anna Pretious – Environment & Energy Conservation Manager |
| OFFICE OF THE POLICE AND CRIME COMMISSIONER: | |
| Stephen Hughes – Chief Executive Officer Kate Jackson – Chief Finance Officer | Angharad Jones – PA to the Chief Executive |
| OTHER ATTENDEES | |
| Helen Cargill, TIAA | Michelle Phoenix, Audit Wales |

| | Standing Items | | Purpose | Page | Time |
|---|--|--|-------------|-------|---------|
| 1 | Apologies & Declaration of Interest | Chair | | | |
| 2 | Minutes of the last meeting The Chair shall propose that the minutes of the meeting held on 10 October 2022. | Chair | | 3-11 | 5 Mins |
| 3 | Actions Log | Chair | | 12-21 | 5 Mins |
| | Standing Items | | | | |
| 4 | Organisational Update | Chief Executive Officer & Director Finance and Resources | Information | 22-28 | 15 Mins |

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|----|--|---|----------------------------|----------------|-----------------|
| 5 | HMIC Update | Chief Superintendent Corporate Services | Assurance | 29-31 | 20 Mins |
| 6 | Internal Audit a. Internal Audit SICA 2022/23 b. Management Report | a. Internal Audit b. Director Finance & Resources / Budget Officer | Assurance | 32-40 41-52 | 10 Mins |
| 7 | Risk Update - Risk Process Development & Current Risk Register | Head of Business Intelligence | Assurance | 53-58 | 10 Mins |
| 8 | Work Programme for 2022/23 | Director Finance and Resources and Chief Finance Officer | Decision | 59-62 | 5 Mins |
| | Substantive Items | | | | |
| 9 | Audit Wales – Value for Money and Annual Audit Report (Management Letter) | Wales Audit Office | Assurance | To follow | 10 Mins |
| 10 | Treasury Management Performance | Head of Finance | Assurance | 64-73 | 5 Mins |
| 11 | Capital Programme – Update | Head of Finance | Assurance | 74-77 | 10 Mins |
| 12 | Governance Update | Chief Finance Officer | Information | 78-81 | 5 Mins |
| 13 | Ethics Update | Vice Chair of Ethics Committee | Assurance | 82-88 | 10 Mins |
| 14 | Legal Report | Force Solicitor | Information & Assurance | 89-111 | 5 Mins |
| 15 | Briefings: Sustainability & Decarbonisation | Chief Super Corporate Services/Environment & Energy Conservation Manager | Information | 112-117 | 15 Mins |
| | AOB (Advise the chair ahead of the meeting) | | | | |
| | DATES OF FUTURE MEETINGS 28 March 2023 27 July 2023 28 September 2023 7 December 2023 | | | | |
| | | TOTAL | | | 2.15 Hrs |



**HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE**

JOINT AUDIT COMMITTEE

**C/R 1 and Online (Hybrid)
10 October 2022 at 9:30**

PRESENT

JOINT AUDIT COMMITTEE:

Rachel Barber – Chair
John Cunliffe
Allan Rainford
Sarah Davies
Julie Perkins

FORCE OFFICERS:

Richard Debicki – Temporary Chief Constable (left the meeting at 11:00)
Seb Phillips – Director of Finance & Resources
Guto Edwards - Head of Finance
Helen Williams - Financial Control Accountant
Wendy Lloyd – Financial Accountant
Anne Mathews - Finance and Budgets Officer
Helen Corcoran, Chief Superintendent, Corporate Services
Philip Kenyon, Force Solicitor
James Sutton – Head of Business Intelligence (left the meeting at 11:00)
Stephanie Maddix – PA to DFR (minutes)
Shaun Barritt – Corporate Communications

OFFICE OF THE POLICE AND CRIME COMMISSIONER:

Andrew Dunbobbins – Police & Crime Commissioner
Stephen Hughes – Chief Executive Officer
Kate Jackson – Chief Finance Officer
Matthew Evans – PCC Head of Communication & Engagement

OTHER ATTENDEES

Helen Cargill, TIAA
Michelle Phoenix, Audit Wales

1. APOLOGIES AND DECLARATIONS OF INTEREST

No apologies were received.

Declarations of interest:

John Cunliffe – Board member of the local Health Board (Betsi Cadwaladr University Health Board)

Kate Jackson – relative working for Audit Wales

2. MINUTES AND ACTION LOG

The minutes of the meeting held on 28 July 2022 were agreed as a true record of the meeting.

3. ACTION LOG

The Action Log was updated and will be circulated with the minutes. Actions recommended closed and agreed closed were: 152; 01/04/22 items 1, 7, 8, 10, 11, 12, 13; 28/07/22 items 1, 2, 3, 4, 5, 7, 8, 9, 10, 12, 13, 14.

28/07/22 item 1: Agreed to close but the Chair indicated that the audit trail to detail how it has been closed should be included in the update.

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| Action 1 | Item 1 from 28/07/22 to be closed and Director of Finance and Resources to report how audit trail indicating how action was closed should be included within update. |
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The following actions would form part of the discussions in the private meeting following the main meeting today and would also be closed from the action log: 28/07/22 item 6, 11.

4. ORGANISATIONAL UPDATE

The Joint Audit Committee noted the report from the Office of the Police and Crime Commissioner and North Wales Police which provided an update on the work undertaken since the last Joint Audit Committee meeting in July.

Office of the Police and Crime Commissioner

Joint Audit member questioned whether the spending of the Safer Streets funding needed to be tracked more closely given the general Force underspend to confirm that the funds are being spent in the right ways. Chief Superintendent Corporate Services clarified that the Safer Streets funding is separate from general force funds, as it is a grant provided by the Home Office. The spending of this grant is subject to internal scrutiny which is then reported quarterly into the Home Office to track the spending. The Home Office are satisfied with the level of internal scrutiny and the governance arrangements that the finance team place around each Safer Streets grant.

The Safer Streets grant has always been spent in line with the grant agreement and there had not been any underspend from this specific funding.

Joint Audit members were keen to receive assurance that any learning from the spending of the Safer Street grant funding was being applied to the wider Force funds and underspend.

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| Action 2 | Chief Superintendent Corporate Services to provide an outcome overview around the spending of the Safer Streets grant funding, including the governance process, for the attention of Joint Audit members. |
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| Action 3 | Chief Superintendent Corporate Services and Director of Finance & Resources to consider any learning from the spending of the Safer Streets grant that could be applied to the wider force funds. |
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North Wales Police

The Director of Finance and Resources and Temporary Chief Constable updated the Committee by exception on issues and events affecting the organisation since the circulation of the report.

Financial position – The Government’s mini-budget announcement implications for our financial position would be fed into our organisational planning including:

- National Insurance increase reversal has a direct impact on our employee’s financial wellbeing plus the overall cost to the force.
- Energy cap will have a significant impact on this financial year.
- Change in standard rate of income tax from 20% down to 19%, will also feed into our employee’s financial wellbeing.
- We are engaged with the wider funding formula process and submitted our force return on sparsity and seasonality.

People & learning – The uplift target is looking increasingly challenging around. Assurance was provided by the Head of Finance in that it takes time to recruit and get officers and staff in place but by March 2023, we should have recruited close to our target. There are plans next year to maintain that figure at the higher level, so the police officer pay budget will be spent next year.

The Force’s public contact strategy has been approved within a meeting chaired by the Chief Constable, with emphasis on providing a quality service in the most effective way, encouraging use of technology for non-emergency contact in particular.

Operational – The link between inflationary pressure, cost of living crisis and its potential operational impact will continue to be tracked and monitored as the situation develops.

Following press coverage last week around burglaries and acquisitive crime in particular, the Home Office have announced that all burglaries will be attended by police. We recognise burglary as an invasive crime, having a huge impact on victims so are supportive of this directive. The Temporary Chief Constable was confident that we are attending most burglaries but that some adjustments may be needed following final review on our attendance levels to burglaries.

There is an assumption that acquisitive crime will increase as a direct result of the cost-of-living crisis. Joint Audit member would be interested in reviewing any scenario planning on the operational impact this may have on policing, for example around the affordability and practicality of attending every burglary.

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| Action 4 | Provide analysis to Joint Audit members on the potential impact that the cost-of-living crisis will have on the force. |
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Federation conducts regular surveys with our federated ranks, which have seen a large percentage reporting that they are concerned about their personal finances. The wellbeing offer in force is well developed but we have recently adopted the Wagestream app which offers financial wellbeing

planning support for our staff. Temporary Assistant Chief Constable has established a Cost-of-Living Gold group to consider options to support our workforce. This group have commissioned a survey that will be going out to staff in the next couple of weeks to understand specific pressures so that interventions can be tailored to those needs.

Joint Audit member questioned whether the underspend will be considered in the process of setting the precept. Recognising that there are cost pressures for the force but also the cost-of-living crisis for the public, it might be perceived that the precept was set too high on previous years and that it should not be increased further.

Chief Finance Officer confirmed that the underspend is considered when setting the precept. However, there is a need to recognise that we have been in a position to build on our reserves because we have acted in line with the economy and spent money efficiently. If the reserves are used over the next year or two to get us through the funding gaps then the precept may not need to be increased, but if there is an ongoing need for a higher level of council tax then we need to get that right too.

The Director of Finance and Resources added that he expects the planning process to end up in a place where we look to use the strength of our reserves to manage the financial position over the next medium term financial plan, particularly for short-term issues that are not expected to be recurring year on year, for example the inflation on utilities. It is important that the precept is not set higher than what we need to deliver our service to the public.

Chief Executive Officer commented that the Police & Crime Panel are likely to ask the same question and we will need to carefully articulate the narrative against any precept proposal and communicate this to the public too.

In response to a question as to how far adrift from the budget assumptions is the staff pay award and the current level CPI, the Director of Finance and Resources explained that a 3% pay award was built into the budget assumptions for police officers and police staff from September 2022. The police staff pay award was set at 2.1% from April 2022 but this was left open for renegotiation dependent on the police officer's pay settlement. Since then, police officer's pay settlement was announced at £1,900 as a fixed differential for all police officers, averaging out at around 5% pay award. Our working assumption is that police staff renegotiations will end up in the same place. The officer pay award comes with additional funding to cover most of the cost, but the police staff pay award does not and based on a £1,900 differential, the additional cost pressure beyond our medium-term financial plan could be up to £1.9m.

Sensible assumptions had been made in relation to inflation increases around diesel and utilities at the time that the plan was set however the markets have completely surpassed those assumptions creating a significant funding gap for the next financial year. The Director of Finance & Resources provided assurance that we are working through our strategy to manage how we factor CPI into our medium-term financial plan and are carefully considering options as to how we mitigate this funding gap.

The organisational planning process is underpinned by the Force Management Statement, which sets out the ambition of the Force. The Director of Finance & Resources advised that there are going to be some difficult decisions to be made to reduce our funding gap, but we must have confidence that the organisational planning process will help us to pursue our ambition, in line with the police and crime plan priorities, when considering current levels of demand, capacity and capability.

5. **HMICFRS UPDATE**

Joint Audit Committee noted the update provided within the paper.

Chief Superintendent Corporate Services updated members that a draft report from the PEEL inspection had been received and is being worked through, this will be subject to publication around mid-November. This would be discussed further with the Closed session due to the report not yet being published.

Initial high-level feedback has been received from the vetting standards inspection, but we are awaiting the full debrief and report.

6. **INTERNAL AUDIT**

a. INTERNAL AUDIT SICA 2022-23

Joint Audit Committee noted the update provided within the paper which provides an update on progress against the 2022-23 Annual Plan. No concerns were reported and work is progressing well against the approved annual plan, particularly in respect of the collaborative reviews.

TIAA member confirmed that the 2021/22 Internal Audit annual report has been finalised since it was previously shared with the Joint Audit Committee, and that the only changes were around the final number of recommendations.

b. ANNUAL REPORT 2021-22

Joint Audit Committee noted the draft annual opinion set out in the annual report for 2021/22 which gave a positive conclusion on the adequacy and effectiveness of the arrangement for risk management control and internal governance.

The two limited assurance audits on Health & Safety and Fixed Assets have both had the recommendations accepted and controls put in place. Progress updates have previously been provided to the Joint Audit Committee, but TIAA member confirmed that they were satisfied by the follow up work undertaken on the priority 1 recommendations, so this had not impacted their overall opinion.

Work has now started on the previously deferred Payroll audit and Creditors audit. These had been deferred due to reduced staff within TIAA and then capacity issues with regards to rescheduling to ensure they did not clash with work being undertaken for the financial systems audit.

TIAA member confirmed that they conduct peer reviews as part of their annual internal quality process. These peer reviews assess work undertaken to ensure compliance with the public sector internal audit standards and the Institute of Internal Audits standards. TIAA also have an external review every 5 years, where a specialist independent organisation reviews their internal

audit processes against the above standards to sign off their approach; TIAA are currently under review by an external assessor and the outcome of the review would be shared in due course.

c. INTERNAL AUDIT OVERVIEW – MANAGEMENT REPORT

Joint Audit member raised a question around recommendation (003) 249424. He queried what the barriers were with recruiting into the sys admin role as he had concerns about the role being absorbed by the PMO. He questioned whether investment to train somebody was being considered as part of the recruitment.

The Director of Finance & Resources explained that PMO would work very closely with the IS&C team and the Head of Applications, so they would not necessarily require the full skillset but rather that the IS&C team and Head of Applications would provide expertise and support with progressing into Phase 2 of that work.

Chief Superintendent Corporate Services added that there have been challenges with recruiting into a number of the specialist ICT roles, which is reflective across the national market. The Head of our People & Organisation Development is working through these 'hard to fill' roles and monitoring them monthly. The Director of Finance & Resources explained that this particular role sits outside of the ICT target operating model, which has progressed well with recruiting into 'hard to fill' roles.

Joint Audit member further questioned whether this heightens the risk in this area in terms of how the systems are managed going forward.

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| Action 5 | Director of Finance & Resources to report back to the Joint Audit Committee on what the barriers are in terms of recruiting into the sys admin role, and whether the risk is heightened in this area without the dedicated resource. |
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In relation to maintaining up-to-date training of fire marshals in Western, the Finance and Budgets Officer explained that although the rescheduled training courses went ahead, not all officers were able to attend due to abstraction levels. In addition to training Front Counter staff and PCSOs so that they can cover various stations, the Health & Safety Manager is liaising with the Chief Inspector in Western and they are looking to train the full requirement moving forwards.

The Finance and Budgets Officer added that there will be a further Health and Safety audit in Quarter 3 or 4 but that the dates have yet to be announced.

7. **RISK UPDATE**

RISK PROCESS DEVELOPMENT & CURRENT RISK REGISTER

Joint Audit Committee noted the report provided with the agenda pack.

The Head of Business Intelligence added that there is a regular meeting with the Joint Audit Risk Lead where there is opportunity to go through the whole risk register and allows for more detailed discussions.

Joint Audit member requested an update on Risk no. 78 Unsupported Windows 10 Operating System, to provide assurance that this is being adequately managed.

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| Action 6 | Provide an update on how the force is managing risk no. 78 as part of the Risk deep dives at the next JAC. |
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8. WORK PROGRAMME FOR 2022/23

The Work Programme has been overhauled since the last meeting to capture all areas that the Joint Audit Committee have asked for further assurance or expressed further interest in. The programme and associated schedule include the risk deep dives and a number of briefing deep dives. The schedule is flexible and will be reviewed in between each meeting to make sure that we are prioritising accordingly to provide the necessary assurance required.

The Director of Finance & Resources explained that although it appears that the December meeting looks busy with deep dives, the Capital and Ethics briefing deep dives would have previously been described as agenda items but as they are subjects that have been specifically requested, they have been described using the same terminology to provide continued assurance. It is considered achievable that there are two risk deep dives on December's agenda and three briefing deep dives.

There is the possibility that the risk relating to the End-of-Life Application is resolved before the December meeting, where it is scheduled to receive a Risk deep dive. In this circumstance, the Risk deep dive would change to a Briefing deep dive to provide assurance to the committee on how the risk has been resolved and removed from the risk register.

There was a consensus that the terminology of Briefing deep dive was confusing as they do not appear to be subject to the same level of rigour, as is given to the Risk deep dives.

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| Action 7 | Change "Briefing deep dive" terminology to "JAC briefing" within the Work Programme |
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9. ISA 260 AND SIGNING OF ACCOUNTS AND AGS 2021/22

Audit Wales thanked the Finance Team for their hard work during the audit of the accounts. They plan to issue an unqualified audit opinion on the Police and Crime Commissioner group accounts, and the Chief Constable accounts once the signed letters of representation are received.

A discussion took place on the reference in Note 12 around identified assets with gross book value and gross accumulated depreciation that may no longer be operational. A technical exercise will be completed in 2022/23 to work through the specific assets that require decommissioning. Assurance was provided to the committee that this does not affect values on the balance sheet.

Members and Chair thanked all parties for their hard work in achieving an unqualified set of accounts. The Joint Audit Committee resolved as follows:

In accordance with its Terms of Reference, the Joint Audit Committee has reviewed the Annual Financial Statements for the year ended 31 March 2022 of the Police and Crime Commissioner and Chief Constable and has considered the external auditor's reports thereon. The Joint Audit Committee confirms that there are no unresolved matters arising that require to be reported to

the Police and Crime Commissioner and Chief Constable, prior to their approval of the respective Annual Financial Statements.

NOTE: The Police and Crime Commissioner, Chief Constable and all other parties will sign the accounts electronically outside of this meeting.

Joint Audit member questioned whether we have had a PAYE health check recently and whether there is a review session held with Audit Wales post audit, particularly around the creditors issue.

Head of Finance advised that we have not undertaken a PAYE health check recently, but we do have access to engage with a tax consultant, whom we recently utilised to provide a high-level review on the P11D figures specifically.

It was confirmed that there is routinely a post audit review on the Audit of Accounts with the Wales Audit team and with other colleagues in Welsh forces.

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| Action 8 | Share the outcome of the post audit reviews from the Audit of Accounts with the Joint Audit members to enable them to be involved in the feedback loop. |
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10. **GOVERNANCE UPATE**

Joint Audit Committee noted the work undertaken by the Joint Governance Board and the input provided by the Assurance Board.

11. **AUDIT WALES – ROTATION OF STAFF**

Audit Wales Manager provided clarity around the report provided with the agenda pack. The Joint Audit Committee noted the Auditor General's rotation policy.

12. **BRIEFING DEEP DIVE – COMMUNICATIONS STRATEGY – OPCC AND NWP**

The OPCC Chief Executive Officer introduced the briefing for OPCC Communications Strategy. The OPCC had previously used an external PR agency but in March this year, appointed an internal Head of Communications and Engagement into the team and the OPCC Communications Strategy was consequently revised and has been shared with the committee ahead of today's meeting.

The OPCC Head of Communications and Engagement delivered a presentation detailing the OPCC Communications & Engagement Strategy.

The Chair queried what channels of communication are used outside of social media, for communities that may wish to receive news and updates verbally. The OPCC Head of Communications and Engagement explained that there are a number of other channels, such as local news outlets and community outreach sessions but these are developing further as we progress, particularly as the PCC is able to physically engage with communities as we move out of the pandemic. In addition, there are plans to do a multi advertising campaign for when the PCC public survey is ready to be distributed, including paper copies sent out to communities in easy-to-read format, to make this as accessible as possible.

The OPCC Head of Communications and Engagement informed the Committee that he has begun to conduct quarterly evaluations on public perception and confidence, although there would be a need to complete further quarters to build upon the statistics and data; these evaluation reports would be shared with the Joint Audit Committee once trends have been identified.

The OPCC and Force Communications teams work closely together and have regular meetings to maintain strong working relationships. For example, if there is a particular story that requires the Force and OPCC to provide comment on, then these are shared and aligned where appropriate before they are released to the media. Ultimately the OPCC and Force work together to deliver for the better of our communities, as outlined in the Police and Crime Plan.

It was recognised that more could be done to improve public understanding of the role of the Police & Crime Commissioner as almost 10 years into the role, there remains a knowledge gap over the role and responsibility of the Commissioner versus that of the Chief Constable. Further engagement and briefing with journalists, particularly with how they may edit and print stories may assist with some of this confusion.

The Corporate Communications Manager then delivered a presentation detailing the Force's Communications Strategy.

Members and the Chair thanked both parties for their insightful presentations. The Chair reflected that the role of the Joint Audit Committee would be to seek assurance that both the Force and the OPCC were communicating regarding providing value for money to the North Wales community through their respective Communication Strategies to build public confidence. It was commented that the Police and Crime Panel would be seeking that assurance too.

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| Action 9 | Consider and feedback to the Joint Audit Committee, regarding how we provide value for money through managed communications to all our communities, to build on public confidence. |
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13. ANY OTHER BUSINESS

No further business was raised.

The next Joint Audit Committee meeting will be held on 8th December 2022 at 9.30am as a hybrid meeting: in person at Conference Room 1, FHQ Colwyn Bay and over Microsoft Teams.

**JOINT AUDIT COMMITTEE
ACTION LOG from 1.04.2022**

| | |
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| | Open |
| | Closed |
| | Deferred |

New/Open actions from March 2021

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|--|-----------------------|---|--|
| 10/10/2022 | 1 | Action Log: Item 1 from 28/07/22 to be closed and Director of Finance and Resources to report how audit trail indicating how action was closed should be included within update | Ahead of next meeting | Director Finance and Resources | 18/11/22 – Further narrative provided on the relevant action to demonstrate steps taken prior to closure. Suggest Action Closed |
| 10/10/2022 | 2 | Organisational Update – Provide an outcome overview around the spending of the Safer Streets grant funding, including the governance process, for the attention of Joint Audit members. | Ahead of next meeting | Chief Superintendent Corporate Services | |
| 10/10/2022 | 3 | Organisational Update - Consider any learning from the spending of the Safer Streets grant that could be applied to the wider force funds. | Ahead of next meeting | Chief Superintendent Corporate Services / Director of Finance and Resources | 18/11/22 – DFR, Head of Corporate Services & Head of Finance met to discuss. Key points would be: <ul style="list-style-type: none"> The time bound nature of safer streets funding is a driving factor. Staffing and supply chain difficulty have been less of a drag on spend compared to force budgets. Balancing Governance and process with enabling delivery is a consideration for both safer streets and force spending. Suggest action closed. |

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|---|-----------------------|---|--|
| 10/10/2022 | 4 | Organisational Update - Provide analysis to Joint Audit members on the potential impact the cost of living crisis will have on the force. | Ahead of next meeting | T/ACC Alex Goss via Director of Finance & Resources | <p>18/11/22 - There are 3 key strands in this area:</p> <ol style="list-style-type: none"> 1). The likely impact on demand, crime and harm. This aspect continues to be monitored and considered in a number of specific areas such as acquisitive crime including shoplifting, hate crime and ASB. 2). The likely impact on staff. A force survey has been undertaken and it is clear that the crisis is a cause of concern for our people with the group currently considering options around this. 3). The impact on force budgets. The exceptional inflationary pressures have created a funding gap for the force in future years which is currently being considered as part of the organisational planning process. <p>Suggest action closed.</p> |
| 10/10/2022 | 5 | Internal Audit - Report back to the Joint Audit Committee on what the barriers are in terms of recruiting into the sys admin role, and whether the risk is heightened in this area without the dedicated resource. | Ahead of next meeting | Director of Finance & Resources | <p>18/11/22 – Failure to recruit to this role was due to the final job evaluation grade, temporary 12 month nature of the role and a lack of interested parties internally and externally.</p> <p>After failure to appoint on two occasions, the decision was taken to devise a Phase 2 activity plan to commence after deployment of NEP with the NEP Project Manager leading to complete actions once demand from the initial phase had released capacity.</p> <p>The main impact is a delay and extension to project timelines with the PM liaising with subject matter experts to assess the 'In-Life' requirements and review whether a specific post may be required in future to administrate the system.</p> <p>Suggest action closed.</p> |
| 10/10/2022 | 6 | Risk Update - Provide an update to how the force is managing risk no. 78 – Unsupported Windows 10 Operating System. | Immediate | James Sutton | <p>28/10/22 - The Head of Technology will attend JAC on 08/12/22 to provide a briefing on Risk 78 - Unsupported Windows 10 Operating System.</p> |

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|---|--------------------|---|---|
| 10/10/2022 | 7 | Work Programme 2022/23 - Change Briefing deep dive terminology to JAC briefing within the Work Programme | Immediate | Director of Finance & Resources | 18/11/22 – Terminology updated in the latest work programme. Suggest action closed. |
| 10/10/2022 | 8 | ISA 260 and signing of accounts and AGS 2021/22 - Share the outcome of the post audit reviews from the Audit of Accounts with the Joint Audit members to enable them to be involved in the feedback loop. | Once available | Head of Finance | 18/11/22 – HoF updated at the JGB that the meeting with Audit Wales was still to be scheduled. |
| 10/10/2022 | 9 | Briefing deep dive – Communications Strategies - OPCC and NWP - Consider and feedback to the Joint Audit Committee, how we provide value for money through managed communications to all our communities, to build on public confidence. | Ongoing | OPCC Head of Communications and Engagement & NWP Head of Communications | 18/11/22 – DFR has contacted the respective leads to advise that the DFR and CFO will consider engaging with them on an appropriate communication plan. |
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Closed actions since last meeting – Archived April 2022 – previously closed available on request

