

Office of the Police and Crime
Commissioner for Surrey



THE POLICE AND CRIME COMMISSIONER FOR SURREY AND THE CHIEF CONSTABLE OF SURREY GROUP

Statement of Accounts for the year 2020/21

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Preface

Alison Bolton – Chief Executive of Office of the Police and Crime Commissioner for Surrey

In May 2021 residents of Surrey elected a new Police and Crime Commissioner (PCC) for Surrey. Mrs Lisa Townsend was elected to replace Mr David Munro who had served as PCC for Surrey since 2016. Given that the period covered by these financial statements was under the oversight of Mr Munro I am writing this preface rather than Mrs Townsend.

The PCC for Surrey is one of the 41 elected Police and Crime Commissioners across England and Wales. They are elected to ensure that the public's policing priorities and concerns are acted upon and ensure the Chief Constable provides effective and efficient policing across the county.

This involves holding the Chief Constable and Force to account for local policing issues, as set out in their Police and Crime Plan, but also ensuring that Surrey Police meets its strategic policing requirements in areas such as serious organised crime and terrorism. During the year the PCC monitors the plans the Force has in place on behalf of the Surrey public through public and private performance meetings.

In addition to holding the Chief Constable to account the PCC works to prevent and reduce crime by working with and funding a number of community safety and criminal justice partners. Funding is also provided to support victims and witnesses through a number of 3rd sector partners. The PCCs office has also been successful in bidding for additional funding for initiatives such as Safer Streets, to not only reduce crime itself, but also importantly the fear of crime.

For the last year Covid has dominated our lives. The Force has risen well to the challenge that this has presented and on the whole residents have cooperated with the restrictions and been satisfied with the approach the force took to enforcement. As a result satisfaction with and confidence in the Force remains high. However despite investment solve rates remain low and this is something that will be a continuing focus through the coming year.

Surrey residents continue to be very supportive of their local police with 88% of people surveyed saying they have confidence in their local neighbourhood police. In 2018 the previous PCC Mr David Munro published his Police and Crime Plan which set out residents' priorities for the period 2018-20. Following the cancellation of the PCC elections in May 2020 the plan was extended for a further year and hence covers the period covered by these financial statements. The main areas were as follows:

Tackling Crime and Keeping Surrey Safe

The headline actions to achieve this priority were set out in the plan as follows:

- Combatting the threat of terrorism
- Preventing and solving crimes that cause most harm
- Serious and Organised Crime
- Problem solving
- Maintaining a local policing presence
- Dealing with crime and anti-social behaviour
- Contacting the police
- Roads policing

In terms of **combatting terrorism**, the PCC continues to receive regular briefings and is currently content with plans in place.

The solve rate for **high harm offences** (domestic abuse, child abuse, sexual offences and hate crime) remains low at 13%. Surrey Police are bringing in a new investigation model and recruiting more detectives to improve on this rate although they will need time to recruit and train to be effective.

The **Serious and Organised Crime Partnership** continues to prioritise Drug related harm and county lines, economic crime including cyber, organised acquisitive crime and modern slavery and human trafficking.

During the year the PCC agreed to fund the two Victim Navigators who support the most vulnerable victims of **fraud and cybercrime**. The OPCC is working on securing additional funding to increase the number of Navigators so more community and awareness raising work can be achieved to reduce the number of fraud and cybercrime victims in Surrey.

The Force's dedicated **problem solving** team has analysts to provide analysis and research solutions that work for communities. In the year to November 2020, 385 problem solving occurrences were recorded in force. The percentage of people who think that local police tackle crime and anti-social behaviour sits at 72.6%. The PCC committed almost £20k to assist with **burglary prevention** and raise community awareness in hot spots such as Runnymede and Reigate and Banstead. The schemes target specific areas and work with local communities to raise awareness.

Following an increase in **catalytic converter theft** the PCC awarded £13,468.80 to increase awareness of the crime and how they can protect the most vulnerable vehicles through the use of marker kits.

The focus on **anti-social behaviour** (ASB) moves forward at pace. There has been a significant rise in the number of requests received by Community Safety Partnerships with 30 activations of the Community Trigger since 2019. During the year the PCC has given grants to community groups to improve their facilities, e.g. CCTV and youth centre funding as well as Neighbourhood Watch and community safety work.