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|--|--------------------|-----------------------------------|--|
| 08/12/2021 | 2 | Organisation Update - Chief Executive Officer to include provide further update on the governance structure of the commissioning service at future Joint Audit Committee meeting. | 28/07/2022 | Chief Executive Officer | 16.03.2022 - A paper has been prepared using the Safer Streets funding as an example to give assurance to the JAC members on the governance in place when external funding is secured. Circulated 16.03.2022. Recommend action closed. 01.04.2022 Chief Finance Officer to schedule Deep Dive of governance of commissioning services into the work programme |
| 08/12/2021 | 3 | Organisation Update - Director of Finance and Resources to provide further feedback on activities being undertaken to ensure difficult to fill roles are successfully recruited. | 28/03/2022 | Director of Finance and Resources | 04/04/2022 - The Head of POD has set up a weekly working group focussed on tackling the 'hard to fill' posts. There are a range of posts being considered currently spanning ICT, Data, Procurement and others. The latest weekly update has been shared with JAC members via the google shared drive. 01.04.2022 – Members unable to read as briefing. Save onto Google Drive in different format. 04.04.2022 – This document has now been saved onto the Google Drive in Word format. Recommend action closed. |
| 08/12/2021 | 1 | Minutes – Chief Finance Officer to contact counterpart in South Wales OPCC to discuss involvement of JAC members in the Internal Audit Procurement process | 10/01/2022 | Chief Finance Officer | Chief Finance Officer has forwarded details of two North Wales JAC members to Chief Finance Officer in South Wales Police. JAC member met with all Wales colleagues. Recommended action closed. |
| 08/12/2021 | 4 | Organisation Update - Director of Finance and Resources to provide Joint Audit members with regular updates against the major milestones within the NEP programme roll-out. | Ongoing | Director of Finance and Resources | 15/02/2022: PM and Programme Manager have provided a list of milestones and current status on progress. Further updates on progress can be provided on a quarterly basis as required. The milestones have been shared with all JAC members. Update included in Organisational report. 01.04.2022 – To be placed as a standing item on JAC agenda and monthly off-line meeting with JAC member to help reassure and feed into work programme. 22.06.2022 – Regular monthly meetings taking place to review progress on the digital programme between Head of Change & |

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|---|-----------------------|-----------------------------------|--|
| | | | | | Collaboration, Head of Technology and JAC lead. Further updates to feature on the JAC agenda as required. Recommend Action Closed |
| 08/12/2021 | 10 | Work Programme for 2021/22 - Joint Audit Committee to inform Chief Finance Officer of date preferences for the All-Wales Joint Audit Committee event. | 10/01/2022 | Chief Finance Officer | 13/12/2021 - E-mail sent to JAC members asking that they respond with any unsuitable dates. 01.04.2022 – Hope to get two dates in the diary, one for formal training and one informal get together. Will canvas for dates as soon as possible. 01.04.2022 – possible dates circulated 05.04.2022 – availability shared with South Wales PCC office who are arranging event. Event organised for 7 June. Recommended action closed. |
| 08/12/2021 | 12 | Capital Programme - Director of Finance and Resources to share Capital Programme Progress Update presentation with members. | 23/12/2021 | Director of Finance and Resources | 09/12/2021 – Presentation placed on Google Drive for members information. 01.04.2022 Item to be added into work programme. Recommended action closed |
| 01/04/2022 | 2 | Organisational Update - Director of Finance and Resources to update Joint Audit Committee on how vulnerability and risk of power outages will be mitigated against in the future. | July Meeting | Director Finance and Resources | On closed session agenda. Recommended action closed |
| 01/04/2022 | 3 | Organisational Update - Director of Finance and Resources to identify officer who could fully briefing Joint Audit Committee on issues driving increase in demand and what long term risks this poses. | Ahead of July meeting | Director Finance and Resources | 20/05/2022 – Will discuss before the accounts informal meeting or within the FMS agenda item. ACC/officer to attend. 29/6/22 – Head of LPS lined up to attend July closed session to provide briefing. Recommend action closed. |
| 01/04/2022 | 4 | Organisational Update - Chief Finance Officer to include a sustainability update on the future work programme. | Ahead of July Meeting | Chief Finance Officer | 05/04/2022 – Discussed with Chair. Recommend action closed |
| 01/04/2022 | 5 | Organisational Update - Director of Finance and Resources to provide Joint Audit Committee with update | Ahead of July meeting | Director Finance and Resources | Added to work programme. Recommend action closed |

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|--|-----------------------|-----------------------------------|--|
| | | on agile-working roll-out and how this work has progressed. | | | |
| 01/04/2022 | 6 | HMICFRS Update - Director of Finance and Resources to ask Superintendent Corporate Services to provide further clarification as to where the Force Scrutiny Board review is reported. | Ahead of July meeting | Director Finance and Resources | 19/05/22 - HMIC recommendations are scrutinised at the Strategic Planning and Organisational Learning Board which Super Corporate Services Chairs and is attended by leads from areas in relevant business areas. This board is included in the Governance review which is currently being finalised by Sian Jones. There is a mixture of recommendations arising out of Inspections of other forces/thematic Inspections and recommendations arising out of NWP specific inspections. A highlight report goes to the force performance meeting chaired by DCC. Recommend action closed. |
| 01/04/2022 | 9 | Work programme 2022/23 - Chief Finance Officer to share updated/revised work programme with Joint Audit Members. | Immediate | Chief Finance Officer | 05/04/2022 – Prepared and shared with Chair. Recommend action closed. |
| | 152 | JAC Annual Review/Annual Report (draft) - Members and Officers to provide Chair Joint Audit Committee with any feedback ahead of July Joint Audit Committee meeting. | ASAP | Director of Finance and Resources | 20/06/2021 – DFR submitted feedback for both reports. 04/08/2021 – As no action plan around JAC evaluation - action to remain open. 06/10/2021 – DFR has produced a draft action plan which will be circulated to CFO and CX for comment. 18/11/2021 – The draft action plan has been sent to CFO and CE and will be forwarded to the Joint Audit Committee Chair Rachel Barber. 08/12/2021 Pending until Joint Audit Committee review has taken place. 01/04/2022 – On agenda. 28/07/2022 – Recommendations to be shared with JAC members within two weeks. 21/09/2022 – Further feedback received from JAC members on 15/08/22. Feedback considered and incorporated to revised plan / work programme and recirculated to JAC chair for finalisation. 10/10/2022 – To be discussed in detail in meeting that follows main Committee meeting today. Action closed. |

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|--|---------------------|---|--|
| 01/04/2022 | 1 | Organisational Update - Chief Executive Officer to circulate Communications and Engagement Strategy to members outside of the meeting. | Before next meeting | Chief Executive Officer / Chief Finance Officer | 05/05/2022 – Communication and Engagement strategy saved onto Google drive and JAC members informed. 20/05/2022 - Added to future work programme 28/07/2022 – This needs to be added to future work programme. 10/10/2022 – On the agenda today. Action Closed. |
| 01/04/2022 | 7 | Internal Audit - Director of Finance and Resources to consider suggestions and take into consideration when developing the APM. | Immediate | Director Finance and Resources | 22/06/2022 – TIAA emailed with a request for the provisional APM for onward sharing with the JAC Digital lead. 28/07/2022 – Director Finance and Resources to chase again as yet to receive. 21/09/2022 – A briefing deep dive on Comms strategy features on the Oct agenda. The Force strategy has been shared with JAC members ahead of the meeting. Recommend Action Closed. |
| 01/04/2022 | 8 | Risk Update - Chief Finance Officer to consider scheduling Deep Dive around the processes concerning risk into the Work Programme. | Immediate | Chief Finance Officer | DFR and CFO have been discussing this action and are liaising with Head of Business Intelligence. 21/09/2022 – Risk Management dedicated session incorporated into latest work programme. Recommend Action Closed. |
| 01/04/2022 | 10 | Capital Strategy - Director of Finance and Resources & Chief Finance Officer to highlight questions raised by members with Commissioner and use minutes of meeting as basis for this discussion. | Immediate | Director of Finance & Resources / Chief Finance Officer | 05/04/2022 – Draft minutes shared with PCC to support decision. 28/07/2022 – Discussed regularly in Chief Constable forums and featured in SEB yesterday. Director Finance and Resources to feed back to JAC. 21/09/2022 – DFR to incorporate commentary on JAC key issues to future SMB and SEB Strategic Finance & Resources reports. Recommend Action Closed. |
| 01/04/2022 | 11 | Governance Update - Director of Finance and Resources to consider whether consideration to partnership working needs to be strengthened within the Annual Governance Statement and benchmark against document against other forces. | Immediate | Director Finance & Resources | 22/06/2022 – AGS collaboration content reviewed. Final version of AGS to incorporate latest position regarding All Wales and West Coast Collaboration reviews. 28/07/2022 – Following Technical Briefing all items have been listed and logged with individuals to progress. Need to amend in Statement of Accounts. Ongoing. 21/09/2022 – Commentary considered and additional comments added to AGS. |

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|--|--------------------------|-----------------------|---|
| | | | | | Suggest Action Closed. |
| 01/04/2022 | 12 | Governance Update - Chief Finance Officer to consider a Deep Dive on the Communications Strategy at the July Joint Audit Committee meeting. | Immediate | Chief Finance Officer | CFO and DFR discussing. 28/07/2022 – will be discussed at future JAC meeting. 21/09/2022 – Features on Oct JAC agenda. Recommend Action Closed |
| 01/04/2022 | 13 | Wales Audit – audit plan - Audit Wales to ascertain how often Audit Managers roles are rotated and report back to Joint Audit Committee. | Ahead of July meeting | Wales Audit | Wales Audit stated that maximum term of 7 years but that they would not rotate all staff at the same time. Staff will remain as is for forceable future. Wales Audit to present Rotation Policy to JAC meeting in October. Action closed. |
| 28/07/2022 | 1 | Internal Audit – Internal Audit to note within document why audits have been deferred | Immediate | Internal Audit | 20/09/22 - This information was detailed in the March 2022 SICA as audits referred to relate to 2021/2022 audit plan; DFR has also updated the AGS, with the content specifically referencing the deferred audits agreed in JGB. More specifically the reference to the delayed audits was included as part of the AGS's review of effectiveness specifically in paragraph 4.6 "...the Fleet Management Strategy audit was deferred to 2022-23 at Management's request and the Collaborative Creditors and Payroll reviews were deferred to Quarter 2 of 2022-23." This is now reflected in the AGS' published versions of the Statement of Accounts. Recommend Action Closed. |
| 28/07/2022 | 2 | Internal Audit – Internal Audit to share with Joint Audit Committee how collaborative audits are chosen to ensure all are suitable for North Wales Police | Ahead of October meeting | Internal Audit | 01/08/2022 - The risks were selected in discussion with the North Wales Police Risk and Business Continuity Lead. A shortlist was drawn up and the two risks were chosen as these were seen as common with the other Forces. As part of the review, the auditor also looks at the process end-to-end, not just at the given risks. So if there were any matters to note, for example in the way the other risks are documented, they would be identified. The auditor has also looked back at the review from last year, and from the year before, and tracked the journey since the current Risk and Business Continuity Lead came on board. 10/10/2022 – Action Closed |
| 28/07/2022 | 3 | Internal Audit - Internal Audit to share APM's on the Cyber security audit with Joint Audit Committee | As soon as possible | Internal Audit | 07/09/2022 – Cyber security APM received and shared with JAC digital lead. Recommend Action Closed. |

| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|---|-----------------------|---|--|
| 28/07/2022 | 4 | Internal Audit – ICT Fixed Assets Audit - Chief Finance Officer to include Assets Review on future Joint Audit Committee work programme (6-12 months) | Immediate | Chief Finance Officer | 21/09/2022 – ICT Fixed Assets features in the TIAA work programme in terms of a Follow Up Audit on the initial audit undertaken and a dedicated Collaborative audit included for 2022/23. The findings from these audits should prompt whether further incorporation to the work programme is required. Recommend Action Closed. |
| 28/07/2022 | 5 | Work Programme - Director of Finance and Resources to update Deep Dive subject priorities and circulate to members for discussion and comment. | Immediate | Director of Finance and Resources | 16/09/2022 – DFR reviewed work programme and has shared working paper and proposed programme for Oct meeting with JAC Chair and JAC risk lead. Recommend action closed. |
| 28/07/2022 | 6 | Work Programme - Chair to discuss with officers in an off-line meeting whether level of debate/discussion versus deep dive subjects is correct to fulfil the Committee's Terms of Reference. | Ahead of next meeting | Chair Joint Audit Committee | 10/10/2022 – Taking place following the main Committee meeting today. Recommend action close. |
| 28/07/2022 | 7 | Statement of Accounts - Head of Finance to provide Joint Audit Committee members with an update on progress in producing the Statement of Accounts before October meeting. | Ahead of next meeting | Head of Finance | 21/09/2022 – DFR circulated action log from technical meeting to JAC lead member and JAC chair outlining how actions from the technical briefing session had been incorporated to the final accounts. Head of Finance to add further comment as required. Recommend Action Closed. |
| 28/07/2022 | 8 | Capital Programme - Director of Finance and Resources/Head of Change to ensure that Project Managers attend future meetings if concerns raised regarding individual projects. | Ongoing | Director Finance & Resources/Head of Change | 21/09/2022 – DFR has outlined need for PMs to attend to Head of Change, Head of Technology & Head of Facilities and Fleet. Expectation is that the need to attend stems from JAC review of Capital strategy and subsequent updates. Recommend Action Closed. |
| 28/07/2022 | 9 | Treasury Management – Performance - Head of Finance to share Arlingclose guidance with Joint Audit Member | Immediate | Head of Finance | 06/09/2022 – Head of Finance shared information with Joint Audit Member. Recommend action close. |
| 28/07/2022 | 10 | Wales Audit Enquiries - Director of Finance and Resources to share report of why procurement process was not followed with Joint Audit Committee. | Immediate | Director of Finance and Resources | 29/07/2022 – DFR / Chief Exec agreed for paper to be shared with JAC members. Suggest Action Closed |
| 28/07/2022 | 11 | JAC Annual Report and Evaluation - Chair to share evaluation report received from officers with members for information and confirm within the next two weeks. | Immediate | Chair of Joint Audit Committee | 15/09/2022 – JAC provided comments on the action plan. 10/10/2022 – To be discussed within the meeting to follow the main Committee meeting today. Recommend action close. |

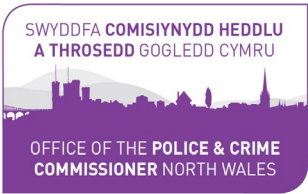
| MEETING DATE | MINUTE NO. | ACTION DESCRIPTION | REQUIRED BY (DATE) | PERSON RESPONSIBLE | UPDATE |
|--------------|------------|---|-----------------------|---|--|
| 28/07/2022 | 12 | Governance Update - Chief Superintendent Corporate Services to share review of governance structure with Joint Audit Committee members once approved by the Senior Leadership Team. | Once approved by SLT | Chief Superintendent Corporate Services | 12/09/2022 Annual Review of North Wales Polices' Governance Arrangements shared with JAC members (Google drive). Recommend action closed. |
| 28/07/2022 | 13 | Force Risk Management and Assurance Mapping Framework - Director of Finance and Resources to discuss wording used when closing/re-opening risks with Head of Business Intelligence as current language used causing confusion. | Ahead of next meeting | Director of Finance and Resources | 21/09/2022 – Use of terminology of closing / re-opening risks discussed with Risk leads in monthly Governance T&F group meeting. Approach is being considered further with a view to discussing further at the next meeting and picking up at the dedicated Risk Management Session. Recommend Action Closed |
| 28/07/2022 | 14 | Force Risk Management and Assurance Mapping Framework - Director of Finance and Resources to arrange a session for members on how risk is managed within North Wales Police. | As soon as possible | Director of Finance and Resources | 21/09/2022 – Incorporated to Work programme and dedicated session being arranged. 10/10/2022 – Session arranged for November. Action Closed. |

| Abbreviation Key | |
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| | |
| CC | Chief Constable |
| CEO | Chief Executive Officer (OPCC) |
| CFO | Chief Finance Officer (OPCC) |
| DFR | Director of Finance and Resources (NWP) |
| HMICFRS | Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services |
| JAC | Joint Audit Committee |
| NWP | North Wales Police |
| OPCC | Office of the Police and Crime Commissioner |
| PA | Personal Assistant to CEO and CFO |
| PCC | Police and Crime Commissioner |
| PSD | Professional Standards Department (NWP) |
| TIAA | Internal Audit |
| WAO | Wales Audit Office |

Joint Audit Committee

Meeting Date: 8th December 2022

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| Title: | OPCC Organisational Update |
| Author: | Stephen Hughes |
| Purpose of the report: | |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> Information |
| Summary / Key Points: | <ul style="list-style-type: none">• DA Commissioner for England and Wales visits the region<ul style="list-style-type: none">• All for one conference• Children and young people in the police and crime plan |
| Recommendations: | None |
| Risk register impact: | None |
| Assurance implications: | None |
| Equality Impact: | None |
| Information exempt from disclosure: | None |

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|  | <p>Joint Audit Committee 8th December 2022</p> <p>OPCC Organisational Update</p> |
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Updates

The previous meeting of the Joint Audit Committee (JAC) was held on 10th October 2022. This report will provide an update to the JAC on OPCC matters of note since then.

Domestic Abuse Commissioner for England and Wales

On Tuesday, November 1, the PCC met the Domestic Abuse Commissioner for England and Wales, Nicole Jacobs, at the DASU (Domestic Abuse Safety Unit) offices in Wrexham to discuss issues around supporting victims of domestic abuse, the provision of services, and how these services are delivered in Wales compared with England. The new Chief Constable of North Wales Police, Amanda Blakeman, who started her new role the previous day, was also present to meet the Commissioner, DASU staff and others working to keep victims of domestic abuse in North Wales safe. The DA Commissioner referred to the partnership working in North Wales as a 'model of best practice' and is due to return to North Wales shortly as a key note speaker at our first All For One Conference.

Vulnerability & Exploitation Conference – All for one

We recognise how important it is that different partners come together to challenge violence against women, domestic abuse, sexual violence, modern slavery, and human trafficking and exploitation. With this in mind, we are organising the first conference on the multiagency response to domestic violence and modern-day slavery in North Wales to look at what is being done, and what can be further done, to tackle these crucial matters across our region. This all-day event will take place centrally in North Wales on November 23, just two days before White Ribbon Day. The North Wales Vulnerability and Exploitation Board has published a strategy up to 2024 that aims to ensure that the people of our region can live safe, equal, and violence-free lives, in communities without abuse or exploitation. This will help draw out some of the themes of the conference.

ITV Wales presenter Ruth Dodsworth and Domestic Abuse Commissioner for England and Wales, Nicole Jacobs have been confirmed as keynote speakers.

Police & Crime Plan wins praise for prioritising children and young people

In a report published last month by the National Youth Advocacy Service [NYAS], the North Wales Police & Crime Commissioner Police & Crime Plan was identified as good practice in a number of areas focusing on the protection of care-experienced children and young people.

Among the NYAS report, 43 Police & Crime Plans from Police & Crime Commissioner Offices across the UK were analysed to identify areas where support for care-experienced children and young people had been prioritised in line with NYAS campaign recommendations.

The North Wales Police & Crime Plan was positively referenced within the report for:

- Explicitly mentioning children in care and care leavers as priority groups
- Addressing the notion of ‘ending the life-long stigma of criminal records’ and the negative connotations criminal records may have on a young person’s future

The plan was also listed as ‘best practice’ under the ‘protection’ theme of the NYAS Trouble with the Law campaign recommendations. This included a part of the plan that prioritises holding independent return home interviews as a statutory requirement in instances where children are reported missing.

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| Report Author: | Stephen Hughes, Chief Executive |
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Joint Audit Committee

Meeting Date: 8th December 2022

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| Title: | Organisational Update – North Wales Police |
| Author: | Seb Phillips, Director of Finance & Resources |
| Purpose of the report: | To provide the Joint Audit Committee with an overview of key organisational events and issues taking place since the last JAC meeting. |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> Information |
| Summary / Key Points: | <p>This report provides a high-level Organisational Update for North Wales Police highlighting key issues and events affecting the organisation for the period from 11.10.22 to 16.11.22.</p> <p>The issues and events are analysed between the four categories of Finance; People, Learning & Innovation; Operational and Public / Community.</p> |
| Recommendations: | For members of the Joint Audit Committee to note the Director of Finance & Resources' report. |
| Risk Register Impact: | None. |
| Assurance Implications: | None. |
| Equality Impact: | None. |
| Information Exempt from Disclosure: | None - All content in <u>Open</u> Session |

JOINT AUDIT COMMITTEE

8th December 2022

Organisational Update

Report by Director of Finance & Resources, North Wales Police

1. Introduction

This report provides a high-level Organisational Update for North Wales Police, highlighting key issues and events affecting the organisation for the period from 11.10.22 to 16.11.22.

The issues and events are analysed between the four categories of Finance; People, Learning & Innovation; Operational, and Public / Community.

2. Finance

- 2.1 The Statement of Accounts presented to the Joint Audit Committee on 10th October 2022 have now been published with the Audit Wales unqualified audit opinion. Final Audit Wales letters are anticipated for the December JAC.
- 2.2 Q2 revenue expenditure projections reported a £6.8m underspend for the full year with the primary driver being delays in expenditure against budget whilst transitioning to a full uplift establishment although further increases in inflation and staff pay announcements since mean that the underspend projections are likely to reduce at the next iteration.
- 2.3 Exceptional inflationary pressures (including pay awards), whilst affecting the current financial year, will have a greater impact in FY23-24 and future years with a significant funding gap against medium term financial plan assumptions emerging as a result. Utilising the current year underspend to aid transition to a financially sustainable position is being considered as part of the force planning process.
- 2.4 Capital expenditure projections for the year have reduced from £9.4m (Q1) to £8.9m (Q2) against the original budget of £11.1m with the area in general remaining challenging due to a variety of factors which continue to be monitored and managed. A further update in this area will be provided to the December JAC.
- 2.5 After a period of instability in the wider economy, the Chancellor's Autumn Statement on Thursday, 17th November 2022, whilst unlikely to provide force level detail, will provide further information to be considered as the Force reassesses its overall financial position.
- 2.6 Furthermore, any implications of the Welsh Government reviewing its own prioritisation of spend for future years, will also need careful consideration by the force as part of its ongoing financial planning process.

3. People, Learning & Innovation

- 3.1 The force continues to progress the recruitment of its Uplift allocation with further officers employed in October. Whilst good progress is being made, achievement of the overall target is a challenging one that continues to be monitored locally and nationally.

- 3.2 Recruitment more broadly also remains challenging although headway continues to be made in some testing areas such as the new ICT Target Operating Model (TOM).
- 3.3 Staff turnover rates for both Officers and Staff are being monitored closely with the levels higher than the low historical baselines seen by the force previously. Despite this, NWP remains below the national average when officer attrition is compared to that of other forces.
- 3.4 Police staff pay award re-negotiations have been concluded and whilst the detail is involved, essentially a pay award differential of £1,900 has been agreed, matching the officer award.
- 3.5 Following a robust process, the preferred supplier for the new market bundles featuring in the new ICT TOM have now been selected with the incumbent supplier being successful across the 3 main areas which now positions the force to transition to its new model.
- 3.6 Whilst the ICT TOM is being progressed, careful prioritisation of ICT resources is a key consideration with certain work streams having to be temporarily delayed to progress other critical areas. Over the period the areas of the Command & Control Upgrade, the NEP and Mobile Device roll outs and developments of the Mobile App and MI Data Warehouse solutions have all continued to progress. Nationally, ESN delivery times appear likely to suffer further delay, the implications of which are currently being considered by the force.

4. Operational

- 4.1 Amanda Blakeman commenced as the new Chief Constable for North Wales Police on 31st October 2022.
- 4.2 Early sessions articulating the new Chief's vision for the force of "Making North Wales the safest place to live, work and visit in the UK", have been held since with key underpinning pillars being:
 - 1. Trust, Confidence & Legitimacy
 - 2. Excellent Service Delivery
 - 3. Infrastructure for the Future
- 4.3 Performance monitoring at Force and OPCC level continues with key performance updates from the Strategic Executive Board held on 26th October 2022 including deep dives into the priority areas of Serious Organised Crime and Equality & Diversity. The areas with directed improvement plans continue to progress.
- 4.4 Late in October, UK Highways advised Welsh Government to urgently close the Menai Bridge due to significant concerns following structural investigations. The footway remains open to pedestrians and dismounted cyclists. The force has worked with partners through the Local Resilience Forum in response to this.
- 4.5 Early in November, Hilton Garden Inn Snowdonia in Dolgarrog was designated by the Home Office as a site to provide emergency accommodation to asylum seekers until March 2023, whilst applications are being processed. The force has been working with partners, key stakeholders and the community in response to this.
- 4.6 The draft HMICFRS PEEL inspection report has been received by the force with the publication date for the final report awaited.

5. Public / Community

- 5.1 The new Chief's vision includes a specific pillar around issues of Trust, Confidence and Legitimacy which will offer further opportunity to increase focus in these areas.
- 5.2 Amongst a range of recent national media coverage for policing, a national policing position of attendance at all house burglaries was agreed and announced in October. Despite this, North Wales Police continue to maintain a position of prioritisation and attendance at all home burglaries. With improvement work ongoing, the force also continues to see improvements in solving burglary crimes.
- 5.3 Work around improving public confidence and victim satisfaction remains ongoing with the DCC's performance board continuing to provide oversight of the work. Amongst other areas, the content of the Public confidence survey was reviewed through the force governance in October to ensure future surveys will continue to provide sufficient insight.

6. Recommendations

For members of the Joint Audit Committee to note the Director of Finance & Resources' report.

Joint Audit Committee

December 2022

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| Title: | HMICFRS Update |
| Author: | Sarah O'Hara |
| Purpose of the report: | Update in relation to HMICFRS Inspections |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> Information |
| Summary / Key Points: | <p><u>Police effectiveness, efficiency, and legitimacy (PEEL)</u></p> <p>HMICFRS have now completed their PEEL inspection for North Wales Police and have provided the force with a draft copy of the report. The force has responded to HMICFRS with areas for consideration of edit as part of the factual accuracy return. As referred to in the previous update to the committee, extra work has been conducted in relation to Question 12 (<i>strategic planning, organisational management and value for money</i>) following the disconnect between the inspectorate and the forces view on the position. The HMI has met with the DCC to provide him with outcome of the re-review of this area, and Chief Officers are content with the revised position. The modified report is expected imminently and will once again, be reviewed for factual accuracy.</p> <p>Due to the additional requirement for follow up inspection activity on question 12, the PEEL report is now expected to be published in January 2023. Once the finalised report is received, it will be shared with the committee.</p> <p><u>Serious and Organised Crime (SOC) and Vetting Inspections</u></p> <p>Whilst Serious Organised Crime and Vetting/Counter Corruption have been removed from the core inspection timetable, they still form part of the PEEL process, but include the national and regional position.</p> <p>North Wales Police will be subject to its SOC inspection as part of the North West (NWROCU) region in February/March 2023. More detail regarding the format of this inspection is yet to be received.</p> <p>North Wales Polices' Vetting Standards were inspected from 27th to 29th September 2022. The inspection included an examination of 40 vetting files from the last 3 years and interviews were held with the Head of PSD, Head of Vetting and Vetting team. The debrief provided to the force was positive overall and as expected. The report is expected to be received in draft in January/February 2023 with publication anticipated for March 2023.</p> |

National Thematic Report: An inspection of vetting, misconduct, and misogyny in the police service

The national thematic report into Police vetting, misconduct, and misogyny in the police service was published on 2nd November 2022. The findings of this inspection led to 43 recommendations and 5 AFIs for Chief Constables, the College of Policing, Home Office and the NPCC to consider. These recommendations and AFIs have been reviewed internally and whilst the force is content that some these areas are already being met or are in progress, there are a number which will require a considerable amount of work. Initial meetings have been scheduled with HR and Recruitment to discuss the impact and steps required to meet those that require their input.

Report on an unannounced inspection visit to police custody suites in North Wales Police

HMICFRS and HM Prisons have confirmed that they will review our progress against the causes of concern, recommendations and AFIs following our custody inspection which took place in November 2021. This assess progress review will take place remotely on 15th December 2022 and will focus on understanding the progress made to ensure the action plan is addressing the areas as recommended. The inspectorate is not expecting all areas to be in a state of completion, as it is acknowledged that some of these more challenging areas take time to implement. The force will be able to confirm the position at the next JAC meeting, advising how many have been deemed fit for closure or remain in progress.

Changes to the reporting process to HMICFRS

The national FLO day was held in October and HMICFRS informed force liaison officers on the impending new process to sign off recommendations. Formal communication will be sent to Chief Constables once the final details are ratified to allow forces to establish an internal process.

The new process is expected to commence in early 2023 and involves a tier allocation to recommendations:

- **Level 1:** This level will be applied to historic recommendations that HMICFRS feel should be in a state of completion due to the time lapsed since allocated.
- **Level 2:** This level allows for forces to sign off recommendations when deemed complete. Chief Constables will be required to write to HMICFRS to inform them of the action taken to complete a recommendation.
- **Level 3:** This level will follow the process of level 2 but will require a review by the FLL during inspection activity to confirm completion.

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| | <ul style="list-style-type: none"> • Level 4: This level will be used when HMICFRS feel bespoke inspection work is required to check for compliance. This will mainly be used when forces are at an 'engage' stage, or where there is a heightened area of concern. |
| Recommendations: | None. |
| Risk register impact: | None. |
| Assurance implications: | None. |
| Equality Impact: | None. |
| Information exempt from disclosure: | None. |



Internal Audit

FINAL

Police and Crime Commissioner North Wales and Chief Constable North Wales Police

Summary Internal Controls Assurance (SICA) Report

2022/23

November 2022

Summary Internal Controls Assurance

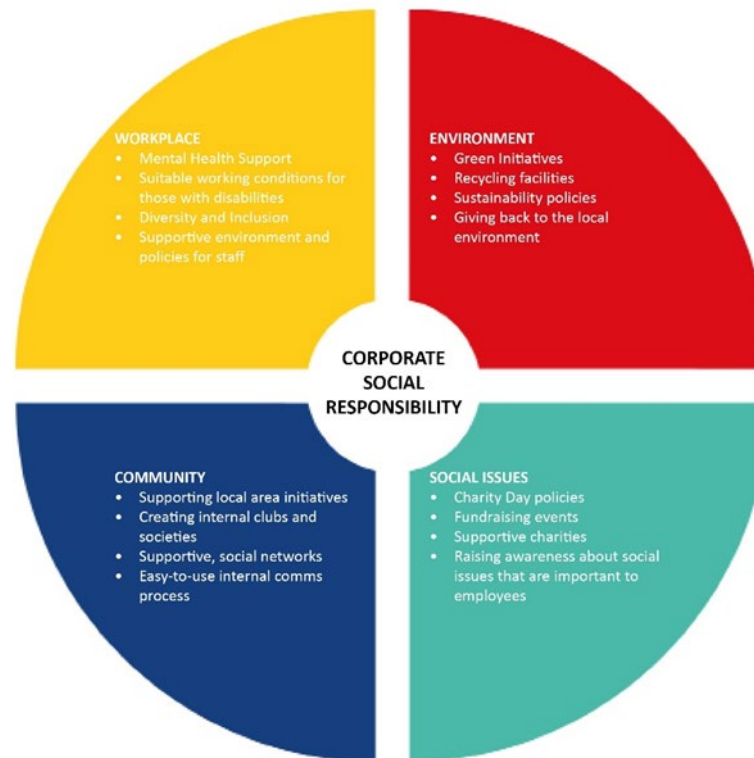
Introduction

1. This summary controls assurance report provides the Joint Audit Committee with an update on the emerging Governance, Risk and Internal Control related issues and the progress of our work at Police and Crime Commissioner North Wales and Chief Constable North Wales Police as at 11th November 2022.

Emerging Governance, Risk and Internal Control Related Issues

2. Corporate social responsibility (CSR) refers to the self-imposed responsibility of businesses to society in areas such as the environment, the economy, employee well-being, and competition ethics. Many businesses use internal CSR regulation as a form of moral compass to positively influence the ethical development of their business.

Traditionally, CSR was viewed as something only large businesses practiced. In the past, simply having a CSR intention in place was already enough for a business to be recognised as socially responsible, even if the idea of social responsibility did not influence the business model or the production processes. In today's market however, businesses of all sizes are increasingly held responsible for their social and environmental impact by their customers. And because every business is part of a value/supply chain consisting of other businesses, when they advocate for sustainability, ethical practices, and generosity, this creates a positive ripple effect on all stakeholders.



Audits completed since the last SICA report to the Joint Audit Committee

3. The table below sets out details of audits finalised since the previous meeting of the Joint Audit Committee.

Audits completed since previous SICA report

| Review | Evaluation | Key Dates | | | Number of Recommendations | | | |
|----------|-------------|-------------------------------|-------------------------------|-------------------------------|---------------------------|---|---|-----|
| | | Draft issued | Responses Received | Final issued | 1 | 2 | 3 | OEM |
| Pensions | Substantial | 26 th October 2022 | 8 th November 2022 | 9 th November 2022 | - | - | - | - |

4. There are no issues arising from these findings which would require the annual Head of Audit Opinion to be qualified.

Progress against the 2022/23 Annual Plan

5. Our progress against the Annual Plan for 2022/23 is set out in Appendix A.

Changes to the Annual Plan 2022/23

6. There are no areas where areas where internal audit work is recommended to enable an unqualified Head of Audit Opinion to be provided for 2022/23.

Progress in actioning priority 1 recommendations

7. We have made no Priority 1 recommendations (i.e. fundamental control issue on which action should be taken immediately) since the previous SICA. The table below summarises the extent to which confirmation has been received that management actions have been taken that the risk exposure identified has been effectively mitigated. More information is provided in Appendix B.

Mitigating risk exposures identified by internal audit reviews

| Review | Date | Priority 1 | | |
|--------|------|------------|---|---|
| N/A | | 0 | 0 | 0 |

Root Cause Indicators

8. The Root Cause Indicators (RCI) have been developed by TIAA to provide a strategic rolling direction of travel governance, risk and control assessment for Police and Crime Commissioner North Wales and Chief Constable North Wales Police. Each recommendation made is analysed to establish the underlying cause of the issue giving rise to the recommendation (RCI). The analysis needs to be considered over a sustained period, rather than on an individual quarter basis. Percentages rather than actual number of reviews/recommendations made permits more effective identification of the direction of travel. A downward arrow signifies a positive reduction in risk in relation to the specific RCI.

RCI – Direction of Travel Assessment

| Root Cause Indicator | Qtr 1 (2022/23) | Qtr 2 (2022/23) | Qtr 3 (2022/23) | Qtr 4 (2022/23) | Medium term Direction of Travel | Audit Observation |
|------------------------|--------------------|--------------------|--------------------|--------------------|------------------------------------|---------------------------|
| Directed | | | | | | |
| Governance Framework | - | 50% (1) | - | | ↓ | No recommendations in Q3. |
| Risk Mitigation | - | 50% (1) | - | | ↓ | |
| Control Compliance | 70% (7) | - | - | | ↔ | |
| Delivery | | | | | | |
| Performance Monitoring | - | - | - | | ↔ | |
| Sustainability | - | - | - | | ↔ | |
| Resilience | 30% (3) | - | - | | ↔ | |

Frauds/Irregularities

9. We have not been advised of any frauds or irregularities in the period since the last SICA report was issued.

Other Matters

10. We have issued a number of briefing notes and fraud digests, shown in Appendix D, since the previous SICA report. The actions taken by Police and Crime Commissioner North Wales and Chief Constable North Wales Police are summarised below:

Action taken by Police and Crime Commissioner North Wales and Chief Constable North Wales Police in response to Alerts issued by TIAA

| Briefing Note | Management Response |
|---|---|
| No CBNs published since the last SICA in September 2022 | To be provided by North Wales Police in the Internal Audit update |

| Fraud Alert | Management Response |
|--|---|
| Procurement Fraud | To be provided by North Wales Police in the Internal Audit update |
| Mandate Fraud – fraudsters purporting to be from Mitie | |

Responsibility/Disclaimer

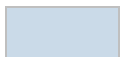
11. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. The matters raised in this report not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.


Progress against Annual Plan 2022-23


| System | Planned Quarter | Current Status | Comments |
|---|-----------------|---|--|
| Collaborative – Pan Wales | | | |
| HR – Use of OLEEO | 1 4 | Planned start date 23 rd January 2023 | Lead Force - NWP Moved to Q4 at the request of North Wales |
| Risk Management – Mitigating Risk | 1 | Final Report Issued 31 st August 2022 | Presented to October 2022 JAC |
| Expenses and Additional Payments | 2 | Draft report issued 23 rd September 2022 | Responses received from North Wales Police but outstanding from some of the other Forces |
| Payroll | 2 | Fieldwork ongoing | Final debrief meeting due w/c/ 14/11/2022 |
| Creditors | 2 | Draft report issued 9 th November 2022 | Lead Force – Dyfed-Powys |
| Fixed Assets – ICT Assets | 2 | Suggested start date 6 th March 2023 | Lead Force – Dyfed-Powys |
| Capital Programme | 3 | Site work completed | Draft report due shortly |
| Counter-Fraud (Anti-Fraud Procurement) | 3 | Planned start 12 th December 2022 | Lead Force – South Wales |
| Fleet Management – Strategy | 3 | Site work completed | Draft report due shortly |
| North Wales Only | | | |
| Contract Management – (Building/ICT/Services Project 2022/23) | 1 | final Report Issued 7 th September 2022 | Presented to October 2022 JAC |
| Property Subject to Charge (Evidential Property) | 1 | Draft report issued 26 th October 2022 | Moved to Q2 at the request of Management |
| Wellbeing and Strategy | 1 | Final Report Issued 27 th July 2022 | Presented to October 2022 JAC |
| Estates Management – Delivery | 1 | Final Report Issued 1 st July 2022 | Presented to July 2022 JAC |
| Central Area – Command Unit | 1 | Draft report issued 19 th October 2022 | |
| Corporate Communications | 1 | Draft report issued 14 th November 2022 | |
| Community Engagement | 2 | | Moved to Q3 |


| System | Planned Quarter | Current Status | Comments |
|-------------------------------------|-----------------|---|-------------|
| Pensions | 2 | Final report issued 9 th November 2022 | Moved to Q3 |
| ICT Change Management | 2 | Planned start date 16 th January 2022 | Moved to Q4 |
| Vetting | 2 | Planned start date 14 th November 2022 | |
| Cyber Security | 3 | Planned start date 12 th December 2022 | |
| Health and Safety Management | 3 | Dates to be confirmed | |
| Treasury Management | 3 | Planned state date 19 th December 2022 | |
| Firearms Licensing | 3 | Dates to be confirmed | |
| HR Absence Management | 3 | Dates to be confirmed | |
| Fleet Management – Repairs | 3 | Planned start date 18 th January 2023 | |
| Liaison with Audit Wales Management | 1-4 | N/A | |
| Follow-up | 4 | Dates to be confirmed | |
| Annual Planning | 1 | Final report issued 30 th June 2022 | |
| Annual Report | 4 | | |
| Audit Management | 1-4 | | |

KEY:

 To be commenced

 Site work commenced

 Draft report issued

 Final report issued

Priority 1 Recommendations - Progress update

| Recommendation | Priority | Management Comments | Implementation Timetable | Responsible Officer | Action taken to date (and any extant risk exposure) | Risk Mitigated |
|---|----------|---------------------|--------------------------|---------------------|---|----------------|
| There are no Priority 1 Recommendations | | | | | | |

KEY:

Priority Gradings 1

| | | |
|---|--------|--|
| 1 | URGENT | Fundamental control issue on which action should be taken immediately. |
|---|--------|--|

Risk Mitigation

| | | | | | |
|---------|--|-----------|--|---------|--|
| CLEARED | Internal audit work confirms action taken addresses the risk exposure. | ON TARGET | Control issue on which action should be taken at the earliest opportunity. | EXPOSED | Target date not met & risk exposure still extant |
|---------|--|-----------|--|---------|--|



Briefings on developments in Governance, Risk and Control

TIAA produces regular briefing notes to summarise new developments in Governance, Risk, Control and Counter Fraud which may have an impact on our clients. These are shared with clients and made available through our Online Client Portal. A summary list of those CBNs and Fraud Alerts issued in the last three months which may be of relevance to Police and Crime Commissioner North Wales and Chief Constable North Wales Police is given below. Copies of any CBNs are available on request from your local TIAA team.

Summary of recent Client Briefing Notes (CBNs)

| CBN Ref | Subject | Status | TIAA Comments |
|---------|---|--------|---------------|
| | No CNS published since the last SICA in September 2022. | | |

Summary of recent Anti-Crime (Fraud Alerts)

| Ref | Subject | Status | TIAA Comments |
|----------------|--|--|---|
| September 2022 | Procurement Fraud |  | Action Required This alert provides information and advice to staff about fraud and economic crime, and the risks associated with it. If you or your organisation has fallen victim to fraud you should contact your internal audit provider or follow your internal procedures for reporting fraud. |
| September 2022 | Mandate Fraud – fraudsters purporting to be from Mitie |  | Action Required Check if your organisation makes any payments to Mitie and be alert to correspondence requesting a change of bank details. If you think that your organisation has been a victim of mandate fraud, please notify your bank immediately to attempt to recover lost funds and alert your Anti-Crime Specialist. |

Joint Audit Committee
Meeting Date: 8th December 2022

| | |
|--|--|
| Title: | Internal Control Report |
| Author: | Anne Matthews, Finance & Budget Officer |
| Purpose of the report: | To provide the Joint Audit Committee with an overview of Internal Control activity within the Force |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Information |
| Summary / Key Points: | <p>Having considered recent feedback, this report focusses on the management response to ongoing Internal Audit issues, focussing on avoiding duplication with the TIAA SICA report where possible. The report includes:</p> <ul style="list-style-type: none"> • The recommendation status from previous TIAA Audits • The recommendations issued with revised due dates for implementation • The management response regarding Client Briefing Notes, Fraud Alerts, Fraud Articles and Security Alerts issued in the period • An Update on Limited Assurance audits • Internal Audit Action Updates regarding 10/10/2022 JAC Actions • Summary <p>Supplementary detail is provided by the Appendices to the report, should it be required.</p> <p>Internal audit is a fixed agenda item discussed in the bi-monthly Joint Governance Board meetings; Internal audit is also discussed during monthly meetings held between the DFR, HoF and FBO.</p> |
| Recommendations: | None |
| Risk Register Impact: | TIAA control findings, Client Briefing Notes, Fraud Alerts and Anti-Crime Alerts have been considered for reflection on the Force Risk Register. |
| Assurance Implications: | This report is directly relevant to Internal Control Activity providing Assurance in North Wales Police. |
| Equality Impact: | None |
| Information Exempt from Disclosure: | N/A – All content in Open Session |

JOINT AUDIT COMMITTEE

INTERNAL CONTROL REPORT – 8TH December 2022

REPORT OF THE NORTH WALES POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE

1. INTRODUCTION

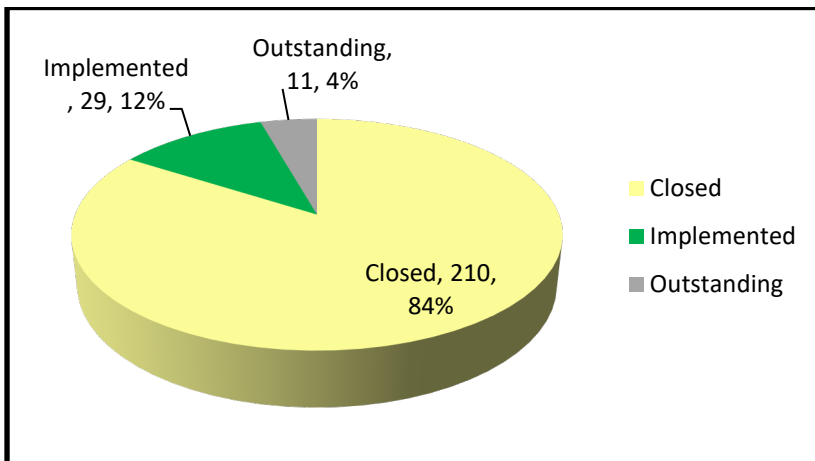
Having considered recent feedback, this report focusses on the management response to ongoing Internal Audit issues, focussing on avoiding duplication with the TIAA SICA report where possible.

The report includes:

- The recommendation status from previous TIAA Audits
- The recommendations issued with revised due dates for implementation
- The management response regarding Client Briefing Notes, Fraud Alerts, Fraud Articles and Security Alerts issued in the period
- An Update on Limited Assurance audits
- Internal Audit Action Updates regarding 10/10/2022 JAC Actions
- Summary

2. RECOMMENDATION STATUS OF TIAA AUDITS

The position on Internal Audit recommendations as at 14/11/2022 is outlined below:



Movement since the last JAC meeting is as per the below:

- 5 new recommendations received during this period.
- 2 (new) recommendations implemented.
- 2 (existing) recommendations implemented.

Summary of 4 recommendations that have been implemented since September meeting detailed below:

| No of Recs | | | | JAC MEETING |
|------------|----|-----|------------|-------------|
| Priority | ID | Job | Rec status | 08/12/2022 |

| | | | | |
|--------------------|---------------|-----------------------------------|----------|----------|
| 2 | 257011 | 21/22 Occupational Health Unit | Existing | 1 |
| 3 | 258804 | 21/22 Debtors - Collaborative | Existing | 1 |
| | 267053 | 22/23 Central Area – Command Unit | New | 1 |
| | 267054 | 22/23 Central Area – Command Unit | New | 1 |
| Grand Total | | | | 4 |

The carried forward recommendations continue to be monitored and pursued routinely.

The **accumulative** total of 29 implemented recommendations since September meeting is outlined below:

| Status Summary - Implemented | Category | No |
|--|-----------------|-----------|
| Implemented on or before original due date | Cat 1 | 18 |
| Implemented on or before 1st revised due date | Cat 2 | 5 |
| Implemented on or before 2nd revised due date | Cat 3 | 1 |
| Implemented on or before 3rd revised due date | Cat 4 | 0 |
| Implemented on or before 4th revised due date | Cat 5 | 0 |
| Implemented on or before 5th revised due date | Cat 6 | 0 |
| Implemented after original and/or revised due date | Cat 7 | 5 |
| | | 29 |

Analysis of the 11 outstanding recommendations as at 14/11/2022 is also outlined below:

| Status Summary - Outstanding Recommendations | Category | No |
|---|-----------------|-----------|
| No of Recommendations - still on original due date | Cat 1 | 5 |
| No of Recommendations - 1st revised due date | Cat 2 | 1 |
| No of Recommendations - 2nd revised due date | Cat 3 | 2 |
| No of Recommendations - 3rd revised due date | Cat 4 | 2 |
| No of Recommendations - 4th revised due date | Cat 5 | 1 |
| No of Recommendations - 5th revised due date | Cat 6 | 0 |
| No of Recommendations - Overdue | Cat 7 | 0 |
| | | 11 |

An ongoing emphasis on trying to ensure that the initial deadlines set are both appropriate and realistic (to ensure that the revision of dates isn't happening as a matter of course) remains in place.

Analysis of the 11 outstanding recommendations and how they tally to each audit is provided on Appendix 1, page 7.

The latest position and update regarding the 11 outstanding recommendations is included in Appendix 2, pages 8-12. This includes the Responsible Officer for each outstanding action with roles, rather than individual names included in the report.

3. RECOMMENDATIONS ISSUED WITH REVISED DUE DATES FOR IMPLEMENTATION

No dates revised during the period 15/09/2022 to 14/11/2022.

Western Area Command Unit – specifically Fire Marshal Training

(006) 252116 - update on this recommendation.

Additional courses have been scheduled for 23/11/2022 and 16/12/2022; nominees have been put forward for Western including Llangefni.

A risk-based approach is being taken in terms of the number of PCSO's required for each station/building based on several factors and discussions with the Chief Inspector, Western Division.

4. MANAGEMENT RESPONSE REGARDING CLIENT BRIEFING NOTES (CBNs) FRAUD ALERTS, FRAUD ARTICLES AND SECURITY ALERTS INCLUDING THOSE ISSUED IN THE PERIOD

Current status of CBNs, Fraud Alerts, Fraud Articles and Security Alerts is shown below:

| Type | Total No rec'd | No rec'd in current period | Action Required | Open Actions |
|---------------------------------|----------------|----------------------------|-----------------|--------------|
| CBNs - 19016-22026 | 53 | 0 | 0 | 0 |
| Fraud Alerts - FA024 -FA033 | 33 | 2 | 0 | 0 |
| Fraud Articles - FA001-FA005 | 5 | 0 | 0 | 0 |
| Security Alerts - SA001 - SA002 | 2 | 0 | 0 | 0 |

CBNs, Fraud Alerts and Security Alerts received during the period were reviewed and progressed by the management team.

There were two Fraud alerts, no CBNs, Fraud articles or security alerts issued in the period 15/09/2022 to 14/11/2022.

CBNs

- None

Fraud Alerts

- FA032 Mandate Fraud – Action required – Mandate Fraud - fraudsters purporting to be Mitie – circulated, actioned and closed. SSF have procedures in place to action change of supplier details to mitigate this risk (details in log issued to JAC members ahead of meeting).
- FA033 – Procurement Fraud; Impersonation Fraud – Action required – circulated actioned and closed. Procurement, SSF and Payroll have procedures in place to mitigate risk (details in log issued to JAC members ahead of meeting).

Fraud Articles – for information purposes only

- None

Security Alerts

- None

5. UPDATE ON LIMITED ASSURANCE AUDITS

ICT Fixed Assets

2021/2022 Fixed Assets - ICT – Limited Assurance – There were 6 important recommendations; Confirmation received from Head of ICT services that all recommendations were implemented by 07/06/2022.

Stakeholders met on 06/07/2022 to score the fixed assets for possible inclusion on the Force Risk register; I can confirm that Risk 101 was added to the Force risk register in July 2022. The present status of the risk is “Low”.

Fixed Assets is due to be re-audited as a collaborative audit in Q4; originally it was hoped to conduct this audit in Q3, however, as it is a collaborative audit dates have been agreed by all Welsh forces in March 2023.

Property Subject to Charge (PSTC) – Limited Assurance – **currently in draft but responses returned to TIAA 11/11/2022**

The PSTC audit was undertaken in September 2022; an extra day was authorised and used to check seized cash exhibits. A breakdown of recommendations is below:

2 x Urgent recommendations

6 x Important recommendations – 2 of which have been implemented

5 x Routine recommendations – 2 of which have been implemented

1 X Operational - Effectiveness Matter (OEM)

Although this audit is Limited good practice was identified by TIAA.

As recorded in JAC December 2021 minutes a baseline figure of 2000-2500 items checked out to officers was deemed acceptable, however, at the time of the audit 2,909 items were checked out to officers. As recorded in the March 2022 JAC minutes the PSTC risk 75 was closed on the Force Risk Register but continues to be monitored via the Assurance Mapping process.

Since the last audit PSTC has transferred ownership to F&R Force Records, with the CIO having overall responsibility for exhibits. The PND Information and Property Manager along with the Property and Exhibits Manager are attending the December 2022 JAC meeting to report on the findings of this audit.

6. INTERNAL AUDIT ACTION UPDATES STEMMING FROM 10/10/2022 JAC MEETING

AP5 (10/10/2022) - Internal Audit - Report back to the Joint Audit Committee on what the barriers are in terms of recruiting into the sys admin role, and whether the risk is heightened in this area without the dedicated resource.

Failure to recruit to this role was due to the final job evaluation grade, temporary 12 month nature of the role and a lack of interested parties internally and externally.

After failure to appoint on two occasions, the decision was taken to devise a Phase 2 activity plan to commence after deployment of NEP with the NEP Project Manager leading to complete actions once demand from the initial phase had released capacity.

The main impact is a delay and extension to project timelines with the PM liaising with subject matter experts to assess the ‘In-Life’ requirements and review whether a specific post may be required in future to administrate the system.

It has been suggested on the action log has been .

7. SUMMARY

This report is provided to the Joint Audit Committee to provide assurance around the internal control activity taking place in the period supplementing the information held within the TIAA SICA report.