During the year the PCC supported an expansion of Mediation Surrey's Intergenerational Mediation Service. This service helps young people and their families resolve disagreements through improved communication with the support of a trained mediator. Evidence suggests a strong family unit support helps young people staying away from harm and crime.

The PCC approved funding to establish a pilot rapid response task force with Runnymede BC to disrupt, deter, and investigate large scale organised environmental waste crime taking place in Surrey. This is a model which could be rolled out across Surrey.

The PCC continued to focus on support for tackling anti-social driving and stopping HGVs on minor roads with the **Roads Policing** Team. Funding was also provided for the purchase of noise monitoring equipment that will allow Roads Policing Officers (RPU) to gather the best evidence against those that have modified their vehicles to such an extent their noise is excessive. The PCC also continued to support Community Speed Watch groups by providing funding for new equipment and pushing for additional volunteers.

The **Safer Streets fund** provided £647K investment into the housing blocks in Stanwell North in order to reduce crime. The OPCC, Borough Commander and the private sector housing provider worked together to use the funding to improve the security of the buildings. The project has recently been completed and the impact on crime levels is being evaluated.

Local neighbourhood teams have focused on improving **visible presence in communities**. Police staff were used to assist with investigations thereby returning officers to the street more quickly. Confidence with neighbourhood police remained high at 88%.

The Surrey Police **contact centre** continued to answer 999 calls quickly throughout the year with 93% of calls being answered within 10 seconds. Answering times for the non-emergency 101 number have been longer at 2m 17s due to Covid. Other forms of contact such as a website form, LiveChat and social media have also been launched.

Build Confident Communities

The headline actions to achieve this priority were as follows:

- Engagement with Surrey Police
- Encourage communities to get involved
- Working with all of Surrey's diverse communities
- Children and young people
- Partnership problem solving

During January and February, the Office of the Police and Crime Commissioner and Surrey Police held a series of public engagement events covering all 11 boroughs and districts. The 'Policing Your Community' events were held virtually for the first time and presentations from the PCC, Chief Constable and the local Borough Commander brought live to people's homes. They were followed by a live interactive question and answer session for residents to raise any issues or leave any comments.

The **PCC's annual precept consultation** received just under 4,500 responses from the public compared to 3,100 last year. This included around 2,500 comments and the PCC read every single one.

The OPCC worked to develop closer links between **criminal justice and health and social care**. This is set out in the Community Safety Agreement which is one of the first agreements of its kind bringing community safety and health together on a shared platform and giving greater recognition of the relationship between health, social care and crime in addressing the wider determinants of health.

The OPCC worked with the **Breck Foundation** and Surrey Police's Citizen Policing Team to establish Surrey Police cadets as Breck Ambassadors across Surrey. This enabled them to be trained to talk in schools about **staying safe online** and the key signs of grooming.

During the year £845,000 was given to support community safety initiatives, an increase of 11% on the previous year.

Supporting Victims

The headline actions to achieve this priority are set out in the plan as follows:

- Supporting victims of crime and anti-social behaviour
- Providing specialist services
- Ensuring value for money and collaboration
- Supporting victims and witnesses through the Criminal Justice System

The OPCC has continued to work hard to ensure that all **victims of crime** in Surrey receive appropriate support, to help them cope and recover from their experiences through the Victim and Witness Care Unit which was established in 2019.

The OPCC also commissioned local **specialist services** that provided support for victims of specific, 'high harm' offences - including domestic abuse (DA), rape and serious sexual offences - predominately delivered by independent, third sector providers. All these services were available to victims, irrespective of gender and whether the crime has been formally reported to the police or not. The level of need amongst clients, both adult and child, isolated due to the pandemic increased significantly and this impacted the capacity of services to cope with demand.

A second round of **Ministry of Justice emergency funding totaling £87,000 for DA and SV services** was awarded to the OPCC and the OPCC worked with services to ensure this was used to cope with the increased demand, including psychotherapy support for children and young people affected by domestic abuse, additional counselling for sexual assault and rape survivors and training and support for staff.