Appendix 1 - Analysis of the 9 outstanding recommendations and how they tally to each audit

| No | ID | Service | Job | Year | Risk Area | Type | Recs Monitored Via | Linked to Risk Register |
|--------------------------|--------------------------------------|----------------|--|------|------------------|----------|--|---|
| 001 | 237156 | ICT Audit | GDPR Compliance Audit PO No FN27625 | 2018 | Operational Risk | Existing | Quarterly Joint Governance Board | 72 Data Protection |
| 002 003 004 005 | 249422 249424 249425 249426 | ICT Audit | 20/21 Collaborative Project Review – Office 365 | 2020 | Directed Risk | Existing | Quarterly Joint Governance Board; Digital Transformation Board | 46 Digital Transformation Programme |
| 006 | 252116 | Internal Audit | 21/22 Western Area - Command Unit | 2021 | Directed Risk | Existing | Quarterly Joint Governance Board; Quarterly H & S meeting | - |
| 007 | 259474 | ICT Audit | 21/22 ICT – Network Security | 2021 | Directed Risk | New | Quarterly Joint Governance Board | 10 Network Security Risk from External Evidence 11 Encryption of Disks 46 Digital Transformation 60 Cyber Security Threats 72 Data Protection |
| 008 | 263859 | Internal Audit | 21/22 Counter Fraud (Anti-Fraud Procurement) - Collaborative | 2021 | Directed Risk | New | Quarterly Joint Governance Board | - |
| 009 | 266219 | ICT Audit | 21/22 – Data Protection | 2021 | Directed Risk | New | Quarterly Joint Governance Board; NWP PVPU | - |
| 010 011 | 267051 267052 | Internal Audit | 22/23 Central Area- Command Unit | 2022 | Directed Risk | New | Quarterly Joint Governance Board; SMT | - |

Appendix 2 – Latest Management Response relating to Outstanding Recommendations

Overview

| Priority Level | No | Responsible Officer | Job | Original Due Date | Revised Due Date | No of Recs |
|----------------|-----|---|--|-------------------|------------------|------------|
| 2 | 001 | Programme Manager, Corporate Programme Office | GDPR Compliance Audit PO No FN27625 | 31/03/2020 | 01/03/2023 | 1 |
| | 002 | Superintendent, SMT, Corporate Services | 20/21 Collaborative Project Review – Office 365 | 31/03/2022 | 30/11/2022 | 1 |
| | 003 | Superintendent, SMT, Corporate Services | 20/21 Collaborative Project Review – Office 365 | 31/03/2022 | 30/09/2023 | 1 |
| | 004 | Superintendent, SMT, Corporate Services | 20/21 Collaborative Project Review – Office 365 | 30/09/2023 | | 1 |
| | 006 | Health & Safety Administrator | 21/22 Western Area - Command Unit | 01/09/2021 | 31/12/2022 | 1 |
| | 007 | Head of ICT Services | 21/22 ICT – Network Security | 30/06/2022 | 31/01/2023 | 1 |
| | 008 | Detective Supt, PSD | 21/22 Counter Fraud (Anti-Fraud Procurement) - Collaborative | 31/12/2022 | | 1 |
| | 010 | Corporate Senior HR Advisor | 22/23 Central Area – Command Unit | 28/02/2023 | | 1 |
| | 011 | Corporate Senior HR Advisor | 22/23 Central Area – Command Unit | 28/02/2023 | | 1 |
| | 005 | Superintendent, SMT, Corporate Services | 20/21 Collaborative Project Review – Office 365 | 30/09/2022 | 30/09/2023 | 1 |
| | 009 | PVPU MARAC Detective Inspector | 21/22 – Data Protection | 31/12/2022 | | 1 |
| Grand Total | | | | | | 11 |

Latest updates

| No | ID | Job | Year | Risk Area | Recommendation | Priority | Management Comments | Responsible Officer | Due Date | Revised Due Date | Category | Latest Response |
|-----|--------|---|------|------------------|--|----------|--|---|------------|------------------|----------|---|
| 001 | 237156 | GDPR Compliance Audit PO No FN27625 | 2018 | Operational Risk | A review process be introduced to minimise the risks around sensitive data being stored to network drives. | 2 | NWP is moving to Office 365 as part of the National Enabling Programme. As part of this work, we will move from the current shared drives arrangement to a more structured approach to data sharing with teams. As part of the migration to Office 365, a full review of the existing information there will need to be conducted, and thereafter ongoing governance as to its use will be controlled. | Programme Manager, Corporate Programme Office | 31/03/2020 | 01/03/2023 | 4 | <p>07/06/2022 - Update received from Project Manager - CGI are currently conducting a risk assessment against the proposed migration tool for referral to IS&C. Approval will be sought at this time to progress to migrate the data with guidance to M365 SPOCs in each department to minimise risk regarding sensitive data.</p> <p>27/07/2022 - No further update since 07/06/2022 - Project Manager</p> <p>15/09/2022 - Update received from Project Manager - Ongoing - Queries raised to CIO as part of the risk assessment. Responses will be reviewed once received to produce to a final report.</p> <p>11/11/2022 - Update received from Project Manager - Risk Assessment has now been completed by CGI and a report was shared with the PMO and relevant Stakeholders. Meeting to discuss feedback is due to take place w/c 14/11/22, with a view to progressing with the proposed tool for the migration exercise.</p> |
| 002 | 249422 | 20/21 Collaborative Project Review – Office 365 | 2020 | Directed Risk | Additional support be provided when on boarding officers attached to collaborative units who may have access to applications that have not been previously tested for compatibility with Windows 10. | 2 | NWP: Included in the approach to incrementally roll out MS365 and the NEP design team is a preparation phase where a SPOC will be identified within a team to be migrated first and test all application to ensure there are no issues. | Superintendent, SMT, Corporate Services | 31/03/2022 | 30/11/2022 | 3 | <p>07/06/2022 - Update received from Project Manager - The testing of software for compatibility continues to be prioritised ahead of NEP onboarding for all users in NWP during the rollout. The majority of specialist applications were tested during phase 1 and function successfully on NEP devices. Any further testing will continue where applicable through to completion of the NEP deployment, which is estimated to be completed in Sept 2022.</p> <p>27/07/2022 - No further update since 07/06/2022 - Project Manager</p> <p>15/09/2022 - Update received from Project Manager - Ongoing - the software testing is still ongoing where required as we come to the final stages of the deployment in OSS and Special constabulary. Revised due date Nov 2022.</p> <p>11/11/2022 - Update received from Project Manager - There is a small number of outstanding software testing ongoing for OSS. CGI are working with the users to complete this by the end of November 2022 with support of the PMO.</p> |
| 003 | 249424 | 20/21 Collaborative Project Review – Office 365 | 2020 | Directed Risk | An appropriate information governance framework be implemented to manage the use of power apps. | 2 | NWP: A Systems Operating procedure (SysOps) will be developed for MS365 applications including PowerApps. Business rules are currently being established for each application. A DPIA covering the NEP solution has been produced. The need for a specific DPIA for PowerApps will be reviewed during the production of the SysOps. | Superintendent, SMT, Corporate Services | 31/03/2022 | 30/09/2023 | 4 | <p>07/06/2022 - Update received from Project Manager - Recruitment of a sys admin is still a challenge. Priority is being given to update existing policy/ sys ops for some core aspects. NWP have recruited a Head of Applications role. The successful candidate is due to start in the coming months and will work with the PMO to develop a process of assessment, assurance, suitability for any apps (including Power apps) that users find or wish to be developed.</p> <p>Suggest revised due date of September 2022 due to recruitment of both roles.</p> <p>27/07/2022 - Update received from Project Manager - The recruitment of a the tech sys admin role is still a challenge and the post remains vacant. Plans are being discussed to absorb this work within the PMO post completion of NEP deployment.</p> <p>15/09/2022 -- Update received from Project Manager - Unable to recruit into the sys admin role. Phase 2 plans for NEP Project include absorbing this work into the PMO. Revised due date of Sept 2023.</p> <p>11/11/2022 - Update received from Project Manager - No further update. This work will commence once the mop up phase of the NEP/M365 deployment is complete - Expected Dec 2022.</p> |
| No | ID | Job | Year | Risk Area | Recommendation | Priority | Management Comments | Responsible Officer | Due Date | Revised Due Date | Category | Latest Response |

| 004 | 249425 | 20/21 Collaborative Project Review – Office 365 | 2020 | Directed Risk | A benefits realisation review be undertaken 12 to 18 months after the completion of the NEP Office 365 project. | 2 | NWP: To be conducted by the PMO | Superintendent, SMT, Corporate Services | 30/09/2023 | | 1 | 07/06/2022 - Update received from Project Manager - Remains on track for September 2023. 27/07/2022 - No further update since 07/06/2022 - Project Manager 15/09/2022 - Update from Project Manager - Remains on track. No further update. 11/11/2022 - Update from Project Manager - Remains on track. No further update. |
|-----|--------|---|------|---------------|--|----------|--|---|------------|------------------|----------|--|
| 005 | 249426 | 20/21 Collaborative Project Review – Office 365 | 2020 | Directed Risk | The information asset registers at all three Forces be reviewed and updated subsequent to the implementation of Office 365 and SharePoint. | 3 | NWP: Information Asset Ownership is under review as part of our Business Rules work and production of SysOps to be completed prior to commencing full roll out April 2021.The roll out approach will be incremental with services taking ownership of their data held on Microsoft applications as they are on boarded. | Superintendent, SMT, Corporate Services | 30/09/2022 | 30/09/2023 | 2 | 07/06/2022 - Update received from Project Manager - Backfill for this role is still a challenge and therefore the deployment of NEP has been prioritised at this time. 27/07/2022 - Update received from Project Manager - The recruitment of the tech sys admin role is still a challenge and the post remains vacant. Plans are being discussed to absorb this work within the PMO post completion of NEP deployment. 15/09/2022 - Update received from Project Manager - Unable to recruit into the sys admin role. Phase 2 plans for NEP Project include absorbing this work into the PMO. Revised due date of Sept 2023. 11/11/2022 - Update received from Project Manager - No further update. This work will commence once the mop up phase of the NEP/M365 deployment is complete - Expected Dec 2022. |
| 006 | 252116 | 21/22 Western Area - Command Unit | 2021 | Directed Risk | Training for fire marshals at Llangefni and Caernarfon police stations be maintained and kept up to date. | 2 | We note that the auditor recognises that H&S training has been affected due to COVID. Moving forward, we will ensure that the issues highlighted will be addressed, our training processes strengthened and maintain up to date records. We will focus on training the right staff at both locations in line with the recommendation. The H&S Administrator has been tasked to liaise with the members of staff and the Training Department. The list of Fire Marshalls at both locations will be amended to reflect the correct information. Worthy of note, is that SPOCS have a responsibility to inform the H&S Unit when Fire Marshals move to other locations/role so that records are kept up to date in line with our legislative responsibilities. Without this information, the H&S unit cannot maintain accurate records. | Health & Safety Administrator | 01/09/2021 | 31/12/2022 | 5 | 12/08/2022- Following discussions with ACC earlier this year as part of the Agility Board Meetings the final recommendation it that PCSOs and the 26 Front Counter Staff (peripatetic role) are trained as Fire Stewards; this is a decision for uptake Forcewide. Liaison with training department has been ongoing since the meeting in terms of the rollout. Extend to 31/12/2022 to allow for training rollout. 25/10/2022 - Update received from HSM - HSM is liaising with the Western Chief Inspector who has put forward nominees; HSM and C/I liaising with Training in order to schedule a Fire Steward course before the end of the year. The plan (force wide) for FS training will be based on a priority system (most at risk stations) and the roll out is likely to take up to 2 year or more but we have a plan in place going forward. 08/11/2022 - update from HSM/Training - additional courses running 23/11/2022 and 16/12/2022; nominees for Western have been put forward, this includes Llangefni. |
| No | ID | Job | Year | Risk Area | Recommendation | Priority | Management Comments | Responsible Officer | Due Date | Revised Due Date | Category | Latest Response |

| 007 | 259474 | 21/22 ICT – Network Security | 2021 | Directed Risk | The 103 Windows 7 devices identified where the primary user also has access to a Windows 10 device be disabled and the user contacted to arrange the return of the Windows 7 device to ICT. | 2 | CGI will contact the users/SPOCs for all non JCC devices and will arrange rebuild or collection for disposal. We will also compare this list of assets with the NWP PMO NEP Build replacement programme, to clarify if there are plans to replace any of these over the coming weeks. Since the audit 165 devices have been identified as JCC devices in Colwyn Bay/St Asaph; as per finding these will be upgraded when the new ICAD on-call in the cloud service becomes active for NWP. | Head of ICT Services | 30/06/2022 | 31/01/2023 | 3 | <p>26/10/2022 - Update from Head of Infrastructure - As part of the update I will break these down into JCC and non JCC machines.</p> <p>JCC:</p> <p>We have 142 Desktops in the Control room on Windows 7. The systems in the control room are aged and were due to be replaced but unfortunately that system upgrade never occurred therefore we have had to try to get our systems working on Windows 10. We have testing occurring this week and the next two weeks to get these to work with a plan to replace all desktops with new Windows 10 devices on the week of the 12th of December. The 142 covers the fall back control room and Gold which are based in FHQ.</p> <p>We will provide you and JAC an update on this by the 19th of December on progress</p> <p>Non- JCC:</p> <p>We have 172 devices identified as Windows 7 machines in July this year. Of which, each have a specific plan against them. 21 have been destroyed. Of the remaining 151:</p> <ul style="list-style-type: none"> • 33 will be disabled • 12 are with users who have a laptop (windows 10) so we are changing for a docking station • 71 are being upgraded with new hardware (Windows 10) • 35 are desktops are being changed with Windows 10 laptops due to change of roles. <p>These devices are all subject to requests with CGI. I am running a daily check on these assets to see which are still active on network and I have a weekly call with the project managers to ensure we are moving as planned.</p> <p>The ones which are labelled as being disabled, I've asked CGI to ensure this is done by the 15th. If a user then rings in to raise that machine as being faulty, we will make a decision to replace them or inform them to use a personal device.</p> <p>31/10/2022 - Update from Head of ICT Services - As the MS Extended Support License is expiring 13/01/2023 and in line with the above the implementation date has been revised to 31/01/2023.</p> |
|-----|--------|--|------|---------------|---|----------|--|--------------------------------|------------|------------------|----------|---|
| 008 | 263859 | 21/22 Counter Fraud (Anti-Fraud Procurement) - Collaborative | 2021 | Directed Risk | The Counter Corruption Policy be reviewed and updated as planned. | 2 | PSD are fully aware of the need to review the CCU and this is currently underway, however the national picture is evolving at pace and a number of areas of the policy will be affected. | Detective Supt, PSD | 31/12/2022 | | 1 | 28/10/2022 - update received from Det/Supt PSD - This matter still remains outstanding, but progress is being made in that we are allocating areas of the policy to specific owners within PSD so we can make progress on any changes required. |
| 009 | 266219 | 21/22 – Data Protection | 2021 | Directed Risk | The MARAC WASPI agreement be signed. | 3 | This agreement is one of 6 MARAC agreements which are currently being reviewed; the circulation of documents for this review is being undertaken by another Agency. This process may also necessitate a further quality assurance by WASPI/NWIGG. The aim is to conclude the review by Dec 2022 and if necessary, submit for a Q&A afterwards. Once this is complete, signing is anticipated. This is being monitored by NWP PVPU. | PVPU MARAC Detective Inspector | 31/12/2022 | | 1 | |
| No | ID | Job | Year | Risk Area | Recommendation | Priority | Management Comments | Responsible Officer | Due Date | Revised Due Date | Category | Latest Response |

| | | | | | | | | | | | | |
|-----|--------|-----------------------------------|------|---------------|--|---|---|-----------------------------|------------|--|---|--|
| 010 | 267051 | 22/23 Central Area – Command Unit | 2022 | Directed Risk | The Flexible Working Policy and Procedure be reviewed and approved accordingly. | 2 | The Flexible Working Policy was reviewed and rewritten last year. It went out for Force wide consultation and feedback from LPS was that they were following a different process to that proposed. We have been waiting for this situation to be confirmed but now that the Corporate Senior HR Advisor is in post, she will be picking this up with them. She will be discussing this in the SMT on 21st November. We should have an answer after that and can then continue with getting the revised policy ratified. | Corporate Senior HR Advisor | 28/02/2022 | | 1 | |
| 011 | 267052 | 22/23 Central Area – Command Unit | 2022 | Directed Risk | A process be established evidencing the periodic review of flexible working arrangements, in conjunction with the review of the Flexible Policy and Procedure. | 2 | The Flexible Working Policy will also clarify the process to be followed for review. Currently this is not being done in a consistent manner across the Force but the revised policy should address this. | Corporate Senior HR Advisor | 28/02/2022 | | 1 | |

Appendix 3 – Recommendation Categorisation

“**Priority**” refers to the implementation timeline to adopt:

| Description | Priority |
|--|----------|
| URGENT - Fundamental Control issue on which action should be taken immediately. | 1 |
| IMPORTANT - Control issue on which action should be taken at the earliest opportunity. | 2 |
| ROUTINE - Control issue on which action should be taken. | 3 |

“**Category**” refers to date revisions as per the below:

| Description | Category |
|--|----------|
| Recommendations - still on original due date | 1 |
| Recommendations - 1st revised due date | 2 |
| Recommendations - 2nd revised due date | 3 |
| Recommendations - 3rd revised due date | 4 |
| Recommendations - 4th revised due date | 5 |
| Recommendations - 5th revised due date | 6 |
| Recommendations - Overdue | 7 |

JOINT AUDIT COMMITTEE

| | |
|--|--|
| Title: | Risk Management Report (Open Session) |
| Author: | Neil T. Ackers, Risk and Business Continuity Lead |
| Purpose of the report: | To provide the Joint Audit Committee with an update on the organisational risk process and an oversight of the current risks recorded by North Wales Police and the North Wales Police and Crime Commissioner. |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Information |
| Summary / Key Points: | <ul style="list-style-type: none"> ▪ All risks have been reviewed monthly by the Risk and Business Continuity Lead ensuring they are updated and remain on target. A dated entry is made alongside the review within the embedded risk record 'supporting information document'. ▪ Reminders have been sent to Risk Leads to review and update their ongoing risks and actions either on a monthly or quarterly basis (dependent on the risk type). ▪ Since the previous update all risks on the Force Risk Register have been reviewed in the following meetings with no issues or exceptions having been raised. <ul style="list-style-type: none"> ○ Senior Management Team Meetings ○ Senior Leadership Team Meeting ○ Strategic Management Board ○ Strategic Executive Board ○ Strategic Operational Board ○ Strategic Change and Collaboration Board ○ Assurance Board ▪ A summary of live NWP and OPCC risks recorded on the Force Risk Register 16th September 2022 – 9th November 2022. ▪ New risks recorded on Force Risk Register since last report <ul style="list-style-type: none"> ○ Risk 103 Ability to Uplift Officers ○ Risk 104 Welfare Unit Demand ▪ Risks removed from Force Risk Register since last report <ul style="list-style-type: none"> ○ Risk 100 REDACTED CLOSED SESSION ○ Risk 102 REDACTED CLOSED SESSION ▪ Risk Changes on Force Risk Register since last report <ul style="list-style-type: none"> ○ Risk 82 – ICT Supply Chain Issues |

| | |
|--|--|
| | <ul style="list-style-type: none"> ▪ Force Risk Register Actions <ul style="list-style-type: none"> ○ Risk Actions RAG Ratings ▪ Force COVID19 Risk Register ▪ Developments regarding risk management <ul style="list-style-type: none"> ○ Presentation to JAC Members 22/11/22 ○ Risk Deep Dive Proforma ▪ A summary table of the Force Risk Register as at 09/11/22 |
| Recommendations: | None |
| Risk Register Impact: | This report is based on details recorded on both the Force Risk Register and Covid19 Risk Register |
| Assurance Implications: | This report is directly relevant to the development of assurance in North Wales Police |
| Equality Impact: | None |
| Information Exempt from Disclosure: | Yes (highlighted in yellow) |

1. INTRODUCTION

The purpose of this report is to provide an update on the organisational risk management process and allow oversight of the status of North Wales Police and Crime Commissioner and North Wales Police risks and is based on information received and recorded by 9th November 2022 on the Force Risk Register version 6.65

Project risks are managed separately within the Portfolio Management Office; however, those that require Force attention are escalated to the Force Risk Register through the agreed process documented in the Risk and Assurance Mapping Framework.

2. FORCE RISK REGISTER SUMMARY

We continue to embed our approach to Risk Management across the organisation through regular interaction with the Risk Leads/Owners either monthly or quarterly (dependent on the risk type). Reminders have been sent to those individuals to review and update ongoing actions to ensure the risk remains on target. In addition to this we continue to conduct a monthly review of all risks and raised any concerns or issues with the Risk Leads and SMT's via their risk highlight reports. Risks are also reported to and reviewed at the Senior Leadership Team Meeting, Strategic Operational Board, Strategic Change and Collaboration Board, Strategic Management Board and Strategic Executive Board with no issues or exceptions having been raised. A summary of all risks recorded on the Force Risk Register are also reported to the Assurance Board.

Table 1: - NWP risks on the Force Risk Register 16th September 2022 – 9th November 2022

| Risk Levels before Controls | Previous NWP Risk Total | Risks removed in this period | New Risks in this period | NWP Risks currently recorded on Force Risk Register |
|-----------------------------|-------------------------|------------------------------|--------------------------|---|
| Critical | 8 | 0 | 0 | 8 |
| High | 19 | 1 | 2 | 20 |
| Medium | 2 | 1 | 0 | 1 |
| Total | 29 | 2 | 2 | 29 |

Table 2: - OPCC risks on the Force Risk Register 16th September 2022 – 9th November 2022

| Risk Levels Before Controls | Previous OPCC Risk Total | Risks removed in this period | New Risks in this period | OPCC Risks currently recorded on Force Risk Register |
|-----------------------------|--------------------------|------------------------------|--------------------------|--|
| Critical | 1 | 0 | 0 | 1 |
| High | 1 | 0 | 0 | 1 |
| Medium | 0 | 0 | 0 | 0 |
| Total | 2 | 0 | 0 | 2 |

3. NEW RISKS RECORDED ON FORCE RISK REGISTER SINCE LAST REPORT

There have been 2 new risks added to the Force Risk Register since the last JAC risk report.

Risk 103 Ability to Uplift Officers

This risk was previously recorded on the Force Risk Register under URN 047 between February 2020 and February 2022.

There is a risk that failure to recruit and integrate enough police officers through operation uplift, **caused by** a number of NWP Officers resigning, retiring, or transferring to other Forces and a lack of suitable applicants, **may result in** failure to meet the home office targets which will impact on future budgets and ability of the force to deliver its priorities.

This DYNAMIC risk was raised on the 15th September 2022 and approved by Finance and Resources SMT for recording on the Force Risk Register.

During the scoring process, the Risk Level Before Controls was determined as HIGH. The Present Risk Level is currently HIGH with a Target Risk Level of LOW. There are currently 4 LIVE Actions on this risk.

Risk 104 Welfare Unit Demand

There is a Risk that the increasing demand for welfare support cannot be met by the resources available within the Health and Wellness Team. This is **caused by** an increasing demand for support across the Force as Officers and staff become aware of what is available due to pressures on our workforce increasing. **This may result in** delays for individuals being able to access support which might lead to sickness absence; Illness of members of the Health and Wellness Team as they struggle to cope with demand and a reduction of the types of services that can be provided.

This DYNAMIC risk was raised on the 3rd August 2022 and approved by Corporate Services SMT for recording on the Force Risk Register.

During the scoring process, the Risk Level Before Controls was determined as HIGH. The Present Risk Level is currently HIGH with a Target Risk Level of LOW. There are currently 2 LIVE Actions on this risk.

4. RISKS REMOVED FROM FORCE RISK REGISTER SINCE LAST REPORT

There have been 2 risks removed from the Force Risk Register since the last risk.

Risk 100 REDACTED CLOSED SESSION

Risk 102 REDACTED CLOSED SESSION

5. RISK CHANGES ON FORCE RISK REGISTER SINCE LAST REPORT

There has been 1 risk that has changed its risk level since last report.

Risk 82 – ICT Supply Chain Issues

There is a Risk that NWP can't obtain the ICT critical equipment due to supply chain challenges **caused by** increased pressures in the supply chain that impact on pricing, availability and lead times **which may result in** a negative impact on efficiency and effectiveness of the Force due to delays in obtaining this critical equipment and its ability to deliver against its objectives.

The Present Risk Level was lowered from HIGH to MEDIUM on 11th October 2022 due to 101 laptops and 98 desktop computers now in stock and the return of equipment from NWP leavers.

There are currently 4 LIVE Actions on this risk.

6. FORCE RISK REGISTER ACTIONS

Risk Actions RAG Ratings

| Actions Not on Track | Actions On Track but with Issues | Actions On Track | Completed Actions |
|----------------------|----------------------------------|------------------|-------------------|
| 0 | 8 | 59 | 65 |

Risks highlighted with '*Actions On Track but with issues*' relate to Actions that are currently marked as pending or stalled and awaiting decisions on progression.

7. Force COVID19 Risk Register

There are currently no risks recorded on the Force Covid19 Risk Register.

8. DEVELOPMENTS REGARDING RISK MANAGEMENT

Presentation to JAC Members

The Head of Business Intelligence, JS, Risk and Business Continuity Lead, NTA delivered a presentation on North Wales Police risk management processes on the 22nd November 2022 to all Joint Audit Committee Members.

Risk Deep Dive Proforma

The JAC Risk Lead, JC, kindly agreed to review the risk deep dive proforma and has provided feedback to improve the document. Those suggestions have been considered and the proforma has been amended accordingly. A copy of the Risk Deep Dive Proforma will be saved onto the JAC Google Drive.

9. SUMMARY OF FORCE RISK REGISTER AS AT 09/11/2022

| URN | Risk Title | Risk Levels | | | Risk Type | Date Risk Raised | Last Review Date | Risk Actions Progress | | | | |
|-----|--|-----------------|----------|------------|-----------|------------------|------------------|-----------------------|-------------------|----------|----------------------|--------------|
| | | Before Controls | Present | Target | | | | Outstanding Actions | Completed Actions | On Track | On Track with Issues | Not on Track |
| 3 | RMS Legacy Database | High | Medium | Low | Static | 10/08/16 | 12/09/22 | 1 | 1 | 1 | | |
| 10 | REDACTED CLOSED SESSION | High | Medium | Low | Static | 11/03/16 | 13/09/22 | 1 | 7 | 1 | | |
| 11 | REDACTED CLOSED SESSION | High | Low | Negligible | Static | 03/07/17 | 25/10/22 | 1 | 9 | 1 | | |
| 46 | REDACTED CLOSED SESSION | High | Medium | Medium | Static | 03/02/20 | 17/10/22 | 2 | 0 | 2 | | |
| 54 | REDACTED CLOSED SESSION | High | Medium | Low | Dynamic | 29/04/20 | 10/10/22 | 1 | 1 | 1 | | |
| 57 | ESN proves to be an unviable or sub optimal solution | High | Medium | Low | Static | 13/05/20 | 29/09/22 | 1 | 1 | 1 | | |
| 60 | REDACTED CLOSED SESSION | High | Medium | Medium | Static | 19/05/20 | 03/10/22 | 1 | 3 | 1 | | |
| 67 | REDACTED CLOSED SESSION | High | Low | Low | Dynamic | 19/08/20 | 14/10/22 | 1 | 2 | 1 | | |
| 71 | Pensions | High | High | Medium | Static | 20/01/21 | 07/11/22 | 1 | 3 | 1 | | |
| 73 | REDACTED CLOSED SESSION | Critical | Medium | Low | Dynamic | 01/03/21 | 10/10/22 | 1 | 0 | 1 | | |
| 74 | REDACTED CLOSED SESSION | Critical | Medium | Medium | Dynamic | 04/06/21 | 07/09/22 | 2 | 13 | 2 | | |
| 78 | Unsupported Windows 10 Operating System | High | Medium | Medium | Dynamic | 08/04/21 | 13/09/22 | 1 | 1 | 1 | | |
| 79 | Mandatory Refresher Training | High | Medium | Low | Dynamic | 18/06/20 | 14/10/22 | 1 | 1 | 1 | | |
| 81 | Inability attracting Staff to apply for key roles in NWP | Critical | High | Medium | Dynamic | 08/09/21 | 05/09/22 | 3 | 2 | 3 | | |
| 82 | ICT Supply Chain Issues | High | Medium | Medium | Static | 10/09/21 | 10/10/22 | 2 | 2 | 2 | | |
| 85 | REDACTED CLOSED SESSION | Critical | High | Medium | Dynamic | 29/11/21 | 13/10/22 | 1 | 0 | 1 | | |
| 86 | Disclosure Unit Backlogs | High | Medium | Medium | Static | 09/11/21 | 21/10/22 | 1 | 2 | 1 | | |
| 88 | REDACTED CLOSED SESSION | High | High | Low | Dynamic | 01/02/22 | 14/10/22 | 1 | 3 | 1 | | |
| 89 | Adequacy of financial resources (OPCC) | Critical | High | Medium | Static | 09/02/22 | 06/09/22 | 3 | 0 | 3 | | |
| 91 | Loss of money invested on the money market | Critical | Low | Low | Static | 16/02/22 | 03/11/22 | 3 | 0 | 3 | | |
| 92 | REDACTED CLOSED SESSION | Critical | Critical | High | Dynamic | 14/02/22 | 05/09/22 | 3 | 2 | 3 | | |
| 93 | Inadequate financial resources to deliver service plans for period 01/04/2022 to 31/3/2023 | Critical | Medium | Medium | Static | 15/03/22 | 15/07/22 | 2 | 0 | 2 | | |
| 94 | REDACTED CLOSED SESSION | High | Medium | Negligible | Dynamic | 22/02/22 | 11/10/22 | 4 | 4 | 4 | | |
| 95 | REDACTED CLOSED SESSION | High | High | Medium | Static | 05/04/22 | 18/10/22 | 4 | 0 | 2 | 2 | |
| 96 | Excess Demand within the Analysts Unit | High | High | Medium | Static | 12/04/22 | 21/10/22 | 8 | 3 | 8 | | |
| 97 | Betsi Cadwaladr UHB Medical Requests | High | High | Medium | Dynamic | 14/04/22 | 18/10/22 | 3 | 0 | 2 | 1 | |
| 98 | REDACTED CLOSED SESSION | Critical | Critical | Medium | Dynamic | 19/05/22 | 07/10/22 | 2 | 5 | 2 | | |
| 99 | REDACTED CLOSED SESSION | High | High | Low | Dynamic | 13/06/22 | 18/10/22 | 4 | 0 | 1 | 3 | |
| 101 | REDACTED CLOSED SESSION | Medium | Low | Negligible | Static | 07/06/22 | 14/10/22 | 2 | 0 | 1 | 1 | |
| 103 | Ability to Uplift Officers | High | High | Low | Dynamic | 15/09/22 | 04/10/22 | 4 | 0 | 3 | 1 | |
| 104 | Welfare Unit Demand | High | High | Low | Dynamic | 03/08/22 | 04/11/22 | 2 | 0 | 2 | | |

Joint Audit Committee

Meeting Date: 8 December 2022

| | |
|--|---|
| Title; | Proposed Work Programme |
| Author: | Chief Finance Officer |
| Purpose of the report: | To agree the work programme |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> X Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Assurance <input type="checkbox"/> Information |
| Summary / Key Points: | <ul style="list-style-type: none"> Ensures that the Committee is able to fulfil its duties in line with statutory deadlines, and that all of the Committee's responsibilities are discharged during the course of each year Feedback from the Joint Audit Committee, and have added the following items to be brought to future meetings: <ul style="list-style-type: none"> information management and compliance provision of internal audit service |
| Recommendations: | <ul style="list-style-type: none"> For members of the Committee to note which items are subject to a statutory deadline, and therefore the meetings have been arranged to fulfil those requirements. For members of the Committee to consider additional content which might be presented at future meetings. For the future work programme to be brought to each meeting, outlining the work for the forthcoming twelve months on a rolling basis. |
| Risk register impact: | One of the purposes of the Committee is to provide assurance to the Police and Crime Commissioner and the Chief Constable that financial and non-financial risks are being managed effectively. |
| Assurance implications: | The purpose of Joint Audit Committee is to provide assurance to the Police and Crime Commissioner and the Chief Constable, in line with the Terms of Reference. The work programme helps to ensure that all relevant areas are presented to the Committee. |
| Equality Impact: | <p>Equalities legislation was taken into account when recruiting the independent members of the Joint Audit Committee.</p> <p>There is a Joint Equalities' Scheme in place.</p> |
| Information exempt from disclosure: | None. |

JOINT AUDIT COMMITTEE

8 DECEMBER 2022

PROPOSED WORK PROGRAMME

Report by the Chief Finance Officer

1. INTRODUCTION

- 1.2 The Joint Audit Committee has been provided with a programme of work annually during the July meeting. This ensures that the Committee is able to fulfil its duties in line with statutory deadlines, and that all of the Committee's responsibilities are discharged during the course of each year.
- 1.3 In addition, items to be presented to the Joint Audit Committee are identified by various means – by officers, staff or the Committee members. These have been added to the work programme on a less formal basis, and are added to the agenda as appropriate.
- 1.4 Policing is an ever-changing environment. While it remains vital that the Joint Audit Committee carry out certain tasks by key dates, presenting the work programme only once each year is inflexible, and does not document sufficiently when newly-identified items are to be presented to the committee. Therefore, at the meeting held on 9 March 2020, the Committee proposed that the work programme be discussed at the end of each meeting.
- 1.5 This report, therefore, includes the proposed work plan for the next twelve months. Where the meeting date has not yet been finalised, the month of the meeting is shown for guidance.

2. RECOMMENDATIONS

- 2.1 For members of the Committee to note which items are subject to a statutory deadline, and therefore the meetings have been arranged to fulfil those requirements.
- 2.2 For members of the Committee to consider additional content which might be presented at future meetings.
- 2.3 For the future work programme to be brought to each meeting, outlining the work for the forthcoming twelve months on a rolling basis.

3. WORK PROGRAMME

- 3.1 With the exception of items timetabled the meet statutory deadlines, the work programme is flexible; therefore, additional items may be added should a need arise.
- 3.2 There are a number of standing agenda items currently scheduled for each meeting. These will remain on the JAC agenda until further notice:

| Date of Meeting | Work Programme 2022/23 |
|----------------------------|---|
| All (Until Further Notice) | <ul style="list-style-type: none"> • Business Update • HMICFRS Update (incorporated above unless significant) • Internal Audit Update • Risk Update • Organisational changes • Roadmap to 2025 • Efficiency plans (twice a year) • ICT Digital Update • Work Programme |

The work programme asides from the standing agenda items outlined above are as follows:

| Date of Meeting | Work Programme 2022/23 |
|-------------------|--|
| 28 March 2023 | <ul style="list-style-type: none"> • Capital Strategy (including the Treasury Management Strategy) <i>to be approved before 1 April 2023</i> • Governance update – including draft AGS; Audit Wales – annual plan • Risk deep dive: FCIU • Risk deep dive: Attracting staff to apply for key roles in NWP • JAC Briefing: ICT Resilience • JAC Briefing: Internal Audit • JAC Briefing: JAC Training Needs • JAC Briefing: JAC Public Reporting • JAC Annual Report - draft report and discussion |
| April 2023 | <ul style="list-style-type: none"> • All Wales training event (Gwent to host) |
| June 2023 | <ul style="list-style-type: none"> • Accounts Technical Briefing |
| 27 July 2023 | <ul style="list-style-type: none"> • ISA 260 and signing of accounts <i>to be signed by 31 July 2023</i> • Force Management Statement • Self-assessment and Annual report of JAC – final report • Risk Strategy & Risk Appetite Statement – Annual Review • Risk deep dive: Accreditation <i>closed session</i> • JAC Briefing: Agile working rollout • JAC update: Capital programme (outturn and forward look) • Treasury Management Performance • Legal report |
| 28 September 2023 | <ul style="list-style-type: none"> • Governance Update • HMICFRS Value for Money Profiles • Risk deep dive: ICT service delivery model <i>closed session</i> • JAC Briefing: Collaboration |
| 7 December 2023 | <ul style="list-style-type: none"> • Audit Wales – Value for Money and Annual Audit Report (Management Letter) |

| | |
|--------------------------------------|--|
| | <ul style="list-style-type: none"> • Risk deep dive: Cyber security • JAC Briefing: SSF/SWAN/VAWG • JAC Briefing: Ethics update • JAC Briefing: Capital Programme - Update • Governance update • Treasury Management Performance • Legal report • HMICFRS Report – PEEL review |
| Other items to be discussed with JAC | <p>JAC Evaluation Action Plan – Ensure that dedicated and closed sessions are scheduled as required to progress the JAC Evaluation plan actions as required. This includes reviewing the effectiveness of assurance providers considering the provision of internal audit services specifically.</p> <p>Roll-out of IT Programme (monthly, outside of meetings)</p> <p>Meeting between Joint Audit Committee and Audit Wales</p> <p>Meeting between Joint Audit Committee and Internal Audit</p> |

4. IMPLICATIONS

| | | |
|-----|-----------------------|--|
| 4.1 | Equality | <p>Equalities legislation was taken into account when recruiting the independent members of the Joint Audit Committee.</p> <p>There is a Joint Equalities' Scheme in place.</p> |
| 4.2 | Financial | <p>Planning the work for the forthcoming year reduces the need for ad-hoc meetings.</p> |
| 4.3 | Legal | <p>Legislation requires that a Joint Audit Committee be established. The functions of the Joint Audit Committee are summarised within its Terms of Reference, which has been prepared in accordance with <i>Audit Committees\Practical Guidance for local Authorities and Police - 2018 Edition (CIPFA)</i>.</p> <p>This work programme takes account of the statutory and practical requirements to fulfil these obligations.</p> |
| 4.4 | Community | <p>Meeting papers and minutes are published, and the meetings are open for the public to attend.</p> |
| 4.5 | Risk | <p>One of the purposes of the Committee is to provide assurance to the Police and Crime Commissioner and the Chief Constable that financial and non-financial risks are being managed effectively.</p> |
| 4.6 | Police and Crime Plan | <p>The role of the Joint Audit Committee is part of the overall Police and Crime Plan.</p> |

Report Author:

Kate Jackson

Audit Wales paper to follow

Joint Audit Committee

Meeting Date: 8 December 2022

| | |
|--|--|
| Title: | Semi-annual Treasury Management Report 2022-23 |
| Author: | Chief Finance Officer |
| Purpose of the report: | To report on the performance of the treasury management function |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Information |
| Summary / Key Points: | <ul style="list-style-type: none"> • The CIPFA's Treasury Management (TM) in the Public Services' Code of Practice requires a report on performance of the TM function to be considered at least twice a year. However the revised TM code (published December 2021) requires a report on performance to be considered at least quarterly, but the Police and Crime Commissioner has elected to defer this revised reporting requirement until the 2023/24 financial year. • It contains a summary of TM activity undertaken in the first six months of 2022-23. • It deals with the investment of surplus cash and any borrowing requirements. The Police and Crime Commissioner currently has strong balance sheet resources which results in a net investor position going forward (i.e. no projected need to borrow for the medium-term). • It highlights whether or not any limits or indicators were breached. In the 6 months relevant to this report, no statutory indicators were breached. |
| Recommendations: | The report is submitted to the Joint Audit Committee for information and comment, and to provide further assurance prior to submission to the Police and Crime Commissioner |
| Risk register impact: | No impact – the arrangements are designed to manage the risk from investing and borrowing. |
| Assurance implications: | The report sets out the performance against agreed rules and limits for investing and borrowing money per the TM Strategy in place for 2022-23 |
| Equality Impact: | No impact. |
| Information exempt from disclosure: | No exempt information. |

Treasury Management Half Yearly Report 2022/23

1. Introduction

The Police and Crime Commissioner has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Police and Crime Commissioner to approve treasury management semi-annual and annual reports.

The Police and Crime Commissioner's treasury management strategy for 2022/23 was formally adopted as part of its Capital Strategy on 1st April 2022 by the Commissioner following scrutiny by the Joint Audit Committee also on the 1st April 2022. The Police and Crime Commissioner invests substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Police and Crime Commissioner's treasury management strategy.

CIPFA published its revised Treasury Management Code of Practice [the TM Code] and Prudential Code for Capital Finance in December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments. The principles within the two Codes took immediate effect although local authorities could defer introducing the revised reporting requirements within the revised Codes until the 2023/24 financial year if they wish, which the Police and Crime Commissioner has elected to do.

Treasury risk management at the Police and Crime Commissioner is conducted within the framework of the TM Code. This Code now also includes extensive additional requirements for service and commercial investments, far beyond those in the 2017 version.

2. External Context

Economic background: The ongoing conflict in Ukraine has continued to put pressure on global inflation and the economic outlook for UK and world growth remains weak. The UK political situation towards the end of the period following the 'fiscal event' increased uncertainty further.

The economic backdrop during the April to September period continued to be characterised by high oil, gas and commodity prices, ongoing high inflation and its impact on consumers' cost of living, no imminent end in sight to the Russia-Ukraine hostilities and its associated impact on the supply chain, and China's zero-Covid policy.

Central Bank rhetoric and action remained robust. The Bank of England, Federal Reserve and the European Central Bank all pushed up interest rates over the period and committed to fighting inflation, even when the consequences were in all likelihood recessions in those regions.

UK inflation remained extremely high. Annual headline CPI hit 10.1% in July, the highest rate for 40 years, before falling modestly to 9.9% in August. RPI registered 12.3% in both July and August. The energy regulator, Ofgem, increased the energy price cap by 54% in April, while a further increase in the cap from October, which would have seen households with average energy consumption pay over £3,500 per annum, was dampened by the UK government stepping in to provide around £150 billion of support to limit average bills to £2,500 annually until 2024.

The labour market remained tight through the period but there was some evidence of easing demand and falling supply. The unemployment 3m/year rate for April fell to 3.8% and declined further to 3.6% in July. Although now back below pre-pandemic levels, the recent decline was driven by an increase in inactivity rather

than demand for labour. Pay growth in July was 5.5% for total pay (including bonuses) and 5.2% for regular pay. Once adjusted for inflation, however, growth in total pay was -2.6% and -2.8% for regular pay.

With disposable income squeezed and higher energy bills still to come, consumer confidence fell to a record low of -44 in August, down -41 in the previous month. Quarterly GDP fell -0.1% in the April-June quarter driven by a decline in services output, but slightly better than the 0.3% fall expected by the Bank of England.

The Bank of England increased the official Bank Rate to 2.25% over the period. From 0.75% in March, the Monetary Policy Committee (MPC) pushed through rises of 0.25% in each of the following two MPC meetings, before hiking by 0.50% in August and again in September. August's rise was voted by a majority of 8-1, with one MPC member preferring a more modest rise of 0.25%. The September vote was 5-4, with five votes for an 0.5% increase, three for an 0.75% increase and one for an 0.25% increase. The Committee noted that domestic inflationary pressures are expected to remain strong and so given ongoing strong rhetoric around tackling inflation further Bank Rate rises should be expected.

On 23rd September the UK government, following a change of leadership, announced a raft of measures in a 'mini budget', loosening fiscal policy with a view to boosting the UK's trend growth rate to 2.5%. With little detail on how government borrowing would be returned to a sustainable path, financial markets reacted negatively. Gilt yields rose dramatically by between 0.7% - 1% for all maturities with the rise most pronounced for shorter dated gilts. The swift rise in gilt yields left pension funds vulnerable, as it led to margin calls on their interest rate swaps and risked triggering large scale redemptions of assets across their portfolios to meet these demands. It became necessary for the Bank of England to intervene to preserve market stability through the purchase of long-dated gilts, albeit as a temporary measure, which has had the desired effect with 50-year gilt yields falling over 100bps in a single day.

Bank of England policymakers noted that any resulting inflationary impact of increased demand would be met with monetary tightening, raising the prospect of much higher Bank Rate and consequential negative impacts on the housing market.

After hitting 9.1% in June, annual US inflation eased in July and August to 8.5% and 8.3% respectively. The Federal Reserve continued its fight against inflation over the period with a 0.5% hike in interest rate in May followed by three increases of 0.75% in June, July and September, taking policy rates to a range of 3% - 3.25%.

Eurozone CPI inflation reached 9.1% y/y in August, with energy prices the main contributor but also strong upward pressure from food prices. Inflation has increased steadily since April from 7.4%. In July the European Central Bank increased interest rates for the first time since 2011, pushing its deposit rate from -0.5% to 0% and its main refinancing rate from 0.0% to 0.5%. This was followed in September by further hikes of 0.75% to both policy rates, taking the deposit rate to 0.75% and refinancing rate to 1.25%.

Financial markets: Uncertainty remained in control of financial market sentiment and bond yields remained volatile, continuing their general upward trend as concern over higher inflation and higher interest rates continued to dominate. Towards the end of September, volatility in financial markets was significantly exacerbated by the UK government's fiscal plans, leading to an acceleration in the rate of the rise in gilt yields and decline in the value of sterling.

Due to pressure on pension funds, the Bank of England announced a direct intervention in the gilt market to increase liquidity and reduce yields.

Over the period the 5-year UK benchmark gilt yield rose from 1.41% to 4.40%, the 10-year gilt yield rose from 1.61% to 4.15%, the 20-year yield from 1.82% to 4.13% and the 50-year yield from 1.56% to 3.25%. The Sterling Overnight Rate (SONIA) averaged 1.22% over the period.

Credit review: In July Fitch revised the outlook on Standard Chartered from negative to stable as it expected profitability to improve thanks to the higher interest rate environment. Fitch also revised the outlook for Bank of Nova Scotia from negative to stable due to its robust business profile.

Also in July, Moody's revised the outlook on Bayerische Landesbank to positive and then in September S&P revised the GLA outlook to stable from negative as it expects the Police and Crime Commissioner to remain resilient despite pressures from a weaker macroeconomic outlook coupled with higher inflation and interest rates.

Having completed its full review of its credit advice on unsecured deposits at UK and non-UK banks, in May Arlingclose extended the maximum duration limit for five UK banks, four Canadian banks and four German banks to six months. The maximum duration for unsecured deposits with other UK and non-UK banks on Arlingclose's recommended list is 100 days. These recommendations were unchanged at the end of the period.

Arlingclose continued to monitor and assess credit default swap levels for signs of credit stress but made no changes to the counterparty list or recommended durations. Nevertheless, increased market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Police and Crime Commissioner's counterparty list recommended by Arlingclose remains under constant review.

3. Local Context

On 31st March 2022, the Police and Crime Commissioner had net investments of £30.1m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

| | 31.3.22 Actual £m | 2021-22 Benchmark £m |
|-------------------------------|----------------------------------|-------------------------------------|
| General Fund CFR | 28.0 | 35.1 |
| Less: *Other debt liabilities | (8.2) | (8.2) |
| Borrowing CFR | 19.8 | 26.9 |
| Less: External borrowing | (8.9) | # (11.9) |
| Internal borrowing | 10.9 | 15.0 |
| Less: Usable reserves | (41.6) | (25.2) |
| Plus: Working capital | 0.6 | 0.2 |
| Total investments | (30.1) | # (10.0) |

* finance leases, PFI liabilities and transferred debt that form part of the Police and Crime Commissioner's total debt

Source: Capital Strategy Report 2021-22 (various tables)

to maintain minimum investment benchmark of £10m

The treasury management position on 30th September 2022 and the change over the six months is shown in Table 2 below.

Table 2: Treasury Management Summary

| | 31.3.22 Balance £m | Movement £m | 30.9.22 Balance £m | 30.9.22 Weighted Average Rate % | 2022-23 Benchmark £m |
|---------------------------|--------------------------|----------------|--------------------------|---|----------------------------|
| Long-term borrowing | 8.9 | 0.3 | 8.6 | 1.25 | - |
| Short-term borrowing | 0.0 | 0.0 | 0.0 | - | - |
| Total borrowing | 8.9 | 0.3 | 8.6 | 1.25 | # 11.9 |
| Long-term investments | 0 | 0 | 0 | - | - |
| Short-term investments | (19.8) | (12.3) | (32.1) | (1.89) | - |
| Cash and cash equivalents | (10.3) | (2.3) | (12.6) | (0.04) | - |
| Total investments | (30.1) | (14.6) | (44.7) | (1.37) | # (10.0) |
| Net investments | (21.2) | (14.3) | (36.1) | (0.12) | 1.9 |

to maintain minimum investment benchmark of £10m

4. Borrowing

CIPFA's 2021 Prudential Code is clear that Police and Crime Commissioners must not borrow to invest primarily for financial return and that it is not prudent for Police and Crime Commissioners to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Police and Crime Commissioner.

PWLB loans are no longer available to Police and Crime Commissioners planning to buy investment assets primarily for yield; the Police and Crime Commissioner intends to avoid this activity in order to retain its access to PWLB loans.

5. Borrowing Strategy and Activity

As outlined in the treasury strategy, the Police and Crime Commissioner's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Police and Crime Commissioner's long-term plans change being a secondary objective. The Police and Crime Commissioner's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

Over the April-September period short term PWLB rates rose dramatically, particular in late September after the Chancellor's 'mini-budget' prompted a fall in sterling and rise in market interest rate expectations. Interest rates rose by over 2% during the period in both the long and short term. As an indication the 5-year maturity certainty rate rose from 2.30% on 1st April to 5.09% on 30th September; over the same period the 30-year maturity certainty rate rose from 2.63% to 4.68%. Although interest rates across the board have risen, short-term borrowing from other local authorities remains at lower interest rates than long term borrowing. In keeping with the Police and Crime Commissioner's objectives, no new borrowing was undertaken. This strategy enabled the Police and Crime Commissioner to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.

At 30th September the Police and Crime Commissioner held £8.6m of loans, a decrease of £0.3m to 31st March 2022, as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30th September are summarised in Table 3 below.

Table 3: Borrowing Position

| | 31.3.22 Balance £m | Net Movement £m | 30.9.22 Balance £m | 30.9.22 Weighted Average Rate % | 30.9.22 Weighted Average Maturity (years) |
|-------------------------|-----------------------------------|--------------------------------|-----------------------------------|--|--|
| Public Works Loan Board | 8.9 | (0.3) | 8.6 | 1.25 | 16.0 |
| Total borrowing | 8.9 | (0.3) | 8.6 | 1.25 | 16.0 |

6. Other Debt Activity

Although not classed as borrowing, the Police and Crime Commissioner has one long-term contractual agreement under PFI (Private Finance Initiative). On 31st March 2022 total debt other than borrowing stood at £8.2m, taking total debt to £17.1m. An estimate of total debt at 30th September 2022 is £16.4m.

7. Treasury Investment Activity

CIPFA revised TM Code defines treasury management investments as those which arise from the Police and Crime Commissioner's cash flows or treasury risk management activity that ultimately represents balances which need to be invested until the cash is required for use in the course of business.

The Police and Crime Commissioner holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the six-month period, the Police and Crime Commissioner's investment balances ranged between £24.8 and £56.4 million due to timing differences between income and expenditure. The investment position is shown in graph 1 and table 4 below.