The PCC also continued to offer his Coronavirus Support Fund to assist local organisations and in addition gave £55,000 to commission extra support services such as support for those affected by 'cuckooing' (exploitation), care packages of essential items for those fleeing to refuge and additional counselling for rape and sexual violence survivors.

The OPCC continued to work with NHS England, regional PCCs and police forces to re-commission our **Sexual Assault and Referral Centre (SARC)** and collaborative work with partners continued to develop the county's response to high harm crimes such as domestic abuse.

The OPCC worked with Her Majesty's Courts & Tribunal Service to **review the position in Magistrates and Crown Courts in Surrey and Sussex**, which were significantly impacted by the pandemic. The OPCC Victim and Witness Care unit was given increased funding to meet the needs of victims and witnesses affected by the delays in the justice system.

Preventing Harm

The headline actions to achieve this priority are set out in the plan as follows:

- Identifying vulnerable people and reducing harm
- Supporting those with mental health needs
- Help for those with multiple needs
- Missing people
- Reducing reoffending

The **Surrey High Intensity Partnership Programme** (SHIPP) continued to successfully support clients identified as high and/or intensive users of services in Surrey leading to over £600,000 of savings since its initial pilot in 2017.

The **Surrey Adults Matter** programme made 46 referrals of which 40 were accepted. SAM has seen a more intense focus around the **lack of suitable accommodation and homelessness** due to the pandemic. A number of clients requiring supported housing were refused offers of accommodation due to alcohol misuse or substance misuse and supported housing providers deeming the clients' too high risk. Their other needs, which might include a learning disability, mental health diagnosis or Autism / physical disability are sometimes overlooked because of their addictions.

In terms of **reducing reoffending**, a recent report by the Prison Reform Trust revealed Surrey as having the lowest rate for imprisoning women in the country. This was in part achieved due to the Surrey Police Checkpoint Plus scheme, supported by the PCC through funding for the Navigators working out of the Women's Support Centre in Woking. The reoffending rate for the Checkpoint and Checkpoint Plus schemes is currently at only 6%

The PCC also supported a further 2 projects to help reduce reoffending during the year. The first was £5,000 for the **The Twinning Project** which enables prison inmates to gain football coaching and refereeing qualifications. The second, £7,500 for the **Skill Mill** was a multi-award-winning social enterprise providing employment opportunities for young people aged between sixteen and eighteen. It employs only ex-offenders, actively reducing reoffending whilst increasing engagement, participation, employability and educational levels of the young people to increase their life chances.

Making Every Pound Count

The headline actions to achieve this priority are set out in the plan as follows:

- Preserving the front-line
- Eliminate waste and inefficiency
- Collaboration
- Funding
- Effective and efficient Criminal Justice System

Surrey Police officer numbers increased by 104 to 2,021 during the year due to the Government Uplift funding and precept investment. Throughout the year the Force stayed within budget, delivered the savings it had promised and fulfilled its precept obligations. This is despite absorbing significant costs relating to Covid. The PCC was supportive of the work done by CIPFA to identify longer term financial savings and has also brought up the issue of the inequity of Surrey Police funding with Government.

A Force fit for the Future

The headline actions to achieve this priority are set out in the plan as follows:

- Estates strategy
- Technology
- Being an attractive employer
- Ability to meet future demands

The Building the Future **estates strategy**, including the new HQ, continued to be developed with staff and public engagement events taking place during the year.

Significant investment was made in **Technology** through the year to encourage more agile working and more joined up systems.

The strategy to achieve **Net Zero Carbon** emissions by 2030 is nearing completion, with local consultants assisting on what should be included in the strategy and the changes that need to take place over the next decade to achieve that target. It is recognised that, as well as helping to tackle climate change and meeting future legislation changes, being an environmentally aware organisation is something that can assist in attracting future employees.

Finally none of the programmes and results described in this Statement of Accounts could have been achieved without the dedication and professionalism of my team, police officers and police staff at all ranks and grades nor without the support and hard work of our partners and countless volunteers.

The OPCC and the Force both work together to keep the county a safe place to live with a trusted police force that responds to resident's concerns.

I am sure that the new PCC will work tirelessly during the coming year to ensure that residents have a policing service they can continue to be proud of.