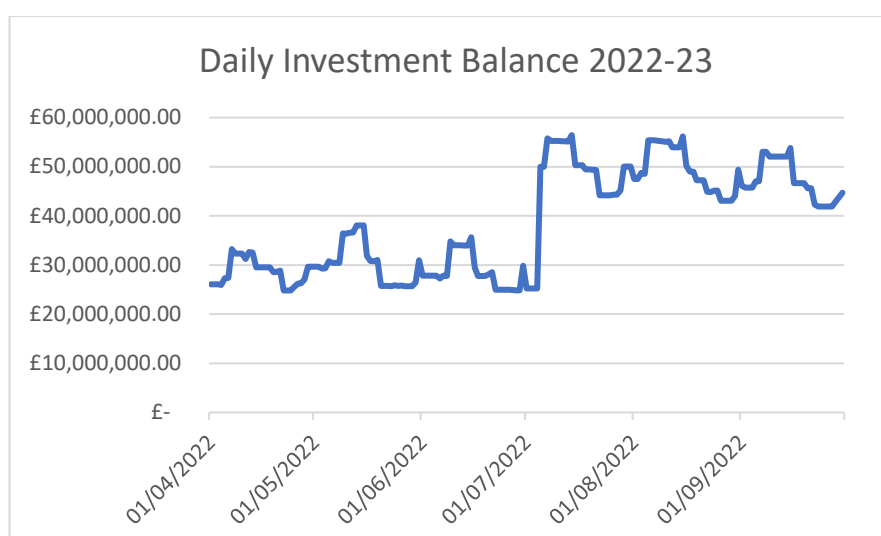


Table 4: Treasury Investment Position

| | 31.3.22 Balance £m | Net Movement £m | 30.9.22 Balance £m | 30.9.22 Income Return % | 30.9.22 Weighted Average Maturity days |
|--|-----------------------------------|--------------------------------|-----------------------------------|--|---|
| Banks & building societies (unsecured) – including 31-day notice account with HSBC | 10.3 | 2.3 | 12.6 | 0.04 | 0.11 |
| Government (incl. local authorities) | 19.8 | 12.3 | 32.1 | 1.89 | 29.91 |
| Total investments | 30.1 | 14.6 | 44.7 | 1.37 | 30.03 |

Both the CIPFA Code and government guidance require the Police and Crime Commissioner to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Police and Crime Commissioner's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

The increases in Bank Rate over the period under review, and with the prospect of more increases to come, short-dated cash rates, which had ranged between 0.7% - 1.5% at the end of March, rose by around 1.5% for overnight/7-day maturities and by nearly 3.5% for 9-12 month maturities.

By end September, the rates on DMADF deposits ranged between 1.85% and 3.5%.

The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking – Treasury investments managed in-house

| | Credit Score | Credit Rating | Bail-in Exposure | Weighted Average Maturity (days) | Rate of Return % |
|-------------|-------------------------|--------------------------|-----------------------------|---|---------------------------------|
| 31.03.2022 | 3.45 | AA | 34% | 15 | 0.35% |
| 30.09.2022 | 3.30 | AA | 28% | 30 | 1.43% |
| Similar LAs | 3.90 | AA- | 52% | 35 | 1.77% |
| All LAs | 4.29 | AA- | 55% | 17 | 2.05% |

The Police and Crime Commissioner had budgeted £100,000 income from these investments in 2022/23. Income received was £117,000, whilst a further £112,000 has been declared and is due to be paid by October/November.

8. Non-Treasury Investments

The definition of investments in CIPFA's revised 2021 Treasury Management Code covers all the financial assets of the Police and Crime Commissioner as well as other non-financial assets which the Police and Crime Commissioner holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also includes within the definition of investments all such assets held partially or wholly for financial return.

The Police and Crime Commissioner doesn't hold any non-treasury investments.

9. Compliance

The Chief Finance Officer reports that all treasury management activities undertaken during the six months complied fully with the CIPFA Code of Practice and the Police and Crime Commissioner's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 7 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 7 below.

Table 7: Debt Limits

| | H1 Maximum | 30.9.22 Actual | 2022/23 Operational Boundary | 2022/23 Authorised Limit | Complied? Yes/No |
|------------------------|-----------------------|---------------------------|---|---|-----------------------------|
| Borrowing | 8.6m | 8.6m | 22.6m | 24.6m | - |
| PFI and Finance Leases | 8.5m | 7.8m | # 7.3m | # 7.3m | - |
| Total debt | 17.1m | 16.4m | 29.9m | 31.9m | Yes |

based on year-end position

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 8: Investment Limits

| | H1 Maximum | 30.9.22 Actual | 2022/23 Limit | Complied? Yes/No |
|---|-----------------------|---------------------------|--------------------------|-----------------------------|
| Any single organisation, except the UK Government | £4m | £4m | £7m | Yes |
| HSBC (being the Commissioner's bankers) | £9.63m | £7.74m | £10m | Yes |

10. Treasury Management Indicators

The Police and Crime Commissioner measures and manages its exposures to treasury management risks using the following indicators.

Security: The Police and Crime Commissioner has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio.

| | 30.9.22 Actual | 2022/23 Target | Complied? |
|---------------------------------|---------------------------|---------------------------|------------------|
| Portfolio average credit rating | AA | A- | Yes |

Liquidity: The Police and Crime Commissioner has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling twelve-month period. For practical purposes a lower operational limit of £7.5 million for a maximum of 14 days was set to avoid unnecessary short-term borrowing.

| | H1 Minimum | 30.9.22 Actual | 2022/23 Target | Complied? |
|--------------------------------------|------------|----------------|----------------|-----------|
| Total cash available overnight | - | £12.6m | £10.0m | Yes |
| Lower limit for a maximum of 14 days | £9.1m | - | £7.5m | Yes |

Maturity Structure of Borrowing: This indicator is set to control the Police and Crime Commissioner's exposure to refinancing risk. This indicator covers the risk of replacement loans being unavailable, not interest rate risk. The upper and lower limits on the maturity structure of all borrowing were:

| | 30.9.22 Actual | Upper Limit | Lower Limit | Complied? |
|--------------------------------|----------------|-------------|-------------|-----------|
| Under 12 months | 4.08% | 100% | 0% | Yes |
| 12 months and within 24 months | 8.61% | 100% | 0% | Yes |
| 24 months and within 5 years | 28.94% | 100% | 0% | Yes |
| 5 years and within 10 years | 28.64% | 100% | 0% | Yes |
| 10 years and above | 21.78% | 100% | 0% | Yes |

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Police and Crime Commissioner's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

| | 2022/23 | 2023/24 | 2024/25 |
|---|---------|---------|---------|
| Actual principal invested beyond year end | £0m | £0m | £0m |
| Limit on principal invested beyond year end | £5m | £3m | £1m |
| Complied? | Yes | Yes | Yes |

11. Arlingclose's Economic Outlook for the remainder of 2022/23 (based on 26th September 2022 interest rate forecast)

| | Current | Dec-22 | Mar-23 | Jun-23 | Sep-23 | Dec-23 | Mar-24 | Jun-24 | Sep-24 | Dec-24 | Mar-25 | Jun-25 | Sep-25 |
|--------------------------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Official Bank Rate | | | | | | | | | | | | | |
| Upside risk | 0.00 | 0.50 | 0.75 | 0.75 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Arlingclose Central Case | 2.25 | 4.25 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 4.75 | 4.25 | 3.75 | 3.25 |
| Downside risk | 0.00 | -1.00 | -1.00 | -0.75 | -0.50 | -0.50 | -0.50 | -0.75 | -1.25 | -1.50 | -1.75 | -1.75 | -1.75 |

Arlingclose expects Bank Rate to rise further during 2022/23 to reach 5% by the end of the year.

The MPC is particularly concerned about the demand implications of fiscal loosening, the tight labour market, sterling weakness and the willingness of firms to raise prices and wages.

The MPC may therefore raise Bank Rate more quickly and to a higher level to dampen aggregate demand and reduce the risk of sustained higher inflation. Arlingclose now expects Bank Rate to peak at 5.0%, with 200bps of increases this calendar year.

This action by the MPC will slow the economy, necessitating cuts in Bank Rate later in 2024.

Gilt yields will face further upward pressure in the short term due to lower confidence in UK fiscal policy, higher inflation expectations and asset sales by the BoE. Given the recent sharp rises in gilt yields, the risks are now broadly balanced to either side. Over the longer term, gilt yields are forecast to fall slightly over the forecast period.

Background:

Monetary policymakers are behind the curve having only raising rates by 50bps in September. This was before the “Mini-Budget”, poorly received by the markets, triggered a rout in gilts with a huge spike in yields and a further fall in sterling. In a shift from recent trends, the focus now is perceived to be on supporting sterling whilst also focusing on subduing high inflation.

There is now an increased possibility of a special Bank of England MPC meeting to raise rates to support the currency. Followed by a more forceful stance over concerns on the looser fiscal outlook. The MPC is therefore likely to raise Bank Rate higher than would otherwise have been necessary given already declining demand. A prolonged economic downturn could ensue.

Uncertainty on the path of interest rates has increased dramatically due to the possible risk from unknowns which could include for instance another Conservative leadership contest, a general election, or further tax changes including implementing windfall taxes.

The government's blank cheque approach to energy price caps, combined with international energy markets priced in dollars, presents a fiscal mismatch that has contributed to significant decline in sterling and sharp rises in gilt yields which will feed through to consumers' loans and mortgages and business funding costs.

UK government policy has mitigated some of the expected rise in energy inflation for households and businesses flattening the peak for CPI, whilst extending the duration of elevated CPI. Continued currency weakness could add inflationary pressure.

The UK economy already appears to be in recession, with business activity and household spending falling. The short- to medium-term outlook for the UK economy is relatively bleak.

Global bond yields have jumped as investors focus on higher and stickier US policy rates. The rise in UK government bond yields has been sharper, due to both an apparent decline in investor confidence and a rise in interest rate expectations, following the UK government's shift to borrow to loosen fiscal policy. Gilt yields will remain higher unless the government's plans are perceived to be fiscally responsible.

The housing market impact of increases in the Base Rate could act as a “circuit breaker” which stops rates rising much beyond 5.0%, but this remains an uncertainty.

Joint Audit Committee

Meeting Date: 8 December 2022

| | |
|--|--|
| Title: | Capital Programme Q2 update |
| Author: | Head of Finance |
| Purpose of the report: | To report on the performance of the treasury management function |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Assurance <input type="checkbox"/> Information |
| Summary / Key Points: | <ul style="list-style-type: none"> • The Capital budgets have been reported and monitored at the relevant Boards with a summary being presented to the Strategic Management Board and Strategic Executive Bord (the enclosed is an extract from this report) in October 2022. • The revised budget/projection is £8.8m, compared to £9.4 at the end of Q1. Actual spend was £2.7m. • Still a challenging environment for capital spend due to a number of issues. |
| Recommendations: | For information |
| Risk register impact: | No impact |
| Assurance implications: | The report sets out the performance against agreed rules and limits for investing and borrowing money per the TM Strategy in place for 2022-23 |
| Equality Impact: | No impact. |
| Information exempt from disclosure: | No exempt information. |

Extract from

Strategic Executive Board

26 OCTOBER 2022

CAPITAL

- 3.1 The Capital Programme was set as part of the Capital Strategy at the end of March 2022 with a budget of £11.176m for 2022-23. The final underspend of £0.5m was reviewed with budget holders as part of the Q1 review. It was apparent that some projects will slip into 2023-24. The net movement to the 2022-23 budget in quarter 1 was £1.801m. A further £0.886m has been moved to 2023-24 as part of the Q2 review. This gives a revised budget of £8.849m. The budget for 2023-24 is high at £20m, however £8m of this is the Emergency Services Network national project which is likely to be put back possibly a few years – this will be done once the plan including the amount needed for Airwave replacement units has been agreed. Detailed figures are in Appendix B, with explanations given below.

| | 2022-23 | | | | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|--|--------------------------------------|--------------------------------|--------------------------------|-------------------------------|---------|---------|---------|---------|
| Description | Original Estimate (MTFP & Cap Strat) | Revised Estimate 2022-23 Qtr 1 | Revised Estimate 2022-23 Qtr 2 | Actual to Date 2022-23 Pd 1-6 | Est | Est | Est | Est |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Total Building Works | 4,452 | 3,612 | 2,797 | 1,332 | 8,611 | 5,490 | 2,100 | 2,100 |
| Total Vehicles and Other Equipment | 2,480 | 2,732 | 2,732 | 443 | 1,931 | 2,441 | 1,797 | 1,341 |
| Total Information Technology and Communication | 4,244 | 3,031 | 3,320 | 884 | 10,174 | 1,925 | 310 | 3,935 |
| Total Capital Expenditure | 11,176 | 9,375 | 8,849 | 2,659 | 20,716 | 9,856 | 4,207 | 7,376 |

- 3.2 Total actual spend to date is £2.659m against an original Q2 budget profile of £4.577m. The quarterly profiles have been updated based on the revised budget. Nealy 40% of the budget is profiled in Q4 and if there are any delays this is the spend likely to move to 2023-24.
- 3.3 Q1 Revised Estimate £3.6m Revised £2.8m actual to date £1.332m. The main highlights are:
- Vehicle Commissioning Centre – this is the largest project in 2022-23 and has been completed in Q2, final accounts are being discussed with the contractors who have submitted some additional claims which are being challenged.
 - Holyhead Police Station – the project is progressing with the site agreed together with a site exchange with Ynys Mon County Council as part of their overall town centre master plan, the building work is likely to be carried out in 2023-24 and the budget has been adjusted to reflect this.

- Elements of the North Gwynedd works and works to smaller Stations have been moved to 2023-24.

The next step is to review the 2023-24 plan and re profile accordingly.

3.4 Vehicles and Equipment Original Estimate Q1 Revised Estimate £2.732m actual to date £0.443m

- Vehicle Replacement Programme – this is the main element of this budget at a revised budget of £2.451m which includes slippages from previous years. All vehicles have been ordered for the year, but delivery dates are unpredictable due to supply and demand issues within the motor industry. Delivery dates are within the year currently but with a possibility of some being delayed, and then the time required to convert the vehicles.
- Other Equipment – a number of these are dependant of accreditation before purchases can be completed.

3.5 Information Technology – Revised Q1 Estimate £3.031m Revised Q2 £3.320m actual to date £0.884m

- The desktop/laptop replacement budget expected to be spent by the end of the year including replacement of Control Room desktops.
- Element of server replacement brought forward as part of Control Room system upgrade.
- NEP rebuild, and Mobile Devices (phones) will be completed in Q3/Q4 .
- The largest project is the Command and Control system upgrade, £0.354m has been carried forward from 21-22. The expenditure is likely to move to Q3 and 4. Emerging cost pressures mean that an overall cost increase on the programme appears likely. However, the figures are still under review at the time of writing. The programme of work remains extremely challenging in terms of its Time and Quality dimensions as well with the tight deadlines being closely monitored by the programme board. Payments are made as milestones are fully met; actual payments are low at £0.029m.

3.6 Capital expenditure in general is still challenging with delivery dates being unpredictable or liable to delay due to external issues beyond our control (Supply chains, external resourcing issues, planning consents and partnership working). The effect of these issues are being monitored at project level and at the relevant Boards and the effect on budgets will be updated on a quarterly basis.

| | 2022-23 | 2022-23 | | | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---|--------------------------------------|--------------------------------|--------------------------------|-------------------------------|---------------|--------------|--------------|--------------|
| Description | Original Estimate (MTFP & Cap Strat) | Revised Estimate 2022-23 Qtr 1 | Revised Estimate 2022-23 Qtr 2 | Actual to Date 2022-23 Pd 1-6 | Est | Est | Est | Est |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Estate Programme | | | | | | | | |
| Retentions, Consultancy and QS | 25 | 25 | 25 | | | | | |
| Sustainability Improvements | 100 | 302 | 152 | 62 | 250 | 100 | 100 | 100 |
| Estates estimate 25-26 onwards | | | | | | | 2,000 | |
| Holyhead PS | 2,093 | 250 | 250 | 8 | 2,927 | 500 | | |
| Caernarfon & North Gwynedd Estate Area | 557 | 626 | 250 | 38 | 376 | | | |
| VCC / Vehicle Workshop | 586 | 1,577 | 1,577 | 1,157 | | | | |
| Dolgellau PS | | 0 | 0 | | | 1,200 | | |
| Abergele PS | 391 | 0 | 0 | | 391 | | | |
| Llanrwst PS | | 150 | 150 | 1 | 28 | 0 | | |
| Flintshire PS - North/ Deeside PS | 0 | 0 | 0 | | 700 | 2,300 | | |
| Flintshire PS - South/Mold PS | 200 | 50 | 50 | | 3,650 | 450 | | |
| Force Control Room Upgrading | 100 | 150 | 150 | 3 | | | | |
| Archive Store | | 0 | 0 | | 0 | 750 | | |
| Rhosllanerchrugog PS | | 0 | 0 | | | 190 | | |
| Re locate/ co locate/ vacate | 250 | 294 | 130 | 61 | 164 | | | |
| Firearms Base works | | 38 | 38 | 2 | | | | 2,000 |
| CS - SARC ISO Accreditation | 150 | 150 | 25 | | 125 | | | |
| CS - Custody ISO Accreditation | | 0 | 0 | | | | | |
| Total Building Works | 4,452 | 3,612 | 2,797 | 1,332 | 8,611 | 5,490 | 2,100 | 2,100 |
| Vehicles and Other Equipment | | | | | | | | |
| Vehicle Purchase Replacement Programme | 2,364 | 2,451 | 2,451 | 397 | 1,890 | 1,620 | 1,756 | 1,300 |
| PSU Vehicles | 0 | 0 | 0 | | | 780 | | |
| Electric Vehicles | 41 | 0 | 0 | | 41 | 41 | 41 | 41 |
| Tranman development | 75 | 60 | 60 | | | | | |
| Intoxilators x 3 | | 30 | 30 | | | | | |
| ANPR replacement | | 150 | 150 | 21 | | | | |
| Collision Surveying Equipment | | 41 | 41 | 25 | | | | |
| Total Vehicles and Other Equipment | 2,480 | 2,732 | 2,732 | 443 | 1,931 | 2,441 | 1,797 | 1,341 |
| Information Technology and Communication Equipment | | | | | | | | |
| Desk Top Replacement (Replacement Programme) | 750 | 397 | 397 | 63 | 930 | 825 | 310 | 750 |
| Server Replacement | 700 | 0 | 280 | 3 | 420 | | 0 | 700 |
| Lockers for charging and storage | | 0 | 0 | | | | | |
| Business Systems Servers (Replacement Programme) | 145 | 0 | 0 | | | | 0 | 0 |
| DFU Server replacement | | 0 | 0 | | 270 | | | |
| Telephony | 250 | 0 | 0 | | 250 | | | |
| Nexus Upgrade | 100 | 368 | 368 | 165 | | | | |
| NEP Device Re-build (7 yrs) | 143 | 255 | 255 | 144 | | | | |
| Mobile data devices | 305 | 468 | 468 | 449 | 0 | 0 | 0 | 585 |
| NEP Infrastructure/Sail Point/Internet Links | | 17 | 22 | 22 | | | | |
| Digital Workplace audio visual | 126 | 86 | 0 | | 86 | | | |
| Digital Intelligence & Investigation | 38 | 0 | 0 | | 196 | | | |
| Command and Control Upgrade - Phase 2 | 458 | 1,355 | 1,355 | 29 | | | | |
| Life-X Deployment (5 yrs EUL) | 300 | 0 | 0 | | | 1,100 | | |
| ESN (5 yrs) | 686 | 85 | 85 | 9 | 7,089 | 0 | 0 | 900 |
| Airwave replacement devices | | 0 | 90 | | | | | |
| Body Worn Video (replacement costs) (3 yrs) | 243 | 0 | 0 | | 933 | 0 | 0 | 1,000 |
| | | 0 | 0 | | | | | |
| Additional RCCO (unallocated) - rounding | 0 | 0 | 0 | | | | | |
| | | 0 | 0 | | | | | |
| Total Information Technology and Communication Equipment | 4,244 | 3,031 | 3,320 | 884 | 10,174 | 1,925 | 310 | 3,935 |
| Total Capital Expenditure | 11,176 | 9,375 | 8,849 | 2,659 | 20,716 | 9,856 | 4,207 | 7,376 |

Joint Audit Committee

Meeting Date: 8 December 2022

| | |
|--|--|
| Title: | Joint Governance Board |
| Author: | Seb Phillips, Director of Finance & Resources, NWP |
| Purpose of the report: | Update |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> X Information |
| Summary / Key Points: | <ul style="list-style-type: none"> • The member of JAC was in attendance for part of the meeting held on 9 November 2022. • The board were updated on: <ul style="list-style-type: none"> ○ New Draft TOR for JAC ○ Changes to the Governance Structure ○ HMICFRS Matters of Governance ○ Audit recommendations ○ Recommendations from Joint Audit Committee |
| Recommendations: | <ul style="list-style-type: none"> • For members of the Joint Audit Committee to note the work of the Joint Governance Board. • For members of the Joint Audit Committee to be aware that they have a standing invitation to attend Joint Governance Board, and that meeting papers and minutes will be provided to them on request. |
| Risk register impact: | The way risk is managed is integral to good governance and is considered within the Governance Framework |
| Assurance implications: | <p>The Joint Governance Board is to oversee changes to assurance arrangements following the Governance Review undertaken in 2019/20.</p> <p>The Joint Governance Board is to oversee any future changes to the Manual of Governance.</p> |
| Equality Impact: | None |
| Information exempt from disclosure: | None |



JOINT AUDIT COMMITTEE

8 December 2022

Joint Governance Board

Report by the North Wales Police Director of Finance & Resources



1. Background

- 1.1. A Joint Governance Board was originally formed in 2014 to document the governance arrangements in both the Office of the Police and Crime Commissioner and North Wales Police Force.
- 1.2. The Board meets four times each year, and a work programme has been prepared.
- 1.3. Members of the Joint Audit Committee have a standing invitation to attend the meeting; the Chair of the Committee attended for part of the meeting on 9 November 2022 and contributed at the meeting.

2. Recommendations

- 2.1. For members of the Joint Audit Committee to note the work of the Joint Governance Board.
- 2.2. For members of the Joint Audit Committee to be aware that they have a standing invitation to attend Joint Governance Board, and that meeting papers and minutes will be provided to them on request. Meetings are held online via Microsoft Teams and future meeting dates are:
 - Wednesday 1st March 2023 at 10am
 - Wednesday 28th June 2023 at 10am
 - Wednesday 6th September 2023 at 10am
 - Wednesday 15th November 2023 at 10am

3. Work of the Joint Governance Board

- 3.1. At the meeting held on 9 November 2022, the following were discussed:

3.1.1. Draft new terms of reference for Joint Audit Committee

The new terms of reference were developed in line with the new CIPFA guidance for audit committees and have been through the NWP and OPCC management governance processes.

The existing terms of reference for the JAC would remain effective until the new version was implemented.

The terms of reference were included for endorsement but discussion at the meeting revealed that further work was required.

A number of actions were raised to consider and incorporate into the document ahead of finalising the draft TOR, including:

- The effective date that any revised TOR would come into effect.
- Ensuring that the appropriate governance forums and responsibilities are established to discharge the TOR.
- Ensuring that an appropriate governance forum is established to monitor and progress the associated JAC action plan.
- Ensuring that previous feedback provided is reflected in the final draft document.

3.1.2 The following changes to the governance structure were reported to the meeting:

- Decommissioning the Disclosure Improvement Group.
- Combining the Strategic EDI Board and the Welsh Language Board to form one Strategic Welsh Language and EDI Board which would be chaired by the Deputy Chief Constable and held on a quarterly basis.
- Combining Welsh Language into the Tactical EDI Board and for that Board to be renamed the Tactical Welsh Language and EDI Board which would be chaired by the Service Lead for Corporate Services and held on a 6-weekly basis.
- Decommissioning the BAME Task and Finish Group and including ongoing work within the Tactical EDI and Welsh Language Board.

The amalgamation of the Strategic EDI Board and Welsh Language Board would be reviewed in 6 months to ensure that we do not lose focus on key Welsh Language priorities.

3.1.3 Review of internal and external audit recommendations

An update was provided of reports received from TIAA, and progress on actions from previous reports.

The recent draft review of the Property Subject to Charge was a Limited assurance audit. It shows progress from the previous audit but ongoing concerns have resulted in the Limited assurance grading.

The audit recommendation for network security relating to the Windows 7 migration, will be subject to a Risk Deep Dive at JAC.

3.1.4 Recommendations from Joint Audit Committee

The outstanding actions relating to matters of Governance were circulated in the meeting papers and discussed.

- 3.2 Members of the Joint Audit Committee will be able to access papers, including minutes and actions from the most recent meeting, via the G-drive. The next meeting will take place on 1 March 2023.