Alison Bolton

Chief Executive - Office of the Police and Crime Commissioner for Surrey

Narrative Report

1. Introduction

The Statement of Accounts has been prepared in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA), and sets out the overall financial position of the Police and Crime Commissioner for Surrey and the Group Accounts for the year ending 31 March 2021. The accounts have been prepared using the International Financial Reporting Standards (IFRS), in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21.

The Statement of Accounts aims to provide information so that members of the public, including electors and residents of Surrey, partners and stakeholders can:

- Understand the overarching financial position of the PCC (and the 'PCC Group' including Surrey Police);
- Have confidence that the PCC has spent public money wisely and has been accounted for in an appropriate manner;
- Be assured that the financial position of the PCC (and Group) is sound and secure

The style and format of the accounts complies with CIPFA standards and is similar to that of previous years. The information contained within these accounts is presented as simply and clearly as possible, but by their nature are both technical and complex.

This narrative report aims to help readers better understand the role of the PCC, and to assist in understanding and interpreting the accounts through an explanation and overview of the financial performance and activities during 2020/21.

1. Explanation of the PCC and Group

The Police & Crime Commissioner (PCC) and the Chief Constable are established as separate legal entities or "Corporation Sole" bodies.

The PCC is usually elected by the public every four years to secure the maintenance of an efficient and effective police force and to hold the chief constable to account for the exercise of his functions and those of persons under his direction and control.

However due to the Covid-19 pandemic the PCC elections scheduled for May 2020 were postponed until May 2021 thus extending the term of the PCC, which covers the period of these accounts, to 5 years.

The Chief Constable has a statutory responsibility for the control, direction and delivery of operational policing services in the Surrey Police area.

This set of accounts focuses on those discrete activities which the PCC is directly responsible for, such as commissioning services for victims and witnesses of crime, as well as the "PCC Group" which includes all aspects of operational policing under the direction and control of the Chief Constable.

The Chief Constable has produced a separate set of accounts which explains how the resources provided by the PCC have been used to deliver operational policing services.

The Net Revenue Budget for the Group for 2020/21 was £250 million, of which £2.1 million was under the PCC's direct control.

2. Introduction to Surrey

Surrey is a county in the South East of England, covering 644 square-miles, with one county council, 11 boroughs/districts and 6 major hospitals with A&E departments. It has 62 miles of motorway, including the busiest M25 stretch. Surrey's rivers include the Thames (notable flooding risk); the county is 73% greenbelt. Surrey borders the UK's busiest two airports. It is the most densely populated county in South East England with a population of 1.2 million. The county borders London and prior to Covid many residents commute to the capital for work and in return residents of the capital travel to Surrey for recreation. Surrey contains many areas of outstanding natural beauty and is home to major sporting events – in particular the Epsom Derby which is the country's largest one-day sporting event attracting over 100,000 racegoers each year.

The Constabulary delivers a number of services in collaboration with other Police Forces across the south of England. The PCC and Constabulary are also part of a joint working arrangement with Sussex PCC and Constabulary for the provision of professional support services including finance, human resources, facilities management, ICT and across all four organisations. Internal audit is provided in partnership with Hampshire County Council.

3. The Police and Crime Commissioner (PCC)

The core functions of the PCC for Surrey are to secure the maintenance of the police force for the area and to ensure that the police force is efficient and effective. Other key functions include:

- Holding the Chief Constable to account
- Appointment / suspension / removal of the Chief Constable
- Setting the priorities for the Force and producing the Police and Crime Plan
- Attending the Police and Crime Panel
- Setting of the annual budget and Council Tax precept
- Direct engagement with the public
- Publishing an annual report stating how priorities and targets have been met, and other information as specified by the Secretary of State to enable greater public awareness of police and crime performance in the area
- Collaborating for an efficient and effective Criminal Justice System for Surrey with partners such as the Youth Offending Team, Crown Prosecution Service and Prison Service etc.

The Commissioner is ultimately accountable to the electorate via the ballot box. A Police and Crime Panel (PCP) is also established under the Police Reform and Social Responsibility Act 2011 and is charged with scrutinising and supporting the work of the Commissioner. The Panel, however, cannot hold the Chief Constable to account.

The PCP's core functions include:

- To review the draft Police and Crime Plan;
- To publicly scrutinise the Commissioner's Annual Report;
- To review and scrutinise decisions and actions of the Commissioner;
- To review and have the power to veto the Commissioner's proposed Council Tax precept levels;
- To review the Commissioner's Conduct – If the Commissioner is charged with a minimum of a 2-year imprisonable offence the PCP can suspend the Commissioner and make a report to the Independent Police Complaints Commission, however they cannot remove the Commissioner;
- To confirm the Chief Constable's appointment;
- To appoint an acting Commissioner, if required;

The Police and Crime Panel work have set up a separate Finance Group to review the budget prior to precept setting.

The PCC has established a Joint Audit Committee with the Chief Constable. A new Chairman and a number of new members were appointed during the year. Its purpose is to provide independent advice on the adequacy of the corporate governance

and risk management arrangements in place and the associated control environment, advising according to good governance principles and proper practices. More specifically, this includes the following terms of reference:-

- Review the corporate governance arrangements against the good governance framework and consider annual governance reports and assurances
- Review the Annual Governance Statements (AGS) prior to approval and consider whether they properly reflect the governance, risk and control environment and supporting assurances and identify any actions required for improvement
- Consider the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements
- Consider the framework of assurance and ensure that it adequately addresses the risks and priorities of the OPCC and the SC
- Monitor the effective development and operation of risk management, review the risk profile, and monitor progress of the PCC and the CC in addressing risk-related issues reported to them
- Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions
- Review anti-fraud arrangements (including whistleblowing procedures) and the assessment of fraud risks and potential harm from fraud and corruption and monitor the effectiveness of the counter-fraud strategy actions and resources
- Further consideration and advice in relation to Internal Audit, External Audit, Financial Reporting, Partnership Governance and Accountability Arrangements.

The Commissioner's vision and priorities for policing and community safety across Surrey during the year covered by these statements is set out in the Police and Crime Plan. It has 6 themes as follows:

- Cutting Crime and Keeping Surrey Safe
- Building Confident Communities
- Supporting Victims
- Preventing Harm
- Making Every Pound Count
- A Force Fit for the Future

A full version can be found on the Surrey OPCC website at <https://www.surrey-pcc.gov.uk/plan/> and an assessment as to how the PCC and Force has delivered on these objectives is included in the Preface to these accounts.

4. Role of the Chief Finance Officer

The Chief Finance Officer is the professional adviser on financial matters to the PCC. The Chief Finance Officer has certain statutory duties in relation to financial administration and stewardship. Statutory responsibilities include securing the production of and signing a statement that the Statement of Accounts provide a true and fair view of the financial position, maintaining financial standing and securing an adequate and effective internal audit function.

5. The PCC and Group's Financial Performance

Revenue Budget 2020/21

In February 2020, the Commissioner approved funding for a net revenue budget for 2020/21 for the Group of £250.0m, an increase of £14.9m on the previous year. This is shown in the table below:

2019/20 £m	Police Funding	2020/21 £m
92.0	Home Office Police Grants	98.8
9.2	Council Tax Grants	9.2
2.0	Police Officer Pension Grant	2.0
0.0	Operation Uplift Grant	2.2
103.2	Total Central Support	112.2
130.5	Council Tax Precept	137.0
0.3	Collection Fund surplus	0.8
1.1	General Reserves	0.0
131.9	Total Local Funding	137.8
235.1	Total Group Funding	250.0

Revenue Expenditure Outturn

The financial performance of the group over the year is set out below and more detail is shown in the accounts which follow.

PCC Controlled Expenditure

The following table provides a high level analysis of income and expenditure directly controlled by the PCC for 2020/21.