4. IMPLICATIONS

| | | |
|-----|----------------------------|---|
| 4.1 | Equality | The Police and Crime Commissioner and Chief Constable operate with regard to the principles established within the Joint Equality Plan. |
| 4.2 | Financial | The way finances are managed is integral to good governance. The financial policies and the monitoring of financial systems and performance are considered within the Governance Framework. |
| 4.3 | Legal | It is a legal requirement to publish Annual Governance Statements for the Police and Crime Commissioner and Chief Constable alongside the Statements of Accounts each year. One purpose of the Joint Governance Board is to record the governance activities for both corporations sole (and ensure any concerns are addressed) in order that the Annual Governance Statements can be prepared accurately and in a timely manner. |
| 4.4 | Community and Social Value | Environmental policies, outcomes and engagement (and the monitoring of these) are considered within the Governance Framework. This includes the Wellbeing of Future Generations (Wales) Act 2017. |
| 4.5 | Risk | The way risk is managed is integral to good governance and is considered within the Governance Framework. |
| 4.6 | Police and Crime Plan | The objectives within the Police and Crime Plan are fundamental to both corporations sole. The way this is monitored is considered within the Governance Framework. |

Report Author

Seb Phillips

Director of Finance & Resources, NWP

Joint Audit Committee

Meeting Date: 8th December 2022

| | |
|---|--|
| Title: | NWP Ethics Committee |
| Author: | K Ambrose |
| Purpose of the report: | Update on key areas |
| The report is provided to JAC for: (tick one) | Information / Assurance |
| Summary / Key Points: (to include summary of Governance Process followed) | <p>An agenda item is scheduled to provide a briefing on activity undertaken by the Ethics Committee over the past 12 months. The slides provided give an overview of:</p> <ul style="list-style-type: none">• Progress of Medical Records Dilemma through governance structure• Updated TOR• Revised governance flow• Selection of dilemmas submitted <p>The slides have been compiled by the Deputy Chair of the Ethics Committee.</p> |
| Recommendations: | NA |
| Risk register impact: | NA |
| Assurance implications: | Update is provided to give an overview of the Ethics committee activity being undertaken. |
| Equality Impact: | NA |
| Information exempt from disclosure: | NA |

Ethics Committee

Areas of focus in last 12 months

Outcomes of Improvement initiatives

Progress of Medical Records Dilemma through governance structure

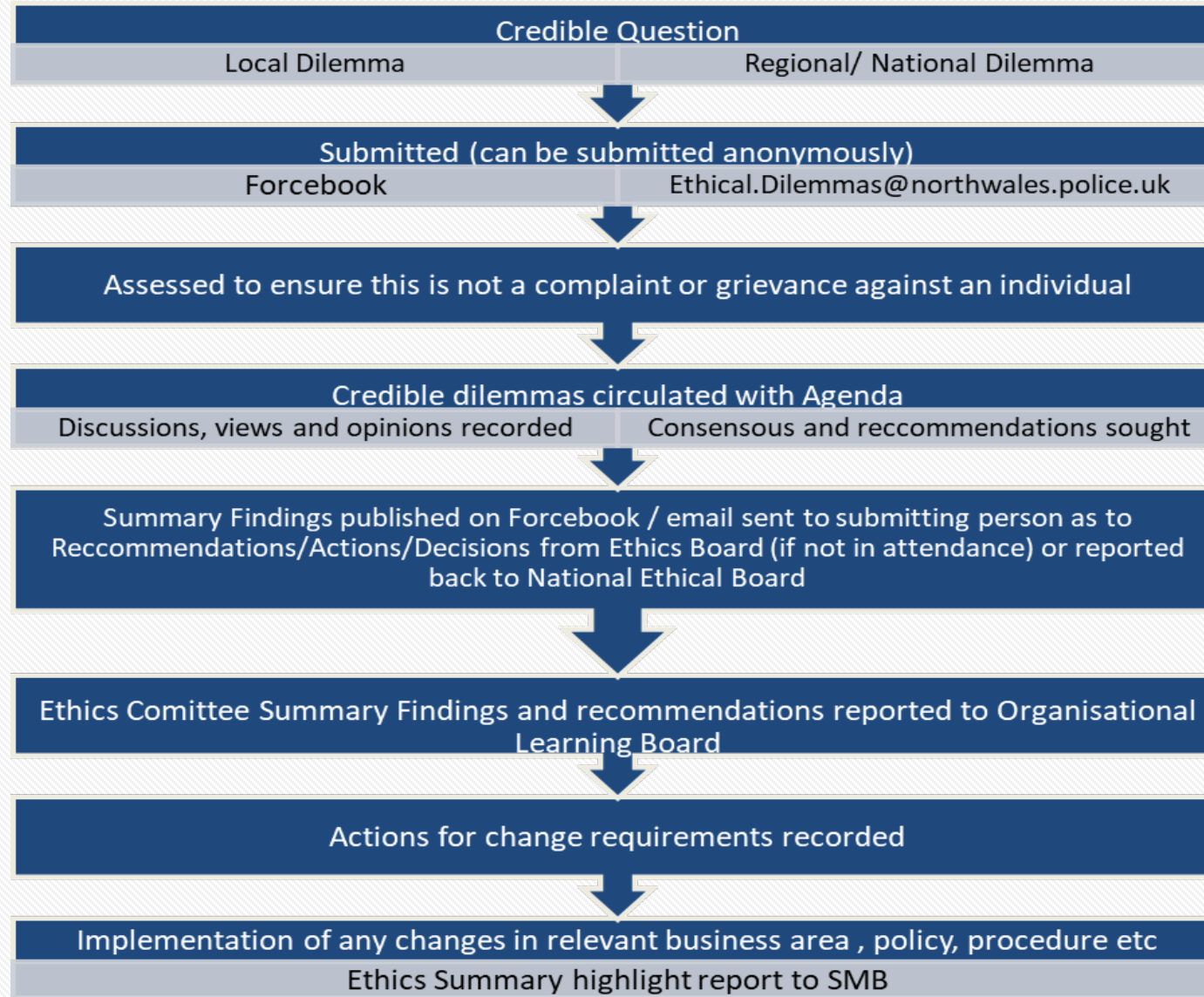
Selection of dilemmas submitted over past 12 months

Areas of focus past 12 Months



Microsoft Word
Document

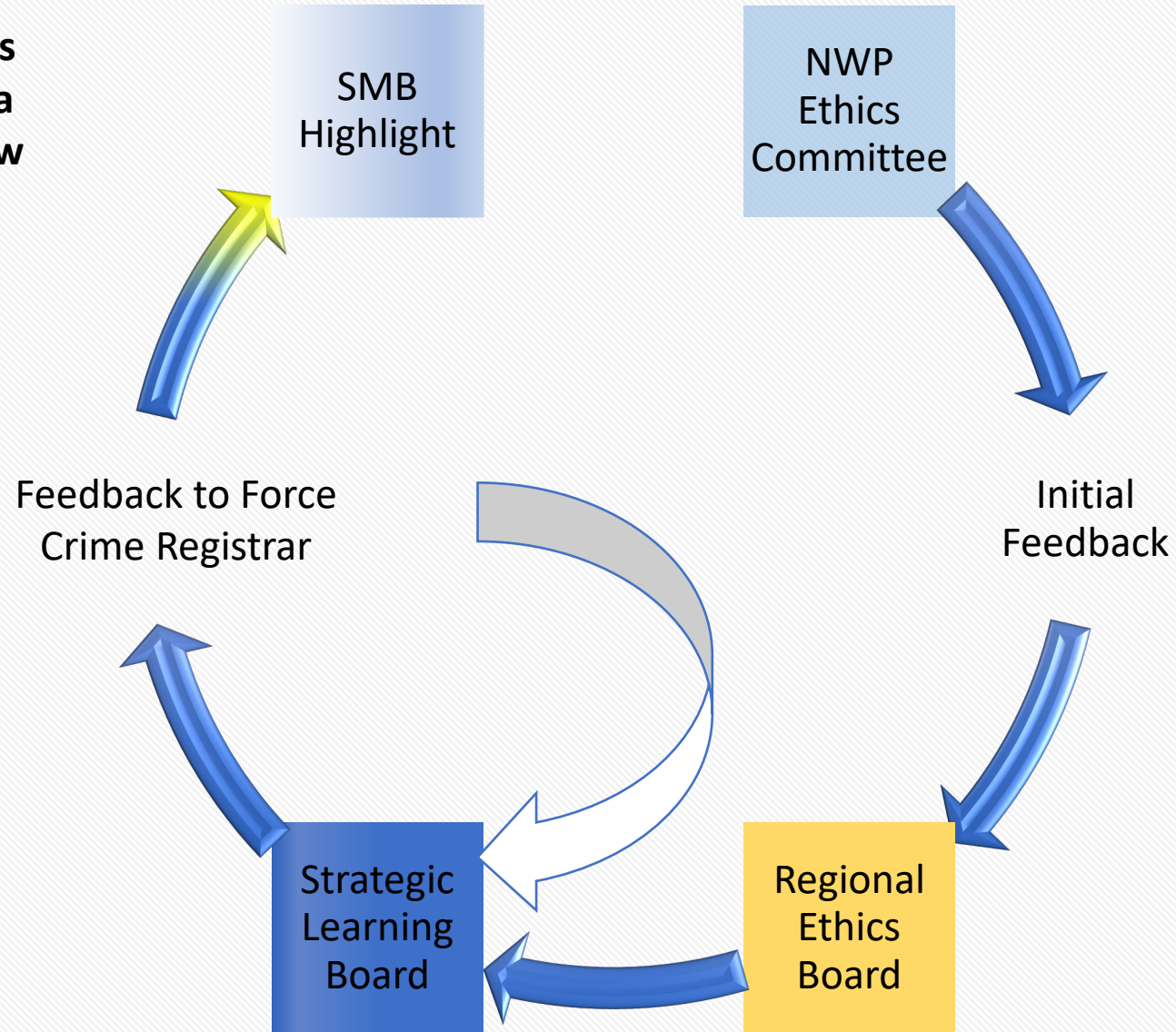
- Revised TOR
- Revised governance – closing the feedback loop
- Improved awareness of Ethics Committee, both internally and externally
- Increased contribution at Regional and National Ethics level
- Inclusion of committee in governance check for Algorithm/AI assessments in NWP
- Increase membership , inclusivity , diversity and varied opinions from outside police force
- Improved outcomes and impact



Outcomes

- Increased dilemma submission
- Widened range of feedback from Regional committees on local dilemmas, NWP organisational learning from other force submitted dilemmas.
- Inclusion of committee in governance check for Algorithm/AI assessments in NWP
- Further work to do to increase and widen committee membership, Impact on process and policy decision making
- Further work to improve accountability of action owners and provide assurance of amendments

**Medical Records
Ethical Dilemma
Governance Flow**



Selection of Ethical dilemmas discussed

- Is it ethical to take a plus +1 to NWP conferences / courses etc- For the use of the accommodation when we pay per room – so in essence the partner/+1 joins in free of charge – Is this ethical?
- Is it ethical to select individuals within the organisation to perform a long-term temporary promotion without having a formal process open to all qualified?
- Should we expect all members of North Wales Police to provide statements if they are a victim of or witness to sexual harassment or criminal offences?
- Should North Wales Police not have a transparent policy in relation to Membership of the Freemasons organisation? If members have nothing to hide, why not have an open register? Should we ban officers from membership of an organisation with clear undertones of corruption?

Joint Audit Committee

Meeting Date: 8.12.22

| | |
|---|--|
| Title: | Legal Report |
| Author: | Philip Kenyon Force Solicitor |
| Purpose of the report: | To provide information on litigation involving the Chief Constable of North Wales |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Information |
| Summary / Key Points: (to include summary of Governance Process followed) | <p>The report contains details of civil claims received and resolved in the period 1st April to 30th September 2022 together with contracts and conveyancing transactions completed during the same period. There is no significant trend detected in either the volume or value of claims.</p> <p>This data is also presented to the Strategic Executive Board.</p> |
| Recommendations: | The report is noted. |
| Risk register impact: | No change |
| Assurance implications: | The report provides adequate assurance |
| Equality Impact: | Not applicable |
| Information exempt from disclosure: | Exempt information is contained within a report for the closed session. |

Date: 8th December 2022

Civil Claims and Employment cases for the period 1st April – 30th September 2022

The Assistant Force Solicitor manages, handles and oversees all Public Liability and Employers' Liability civil claims issued against North Wales Police.

1. INTRODUCTION

The purpose of this report is to provide

- 1) details of the number of Public Liability and Employers' Liability claims made against the Force in each financial year.
- 2) provide a view of any emerging trends.
- 3) provide details of monies paid out in settlement in each financial year.

BACKGROUND

The Civil Procedure Rules (CPR) apply to the conduct of civil cases in England and Wales. Under the Pre-Action Protocol set out in the Rules any prospective claimant is required to serve a letter of claim upon North Wales Police as respondent setting out their claim in full. Accordingly, all claims received by North Wales Police usually comprise a letter of claim alleging a head of damage and requesting compensation. It is rare and a breach of the procedural rules, for proceedings to be issued outside the rules of the pre-action protocol.

Employers' Liability Claims

Employers' Liability claims are those received from employees of the Force (officers and staff) and comprise Personal Injury claims arising out of loss or injury sustained during the course of duty or employment.

Public Liability Claims

Public Liability claims are claims submitted by members of the public. Such claims can comprise allegations of unlawful arrest, false imprisonment, unlawful use of force, damage to property and malicious prosecution.

Vehicle Claims

Vehicle Accident claims are handled by our insurers and our Fleet Department. Any litigated matters are overseen by the Force Solicitor as from 1st March 2013. Data held in relation to such claims is held by the Fleet Department.

Legal Department Resilience

Employers' Liability

Our Insurers handle such claims which are overseen by the Force Solicitor. Some claims are outsourced by Zurich and Gallagher Bassett in the event they become litigated. However all incidents which occur after 1st April 2017 will be dealt with in-house by the Legal Department. This has been agreed with our insurers.

Public Liability

All claims are dealt with and managed by the Force Solicitor. A minority of these claims are outsourced in the event they become litigated or involve a specialist input. All are overseen by the Force Solicitor.

D E T A I L

From 1st April – 30th September 2022 **26** letters of claim were received in the Legal Department of which **one** was an Employers' liability claim and **25** were Public Liability claims.

The table below, where marked red, shows the total number of claims received during the period 1st April – 30th September 2022. Proceedings have not been issued in respect of any of the claims received in the last 6 months.

(TABLE 1) - TOTAL NUMBER OF CLAIMS RECEIVED

| Year | Employers' Liability | Public Liability | Total |
|------------------|----------------------|------------------|-----------|
| 2017/2018 | 5 | 52 | 57 |
| 2018/2019 | 5 | 49 | 54 |
| 2019/2020 | 7 | 41 | 48 |
| 2020/2021 | 6 | 43 | 49 |
| 2021/2022 | 2 | 45 | 47 |
| 2022/2023 | 1 | 25 | 26 |

**Details of Public Liability claims received during
1st April – 30th September 2022 following on from a complaint**

| Claims received following a complaint | Complaint results | Civil Claim results |
|---------------------------------------|--|--|
| 4 | <p>One complaint is ongoing.</p> <p>2 complaints not upheld.</p> <p>One complaint was partly upheld.</p> | <p>3 claims are still being investigated.</p> <p>One claim has been withdrawn.</p> |

(TABLE 2) - TOTAL NUMBER OF LIVE CLAIMS

There are currently 67 live on-going claims being dealt with in the Legal Department. It must be noted that incidents may have occurred in previous years.

The table below shows the number of 'active' claims set against the actual incident year. (An active claim is a claim that remains live and is not yet determined).

| Year of Incident | Employers' Liability | Public Liability |
|---|----------------------|------------------|
| 1969/1970 | 0 | 1 |
| 1982/1983 | 0 | 1 |
| 1999/2000 | 0 | 1 |
| 2013/2014 | 1 | 2 |
| 2014/2015 | 1 | 0 |
| 2015/2016 | 0 | 1 |
| 2016/2017 | 0 | 2 |
| 2017/2018 | 0 | 2 |
| 2018/2019 | 3 | 2 |
| 2019/2020 | 1 | 8 |
| 2020/2021 | 1 | 11 |
| 2021/2022 | 1 | 20 |
| 2022/2023 | 0 | 8 |
| TOTAL | 8 | 59 |
| TOTAL NUMBER OF LIVE EMPLOYERS' AND PUBLIC LIABILITY CLAIMS: | | 67 |

CURRENT POSITION ON LIVE CIVIL CLAIMS

| | Employers' Liability | Public Liability |
|---|----------------------|------------------|
| Proceedings issued | 3 | 8 |
| Claims successfully rebutted but not yet closed | 2 | 26 |
| Claims not yet resolved | 3 | 17 |
| Claims still being investigated/complaints ongoing | 3 | 16 |

(TABLE 3) - EMPLOYERS' LIABILITY CLAIMS

The table below demonstrates the categories of Employers' Liability claims received during the last six years.

| Type of Claim Received | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | 22/23 |
|----------------------------------|----------|----------|----------|----------|----------|----------|
| Slips/Trips/Falls | 1 | 2 | 5 | 3 | 1 | 0 |
| Stress/Bullying | 0 | 0 | 0 | 0 | 0 | 0 |
| RSI | 0 | 0 | 0 | 0 | 0 | 0 |
| Hearing Loss | 0 | 0 | 0 | 0 | 0 | 0 |
| Injury whilst on training course | 1 | 3 | 0 | 0 | 0 | 0 |
| Other | 2 | 0 | 2 | 2 | 1 | 1 |
| Injuries to finger/hand | 1 | 0 | 0 | 1 | 0 | 0 |
| Total | 5 | 5 | 7 | 6 | 2 | 1 |

Commentary

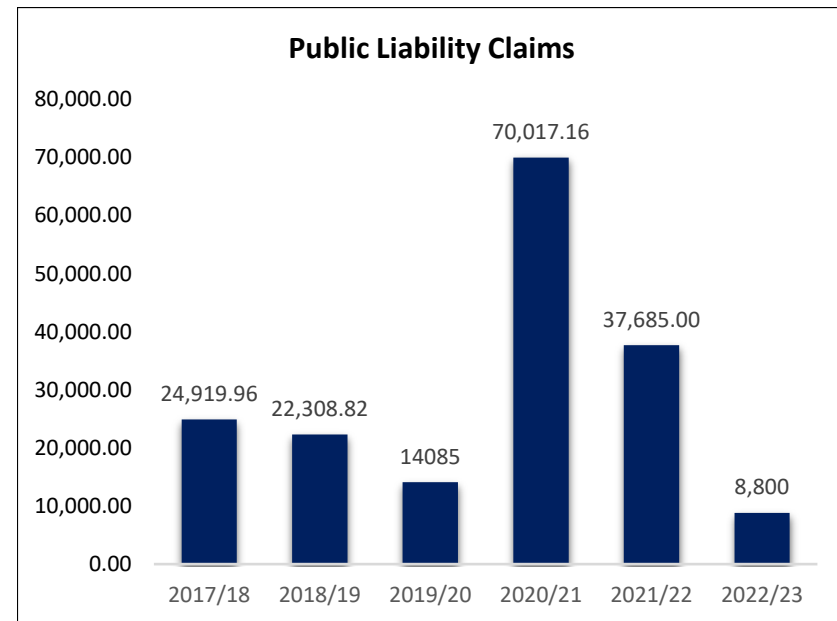
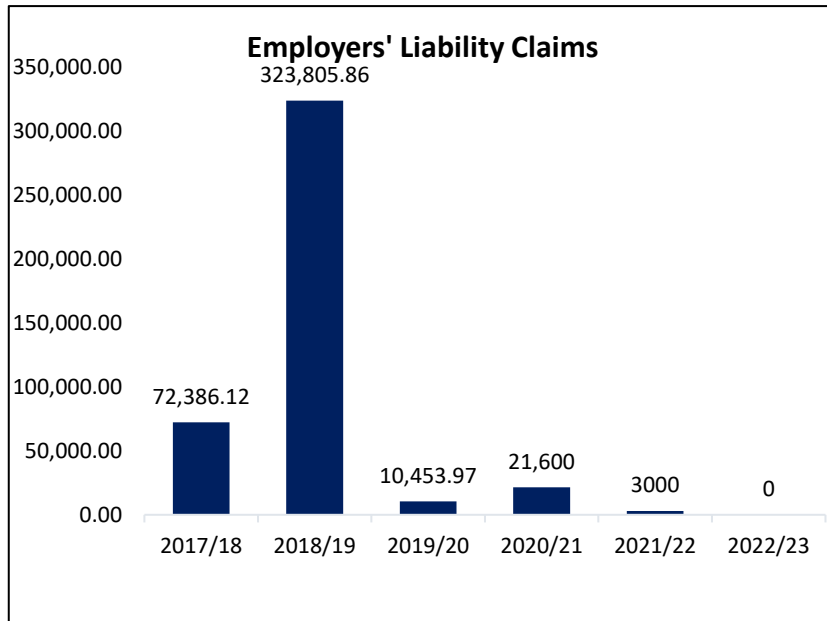
The most common type of claims received during the above years were slips, trips and falls.

(TABLE 4) – PUBLIC LIABILITY CLAIMS

The table below demonstrates the most frequently claimed heads of damage of Public Liability claims received during the last six years. There may be one or more heads of damage in one claim hence the figures do not represent the number of claims received as per Table 1 (previous).

| Type of Claim Received | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | 22/23 |
|-------------------------|-----------|-----------|-----------|-----------|------------|-----------|
| Assault/Battery | 5 | 4 | 3 | 9 | 15 | 10 |
| Consequential Loss | 3 | 0 | 2 | 0 | 5 | 0 |
| False Imprisonment | 8 | 14 | 11 | 12 | 20 | 11 |
| Malicious Prosecution | 2 | 0 | 1 | 3 | 4 | 0 |
| Negligence | 4 | 6 | 11 | 4 | 6 | 5 |
| Other | 23 | 13 | 12 | 21 | 26 | 17 |
| Property Damage/seizure | 21 | 24 | 18 | 14 | 7 | 2 |
| Trespass to Person | 3 | 2 | 2 | 4 | 10 | 7 |
| Trespass to Property | 1 | 4 | 2 | 6 | 1 | 5 |
| Unlawful Arrest | 4 | 2 | 6 | 6 | 14 | 6 |
| Total | 74 | 69 | 68 | 79 | 108 | 63 |

Compensation awarded to Claimants between 1st April – 30th September 2022



**Costs paid to Claimants' Solicitors in relation to settled claims
between 1st April – 30th September 2022**

| Employers' Liability Claims | Public Liability Claims |
|-----------------------------|-------------------------|
| £0.00 | £10,000.00 |

**North Wales Police's legal costs in relation to settled civil claims
finalised between 1st April – 30th September 2022**

| Employers' Liability Claims | Public Liability Claims |
|-----------------------------|-------------------------|
| £0.00 | £0.00 |

CRU and NHS Payments

| Employers' Liability Claims | Public Liability Claims |
|-----------------------------|-------------------------|
| £0.00 | £0.00 |

Breakdown of claims settled between 1st April – 30th September 2022

| Category | Claim | Number of claims settled |
|----------------------|-----------------|--------------------------|
| Employers' Liability | Personal injury | 0 |

| Category | Claim | Number of claims settled |
|------------------|---------------------------------|--------------------------|
| Public Liability | Negligence – procedural failure | 1 |
| Public Liability | Breach of Data Protection Act | 1 |

TOTAL NUMBER OF CIVIL CLAIMS CLOSED

The table below provides details of the number of claims which have been 'closed' since 2015. The table provides details of claims settled and where no settlement has been paid out together with the total for each year.

| 1st April – 31st March | Settled Claims | No settlements paid | Total closed |
|------------------------|----------------|---------------------|--------------|
| 2015/2016 | 13 | 40 | 53 |
| 2016/2017 | 10 | 24 | 34 |
| 2017/2018 | 20 | 42 | 62 |
| 2018/2019 | 15 | 53 | 68 |
| 2019/2020 | 16 | 39 | 55 |
| 2020/2021 | 20 | 38 | 58 |
| 2021/2022 | 12 | 38 | 50 |
| 2022/2023 | 2 | 2 | 4 |

As you will see the number of claims “rebutted” where no monies have been paid out usually exceeds those where monies have been paid. These figures reflect the robust stance taken by the Legal Department in relation to the defence of civil claims generally.

Number of Civil Claims Outsourced

Employers' Liability Claims

| Year | Number of Claims Received | Number of Claims Outsourced |
|-----------|---------------------------|-----------------------------|
| 2016/2017 | 6 | 1 |
| 2017/2018 | 5 | 0 |
| 2018/2019 | 5 | 0 |
| 2019/2020 | 7 | 0 |
| 2020/2021 | 6 | 0 |
| 2021/2022 | 1 | 0 |
| 2022/2023 | 1 | 0 |

Public Liability Claims

| Year | Number of Claims Received | Number of Claims Outsourced |
|-----------|---------------------------|-----------------------------|
| 2015/2016 | 33 | 3 |
| 2016/2017 | 50 | 0 |
| 2017/2018 | 52 | 2 |
| 2018/2019 | 49 | 0 |
| 2019/2020 | 41 | 1 |
| 2020/2021 | 43 | 1 |
| 2021/2022 | 44 | 1 |
| 2022/2023 | 25 | 0 |

Employment Matters

Details of Live Employment Claims

| Received | Details of Live Claims |
|-----------|---|
| 2018/2019 | 1 x Race Discrimination - Ongoing. |
| 2020/2021 | 1 x Disability Discrimination - Ongoing. 2 x Race, Sex and Sexual Orientation - Ongoing. |

Contract and Tender matters for the period 1st April – 30th September 2022

ITEMS FOR INFORMATION

1. SEALING OF DOCUMENTS

The following documents have been sealed since those reported on in the last report dated 31st March 2022

| <u>No of Seal</u> | <u>Nature of Document</u> |
|-------------------|--|
| 301, 302, 303 | Lease of Ground Floor Exhibition Space and Second Floor at Muriau Buildings, Rose Street, Conwy and plans between (1) Conwy County Borough Council and (2) the PCC for North Wales |
| 304, 305 | Counterpart Lease and plan re Unit 57 Deeside Industrial Park between (1) Threadneedle Pensions Ltd and (2) PCC for North Wales |
| 306,307 308 | TP1 and Clawback Deed re land adjoining Llay Police Station between (1) RA & CE Platt Limited and (2) PCC for North Wales |
| 309 | Lease of Ground Floor and First Floor at 58 Hope Street and 1 Central Arcade, Wrexham between (1) J R & Margo Limited and (2) the PCC for North Wales |

2. PROPERTY TRANSACTIONS

| | |
|-----------------------------|--|
| 30 th June 2022 | Lease of part of Muriau Buildings Conwy (1) Conwy County Borough Council and (2) PCC for North Wales |
| 11 th July 2022 | Sale of land adjoining Llay Police Station (1) PCC for North Wales and (2) RA & CE Platt Ltd |
| 27 th July 2022 | Lease of Unit 57, Deeside (1) Threadneedle Pensions Ltd and (2) PCC for North Wales |
| 4 th August 2022 | Lease of 58 Hope Street and 1 Central Arcade, Wrexham (1) JR & Margo Ltd (2) PCC for North Wales |

3. TENDER DOCUMENTS

The following Tenders with a value over £10,000 which the PCC for North Wales or Chief Constable of NWP is party to are as follows:

| <u>No</u> | <u>Subject</u> |
|-----------|--|
| 177 | ICT Enterprise Systems |
| 178 | ICT Enterprise Communications service |
| 179 | ICT Management Workplace Services |
| 180 | Project Manage |
| 181 | Provision and Administering of seasonal Flu Vaccinations to North Wales Police employees |
| 182 | Unit 8, New electric gates & Fence Alterations |
| 183 | Vehicle Services |
| 184 | Uninterrupted Power Supply Annual Service Maintenance & 24/7 Monitoring |
| 185 | Dolgellau Fire Station – Training House Upgrade |
| 186 | Architect Services – Holyhead new Police Station |

- 187 Building Management System BMS Control
- 188 Cost Consultant for Holyhead new Police Station
- 189 JCC St Asaph kitchen and seating upgrade
- 190 Airwave Penetration Testing
- 191 Fire Risk Assessment
- 192 Manufacture provision, support, Maintenance and calibration/ annual Verification of frame internal times for the FCIN

4. **CONTRACTS Over £10,000**

The following Contracts with a value over £10,000 which the PCC or Chief Constable is party to:

| No | Date | Subject Matter |
|-----|------------|--|
| 972 | 31/03/2022 | Contract for transfer of PCC's website to a new Content Management System |
| 849 | 6/04/2022 | Contract for the provision of insurance brokerage and associated services |
| 973 | 1/04/2022 | Memorandum of Understanding – Online assessment process and national sift |
| 799 | 1/04/2022 | Contract for HR & Payroll IT software licence and maintenance |
| 823 | 27/04/2022 | Call off Contract for supply of E-Recruitment Solutions, support and maintenance for all four Welsh Forces |

| | | |
|-----|------------|--|
| 975 | 10/05/2022 | Contract for lift repair and maintenance at North Wales Police and North Wales Fire Authority |
| 893 | 15/05/2022 | Call of agreement for the supply and delivery of Digital Asset Management |
| 976 | 25/04/2022 | Contract for Forensic Services |
| 977 | 21/06/2022 | Contract for mobile policing app |
| 978 | 27/06/2022 | Contract for the provision of flu vaccinations to North Wales employees |
| 881 | 21/06/2022 | Call off contract for the provision of Business Travel and Accommodation |
| 979 | 9/05/2022 | Contract for ongoing support for the delivery of FCIN |
| 981 | 1/07/2022 | Longarm and training solution and licence |
| 983 | 2/07/2022 | Framework Agreement – Contingent Labour Services |
| 984 | 4/07/2022 | Call off Contract – supply of energy to North Wales Police and North Wales Fire and Rescue Service buildings |
| 985 | 25/07/2022 | Contract for uninterrupted Power Supply System |
| 986 | 22/07/2022 | JCT contract – Electric Gate and Fence works at Unit 8, St Asaph |
| 987 | 15/08/2022 | Call off Contract for the supply of softshell jackets |
| 988 | 22/08/2022 | Contract for the provision of vehicle servicing |
| 989 | 6/09/2022 | JCT Contract for telecommunication mast remedial works |
| 990 | 12/09/2022 | Call of Contract for Mobile Preliminary Roads Drug Testing DEVICES (MPRDTD) - |

| | | |
|-----|------------|---|
| 991 | 9/09/2022 | Contract for the provision of garage equipment service and repair |
| 992 | 15/09/2022 | Contract for the supply of gas to North Wales Police |
| 789 | 21/09/2022 | Contract for provision and maintenance of building management systems |

5. CONTRACTS Under £10,000

The following Contracts with a value under £10,000 which the PCC or Chief Constable is party to:

| No | Date | Subject Matter |
|-----|------------|-------------------------------|
| 974 | 11/04/2022 | Canine DNA transfer agreement |
| 980 | 26/06/2022 | Secondment |

6. TENDERS IN PROGRESS

The following procurements are in progress and have a value over £20,000 which the PCC or Chief Constable is party to:

| Project Title | Task Status | Task |
|---------------------------------------|-----------------|-----------------------------|
| BWV Replacement | Scoping Options | Direct Award Via Framework |
| SFR Forensics Medicals | Not Started | Direct Award Via Framework |
| Hotel Accommodation | Not Started | Direct Award Via Framework |
| ICT Health Checks | ITT Evaluating | Mini Competition - £100,000 |
| Rhosneigr Fire Station Training Tower | ITT Published | Mini Competition - £100,000 |

| | | |
|--|------------------------|--|
| Mold New Police Station Architect | Not Started | Mini Competition - £100,000 |
| Dolgellau Fire Station Training House | ITT Evaluating | Mini Competition +£100,000 |
| Cost Consultant Services for Holyhead & Mold New Stations | ITT Published | Mini Competition +£100,000 |
| Caernarfon PS Refurb & Alteration | Scoping Options | Mini Competition +£100,000 |
| Llanrwst Police Station Relocation | Scoping Options | Mini Competition +£100,000 |
| Holyhead Fire Station Electrical Rewire | ITT Published | Mini Competition +£100,000 |
| Additional Physiotherapists Wrexham | In Progress | Quotations |
| Additional Counsellors - EMDR Qualified | In Progress | Quotations |
| Cellebrite | In Progress | Quotations |
| Sailpoint | With Supplier | Quotations |
| Digital Forensic Platform Procurement | In Progress | Quotations |
| Lift SP 27.06.22 Fingerprint Machine | In Progress | Quotations |
| Holyhead Police Station M&E Services | In Progress | Quotations |
| Mold New Police Station M&E Consultant | Not Started | Quotations |
| Vehicle Accessories - RSG | Not Started | Quotations |
| All Wales verbal and numerical reasoning tests | Not Started | Tender -£100,000 |
| NWFRS Laundry Services | Not Started | Tender -£100,000 |
| Fire Risk Assessment Plan | ITT Evaluating | Tender -£100,000 |
| Llandudno Fire Station Full Heating Upgrade | Not Started | Tender -£100,000 |
| New Air-Con for FHQ Computer Suite | Not Started | Tender -£100,000 |
| Gym Gear Maintenance | Not Started | Tender -£100,000 |
| New Lift for Caernarfon Police Station | Scoping Options | Tender -£100,000 |
| Fleet Management System | With Legal | Tender +£100,000 |
| ICT Managed Workplace Services | ITT Drafting | Tender +£100,000 |

| | | |
|---|-----------------------|-------------------|
| ICT Enterprise System Services | ITT Drafting | Tender +£100,000 |
| ICT Enterprise Communication Services & Security | ITT Drafting | Tender +£100,000 |
| FCIN - FIT Testing National | ITT Evaluating | Tender +£100,000 |
| FCIN EQMS.Case Management | ITT Evaluating | Tender +£100,000 |
| NWFRS Command & Control System | Deferred | Tender +£100,000 |
| Aberdyfi Fire Station New SIKa Roof - One Off | Scoping Options | Tender +£100,000 |
| JCC Garden & Kitchen Update - One Off | ITT Evaluating | Tender +£100,000 |
| Translation & Interpreters Services | Waiting on Lead Force | Tender +£100,000 |
| NWFRS Welsh Translation Services | ITT Evaluating | Tender +£100,000 |
| RMU Optimum Replacement Proposal | Not Started | Tender +£100,000 |
| Holyhead Police Station New Build Construction | Scoping Options | Tender +£100,000 |
| FCIN EQMS System re tender | Not Started | Tender +£100,000 |
| FM Reactive & Planned Maintenance Building Services | In Progress | Tender +£100,000 |
| OHU Doctor & Nurse | Not Started | Tender +£100,000 |
| Mold New Police Station Build Construction | Not Started | Tender +£100,000 |
| Mold New Police Station Cost Consultant | Not Started | Tender +£100,000 |
| Rhewl Classroom Extension | Not Started | Tender +£100,000 |
| SACR Alterations to building | Not Started | Tender +£100,000 |
| Body Armour Replacement | In Progress | Tender by another |
| ITMAS | Waiting on Lead Force | Tender by another |
| SSAS (Airbox) | Not Started | Tender by another |
| PEQF Re-tender | Waiting on Lead Force | Tender by another |
| Leadership Programme Contracts | In Progress | Waiver |

7. SEALED BIDS

- 1 Sale off of land at Llay Police Station
- 2 Sale of Conwy Police Station

8. WAIVERS OF STANDING ORDERS

| | |
|-----------------|--|
| All Wales.51762 | Talent Acquisition Software June 2022 |
| All Wales 51984 | Behavioural Styles Questionnaire and Situational Judgment June 2022 |
| FCIN51756 | FCIN Project Management May 2022 |
| Waiver 01.2022 | Treasury Management Consultancy Service April 2022 |

Since those reported in the last report dated 27th July 2022

It should be noted that this report is complete as at 15th November 2022 the date it was completed.

Joint Audit Committee

Meeting Date: 8th December 2022

| | |
|---|--|
| Title: | Sustainability & Decarbonisation Update (26.09.2022) |
| Author: | Anna Pretious, Environmental & Energy Conservation Manager |
| Purpose of the report: | To provide an overview and update on Sustainability and Decarbonisation issues within North Wales Police. |
| The report is provided to JAC for: (tick one) | <input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Assurance <input checked="" type="checkbox"/> Information |
| Summary / Key Points: (to include summary of Governance Process followed) | <p>A report to provide information in relation to:</p> <ul style="list-style-type: none"> • North Wales Police's sustainability and decarbonisation performance. • The baseline year for emissions reporting is 2019-20, working towards net zero carbon by 2020-30 (Welsh Government target for the Public Sector); emissions reported against energy, fleet, waste, water and supply chain. • Historical information ('carbon reduction' up to 2020) and current 'Decarbonisation (net zero carbon)' planning for the period 2020-30 in relation to power and heat decarbonisation of the NWP Estate. • Energy contracts • Biodiversity reporting • All Wales Collaboration Sustainability & Decarbonisation Strategy • NWP Sustainability & Decarbonisation Task & Finish Group • National Police Estates – Sustainability Charter <p>The report is based on the content provided to the Governance forums below although the embedded documents have been shared separately with JAC members rather than as part of the main report.</p> <p><u>Governance:</u> The report has been presented at: Strategic Finance & Resources Board (03.10.2022) Strategic Management Board (17.10.2022) Strategic Executive Board (26.10.2022)</p> |
| Recommendations: | To note the contents of the report To monitor NWP's performance against Sustainability & Decarbonisation |
| Risk register impact: | Significant cost escalation from 1 st October 2022 in the cost of purchasing electricity and gas. |
| Assurance implications: | This report provides assurance that North Wales Police is engaging in the Sustainability and Decarbonisation agenda, within Force, Wales and Nationally. |
| Equality Impact: | No impact |
| Information exempt from disclosure: | none |

North Wales Police

Sustainability & Decarbonisation - Update

| | |
|-------------------------|---|
| Area | Estate and Facilities |
| Authors | Anna Pretious Environmental & Energy Conservation Manager |
| Date | 26.09.2022 |
| Purpose of paper | Information |

| Executive Summary | <p>This report provides an overview and update on Sustainability and Decarbonisation issues within North Wales Police.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|-----------|-----------|----------------|---------|--|-----------|-----------|-----------|--|-----------|-----------|-----------|--|---------|---------|---------|--|---------|---------|---------|----------------------------|--------|--------|--------|----------------------------|-------|-------|-------|-----------------------------------|--|--|--|--|-----------|-----------|-----------|---------------------------------|---|------|-------|-----------|-------|---------|---------|---------|-------------------------|-----|-----------|-----------|-----------|-----|-----|-----------|-----------|-----------|-----|-----|---------|---------|-----------|--------|--------|---------|---------|---------|--------|--------|--------|--------|--------|-------|----------------|--------|--------|----------------|-------|--------|-----|-----|----------------|--------------|---|-----|-----|-----|
| | <p>The report produced for the Force Management Statement in May 2022 provided background information on emissions and decarbonisation planning.</p> <p><i>This was included in force reports but has been shared with the JAC separately for information outside of the main meeting.</i></p> <p>1.NWP’S Decarbonisation Performance Summary:</p> <div><p>Emissions kgCO₂e Annual Emissions (kgCO₂e) compared to 2019-20 (baseline year @ 7,120,546 kgCO₂e)</p><table><tr><th></th><th>2019-20</th><th>2020-21</th><th>2021-22</th></tr><tr><td>Scope 1 (direct) Gas, LPG & Fleet Fuel</td><td>3,927,694</td><td>3,870,239</td><td>3,565,336</td></tr><tr><td>Scope 2 (indirect) Purchased Electricity</td><td>1,861,619</td><td>1,529,383</td><td>1,374,355</td></tr><tr><td>Scope 3 (indirect) - Energy (production & delivery to buildings) (no control over these)</td><td>638,097</td><td>568,427</td><td>766,485</td></tr><tr><td>Scope 3 (indirect) - Fleet Fuel (production & delivery to forecourt) (no control over these)</td><td>661,468</td><td>651,871</td><td>632,904</td></tr><tr><td>Scope 3 (indirect) - Water</td><td>25,723</td><td>24,058</td><td>25,723</td></tr><tr><td>Scope 3 (indirect) - Waste</td><td>5,944</td><td>4,868</td><td>5,944</td></tr><tr><td>Scope 3 (indirect) - Supply chain</td><td></td><td></td><td></td></tr><tr><td>Total Emissions (all scopes) kgCO₂e</td><td>7,120,546</td><td>6,648,846</td><td>6,370,746</td></tr><tr><td>% reduction to 2019-20 baseline</td><td>0</td><td>-6.6</td><td>-10.5</td></tr></table></div> <p>(**Water & Waste data for 2021-22 is still being collated, used 2019-20 as a temporary measure)</p> <table><tr><th>Base Data</th><th>Units</th><th>2019-20</th><th>2020-21</th><th>2021-22</th></tr><tr><td>Electricity (purchased)</td><td>kWh</td><td>7,283,329</td><td>6,559,935</td><td>6,472,729</td></tr><tr><td>Gas</td><td>kWh</td><td>8,087,101</td><td>8,462,325</td><td>7,995,624</td></tr><tr><td>LPG</td><td>kWh</td><td>184,185</td><td>203,230</td><td>184,449 *</td></tr><tr><td>Diesel</td><td>Litres</td><td>880,051</td><td>844,554</td><td>767,285</td></tr><tr><td>Petrol</td><td>Litres</td><td>54,129</td><td>53,975</td><td>62,167</td></tr><tr><td>Water</td><td>m³</td><td>25,303</td><td>23,665</td><td>Collating data</td></tr><tr><td>Waste</td><td>tonnes</td><td>272</td><td>215</td><td>Collating data</td></tr><tr><td>Supply Chain</td><td>£</td><td>TBC</td><td>TBC</td><td>TBC</td></tr></table> <p>(*subject to change when final data is confirmed)</p> <p>Consumption and performance reporting:</p> <p>Electricity (grid), Gas and LPG consumption = quarterly</p> | | 2019-20 | 2020-21 | 2021-22 | Scope 1 (direct) Gas, LPG & Fleet Fuel | 3,927,694 | 3,870,239 | 3,565,336 | Scope 2 (indirect) Purchased Electricity | 1,861,619 | 1,529,383 | 1,374,355 | Scope 3 (indirect) - Energy (production & delivery to buildings) (no control over these) | 638,097 | 568,427 | 766,485 | Scope 3 (indirect) - Fleet Fuel (production & delivery to forecourt) (no control over these) | 661,468 | 651,871 | 632,904 | Scope 3 (indirect) - Water | 25,723 | 24,058 | 25,723 | Scope 3 (indirect) - Waste | 5,944 | 4,868 | 5,944 | Scope 3 (indirect) - Supply chain | | | | Total Emissions (all scopes) kgCO ₂ e | 7,120,546 | 6,648,846 | 6,370,746 | % reduction to 2019-20 baseline | 0 | -6.6 | -10.5 | Base Data | Units | 2019-20 | 2020-21 | 2021-22 | Electricity (purchased) | kWh | 7,283,329 | 6,559,935 | 6,472,729 | Gas | kWh | 8,087,101 | 8,462,325 | 7,995,624 | LPG | kWh | 184,185 | 203,230 | 184,449 * | Diesel | Litres | 880,051 | 844,554 | 767,285 | Petrol | Litres | 54,129 | 53,975 | 62,167 | Water | m ³ | 25,303 | 23,665 | Collating data | Waste | tonnes | 272 | 215 | Collating data | Supply Chain | £ | TBC | TBC | TBC |
| | 2019-20 | 2020-21 | 2021-22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 1 (direct) Gas, LPG & Fleet Fuel | 3,927,694 | 3,870,239 | 3,565,336 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 2 (indirect) Purchased Electricity | 1,861,619 | 1,529,383 | 1,374,355 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 3 (indirect) - Energy (production & delivery to buildings) (no control over these) | 638,097 | 568,427 | 766,485 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 3 (indirect) - Fleet Fuel (production & delivery to forecourt) (no control over these) | 661,468 | 651,871 | 632,904 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 3 (indirect) - Water | 25,723 | 24,058 | 25,723 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 3 (indirect) - Waste | 5,944 | 4,868 | 5,944 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scope 3 (indirect) - Supply chain | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Emissions (all scopes) kgCO ₂ e | 7,120,546 | 6,648,846 | 6,370,746 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| % reduction to 2019-20 baseline | 0 | -6.6 | -10.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Base Data | Units | 2019-20 | 2020-21 | 2021-22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Electricity (purchased) | kWh | 7,283,329 | 6,559,935 | 6,472,729 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas | kWh | 8,087,101 | 8,462,325 | 7,995,624 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LPG | kWh | 184,185 | 203,230 | 184,449 * | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Diesel | Litres | 880,051 | 844,554 | 767,285 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Petrol | Litres | 54,129 | 53,975 | 62,167 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water | m ³ | 25,303 | 23,665 | Collating data | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Waste | tonnes | 272 | 215 | Collating data | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Supply Chain | £ | TBC | TBC | TBC | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Diesel, Petrol, Water, Waste, Supply Chain = annually
Emissions = annually

Update:

- Electricity and gas consumption data from April 2022 to date is currently being collated. Aiming for report in November.
- Water consumption data 2021-22 now complete; emissions need to be calculated.
- Waste data 2021-22 - on-going - completed data for general waste, recycling, confidential and clinical waste; other smaller waste streams (awaiting data); waste emissions need to be calculated.
- Supply Chain data and emissions – Facilities & Procurement meeting was scheduled for 19th September to progress – cancelled due to Bank Holiday for the Queen's Funeral – meeting to be rescheduled.

2. NWP Decarbonisation Projects (Facilities):

Background:

'Power (Electricity) Decarbonisation Planning': (Scope 2 – Indirect emissions)

Decarbonisation of power within buildings involves

- (i) A reduction in the amount of electricity consumed by employing energy efficiency measures (i.e. switching off equipment when not in use or installing LED lighting);
- (ii) Self-generation of electricity utilising renewables technology (photovoltaic systems);
- (iii) Removal of the power requirement. For example if IT server requirements were outsourced and the current equipment removed from NWP buildings, our electricity consumption would reduce and it would be transferred to the service provider, but NWP would still have a carbon footprint associated with the service, but as Scope 3 emissions.
- (iv) Green Supply Contracts.

The installation of EV charging points will increase the electricity demand requirements at the site, unless the charging point is combined with a self-generating electricity source and battery storage facility.

'Heat (Gas & LPG) Decarbonisation Planning': (Scope 1 – Direct emissions)

The sale of gas boilers in non-domestic properties will be phased out from 2030-33. Heating systems expected to replace gas will be electricity based, such as air or ground source heat pump systems. These electricity based systems will have 'zero carbon emissions' only if they are connected to PV or wind technology on the same building, otherwise grid electricity emission factors still apply, therefore electricity consumption and emissions could increase for an organisation as a result of this.

Careful consideration and consultancy advice will need to be sought for new build sites or heating replacement works going forward, to ensure the new 'non gas' technology is both fit for purpose and in line with the public sector low or zero carbon building standards.

2.1 Decarbonisation Projects: 'Power (Electricity) Decarbonisation Planning':

2.1.1 – Switching off equipment when not in use:

- Lights (for those sites still on manual, non-automated LED systems)
- IT equipment
- Other power consuming equipment.

A communications project to the Force addressing energy conservation measures needs to be established.

2.1.2 - LED Lighting:

By September 2022 approximately a quarter of the Estate has LED and controls installed:

[Joint Communications Centre (internal only), Llay, Alexandra House, Bangor PS, Denbigh PS, Western Traffic Base, Llandudno PS, Llangefni PS, Pwllheli PS, Rhyl PS, Unit 8, Wrexham Front of House, (Nefyn & Tywyn PS/FS), Caernarfon PS (not custody or DHQ), Unit 31 (~85% complete), Force HQ (only in main admin building corridors, staircases & foyer)

LED works are based on consumption (higher consuming sites looked at first) and whether the site is to remain in the Estate, or if it due other planned maintenance/refurbishment works/projects (for example where LED would be included as part of a re-wire etc).

The 2019-20 consumption is used in the calculations, as this is the baseline against which reduction is being measured.

2022-23 LED works:

The below sites, plus Unit 31 (meeting room & corridors) and the external lighting at Joint Communications Centre have been included for 2022-23.

| Estimated 2022-23 £/m2 @ uplift of 15% compared to 2021-22 | | | | carbon conversion factor @ kgCO2e @ 2021-22 = 0.21233 | | | |
|--|----------------------|---------------------------------------|---|---|----------------------------|--|---------|
| | | | | 45.12 | | | 0.21233 |
| Proposed LED Works in 2022-23 financial year | Total kWh 2019-20 | | | | | electric reduction @ 25% reduction against (2019-20) kWh | |
| | | Floor Area m2 for LED installation | Estimated Cost £ LED installation | Estimated £/m2 | Annual Reduction kWh | Scope 2 Emissions kgCO2e | |
| Rhos Police Stn | 40,000 | 516 | 23,291 | 45.12 | -10,000 | -2,123 | |
| Abergele Police Stn | 38,633 | 321 | 14,484 | 45.12 | -9,658 | -2,051 | |
| Porthmadog Police Stn | 35,931 | 325 | 14,676 | 45.12 | -8,983 | -1,907 | |
| Blaenau Ffestiniog Police Stn | 34,945 | 425 | 19,165 | 45.12 | -8,736 | -1,855 | |
| SARC | 34,553 | 542 | 24,455 | 45.12 | -8,638 | -1,834 | |
| | 184,062 | | 96,071 | | -46,016 | -9,770 | |

Site surveys and actual quotations are being sort.

Estimated financial requirement = ~£100,000+

2.1.3 – Self Generation - PV:

2.1.3.1 - Force HQ – amenity block PV array removed due to roof leak. Investigating whether the 60 panels could be relocated to Llay.

2.1.3.2 – PFI – feasibility study being undertaken by Mitie (PFI provider) for PV installation on DHQ, SSU and custody roofs. Provisional data showing an annual generation of ~ 10% of the sites' electric requirement.

2.1.4 – Removal of Power Requirement:

2.1.4.1 - Joint Communications Centre server room.

Investigating 'free air cooling system' to reduce the demand for air conditioning. This type of system already exists in Force Headquarters.

Need to work with ICT on this project, to determine lifespan of the server rooms and whether NWP will be moving to 'cloud' based systems?

2.2 Decarbonisation Projects: 'Heat Decarbonisation Planning':

2.2.1 Alternatives to gas based heating/how water systems.

The investigation of alternative systems, such as air source heat pumps (ASHP), is included in the specification for the new build Holyhead Police Station.

Retro-fitting ASHP to existing buildings needs to be assessed in conjunction with the condition surveys of existing systems and replacement timescales/requirements; as installing ASPH is a 'whole site requirement' including new heating systems (radiators or underfloor); PV installations; upgrades of building fabric; insulation and LED lighting.

2.2.2 Associated 'heat demand reduction' works – Insulation works:

An assessment of buildings requiring insulation upgrades has commenced - quotes being sort for works across the Estate.

2.2.3 Associated 'heat demand reduction' works – Insulation works:

PFI – installation of additional BEMS (building energy management system) controls to better control the heating demand – ongoing.

3. Energy Contracts:

NWP has joined the Gwynedd County Council Dynamic Purchasing System (DPS) compliant framework. eEnergy are the Energy Brokers managing and purchasing the energy requirements on behalf of NWP through the Gwynedd Framework.

- Energy Purchasing Strategy (elect & gas) – signed by NWP and returned to eEnergy.
- The electricity supplier is DRAX – 100% green contract
- The gas supplier is Total Energies.

Forecast figures/budget requirements for electricity and gas figures received from e-energy reflected in excess of a 300% increase against existing actual spend over a 12 month period. Whilst forecasts do then anticipate a partial drop in the subsequent 2 years, the figures represent a dramatic increase in cost placing a significant focus on pursuing energy efficient strategies.

4. Biodiversity Reporting:

An update/report to Welsh Government on Biodiversity is due November 2022 – work has commenced on gathering information for the Biodiversity Report. This is a mandatory legislative requirement.

5. All Wales Sustainability & Decarbonisation Group:

Last meeting held 29th July 2022 – *The update has been shared with JAC members outside of the main meeting.*

Gwent Police have produced a Programme Tracker, it was agreed each Force would adopt

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| | <p>the Gwent Tracker and adapt the contents to suite the individual Force, whilst still addressing 'All Wales' goals.</p> <p><i>A copy of the Tracker has been provided to JAC members outside of the main meeting.</i></p> <p>The tracker contains (Gwent's) action plans against the following subject areas: Minimal Waste Carbon Reduction Culture & Community Health & Wellbeing Positive Procurement Sustainable Travel</p> <p>Next meeting due 4th October 2022 - there was a request for all Forces to submit their version of the Tracker for this meeting, but NWP need to meet as the Sustainability & Decarbonisation Group to discuss and formulate the contents first.</p> <p><u>6. North Wales Police - Sustainability & Decarbonisation Group:</u> Introductory meeting held 4th July 2022 Next meeting due 20th October 2022</p> <p><u>7. Sustainability Charter:</u> The Emergency Services Environmental & Sustainability Group (Fire, Police, Ambulance and other emergency services, UK wide) have developed a Sustainability Charter. NWP have already shown an interest in signing up to this, further information is now known:</p> <p>An associated toolkit is currently being developed, which looks in depth to support taking the charter from a document to a framework that enables sustainability action and a 'common repository' for the ESESG members to share information and monitor progress towards Sustainability. An initial £30,000 funding is required to develop the toolkit, funding is being sort from the National Police Estate Group, it is yet to be confirmed if this will be made available. If the funding is received, and at least 20 organisations sign up, the toolkit will be developed. If not enough organisations sign up, the Charter toolkit will not go ahead. If it does go ahead, it is anticipated to launch the toolkit and provide training in January 2023.</p> <p>The annual cost for inclusion in the scheme, per organisation, will be £500/annum.</p> |
| Key Risks / Issues | Significant cost escalation from 1 st October 2022 in the cost of purchasing electricity and gas. |
| Actions | To note the content of this report. |