Outturn 2020/21	Notes	Budget £	Actual £	Variance £
OPCC Operational Costs				
Police and Crime Commissioner		96,700	92,893	(3,807)
Staffing Costs		631,160	632,310	1,150
OPCC Costs	i	174,200	115,958	(58,242)
Subscriptions		37,900	37,648	(252)
Office Running Costs		59,260	57,948	(1,312)
Governance and Audit	ii	152,960	57,738	(95,222)
Total OPCC Operational Costs		1,152,180	994,495	(157,685)
OPCC Commissioned Services				
Community Safety Grants		800,000	798,696	(1,304)
Abuse and Assault Services	iii	754,940	909,328	154,388
Victim and Witness Care Unit		465,090	468,086	2,996
MOJ Coronavirus Grants	iv	0	424,858	424,858
PCC Coronavirus Grants	v	0	461,193	461,193
Other Grants		64,180	19,612	(44,568)
Staff to Support Commissioned Services		281,810	280,421	(1,389)
Less: MOJ Covid Grant Funding		0	(424,858)	(424,858)
Less: Grants for Victim's Services		(1,369,137)	(1,437,576)	(68,439)
Funded by group underspend, grants or contributions		0	(444,892)	(444,892)
Total OPCC Commissioned Services		996,883	1,054,868	57,985
NET OPCC EXPENDITURE		2,149,063	2,049,363	(99,700)

Explanation of Significant variances

- i) The PCC had budgeted £60k to support the Police Cadets. In the end the cost in this year together with future years has been picked up by the Force;
- ii) Internal audit fees were accrued in error in both the Force and the PCC in 2019/20 and the bill was allocated against the Force accrual. This left a “credit” within the PCC accounts.
- iii) During the year additional grants were awarded to take account of additional grant from Government and the underspend on the PCC budget.
- iv) The MoJ provided additional funding during the year to support third sector providers. All of this funding has been given out
- v) The PCC decided to use up to £500k of the PCC Operational reserve to provide grants to organisations that the PCC commissions from that were struggling as a result of the pandemic. At the year-end an amount was transferred back from the Force underspend to cover these grants.

Although the PCC at first sight looks to be almost £100k underspent once the audit fee adjustment is taken account of the underspend becomes £30k or 1.4% of the budget for the year

PCC Group Level

The following table provides a high level comparison between the approved budget for 2020/21 and actual expenditure at the Group Level (i.e. PCC and Chief Constable), and shows at a Group level an overall underspend for the year of £1.6m against a budget of £250m.

Outturn 2020/21	Actual £000	Budget £000	Variance £000
<i>Police Payroll</i>	117.8	119.8	(2.0)
<i>Police Overtime</i>	5.6	5.0	0.6
<i>Staff Payroll</i>	74.8	74.9	(0.1)
<i>Staff Overtime</i>	1.7	1.2	0.5
<i>Other employee costs</i>	4.4	3.9	0.5
<i>Agency and temporary staff</i>	3.4	1.2	2.2
<i>Training and other costs</i>	1.7	2.2	(0.5)
Total Employee Costs	209.4	208.2	1.2
Premises	9.9	10.4	(0.5)
Transport	5.0	5.3	(0.3)
Supplies and Services	33.8	34.2	(0.4)
Financing	9.8	6.2	3.6
Income and Grants	(19.5)	(14.3)	(5.2)
Net Group Expenditure	248.4	250.0	(1.6)

Explanation of main variances is as follows:

Police Payroll –	phasing of recruitment was slower than budgeted
Police and Staff Overtime –	additional overtime required to cope with direct and indirect impacts of Covid
Agency costs –	temporary staff required to cover for Covid sickness and Covid Cover. In addition, 30 investigative assistants were employed to improve detection rates
Training and other costs	Reduction in training due to Covid
Financing	Increase in revenue contributions to fund capital purchases that could not be funded by borrowing or capital receipts
Income and Grants	Covid grants coupled with a greater number of secondments to other forces

Detailed analysis of actual expenditure for the year ended 31 March 2021 can also be seen in the Comprehensive Income and Expenditure Statement within these financial statements.

The Comprehensive Income and Expenditure Statement (CIES) measures the financial performance for the year in terms of resources consumed over the period and the funding provided to finance these resources. The accounting basis used for the CIES is different to the statutory basis used to calculate net expenditure to be funded from local taxation in the form of council tax, as it includes non-cash elements.

The total net expenditure shown in the CIES includes operating income and expenditure along with adjustments for non-cash accounting transactions for depreciation, capital grants and pension costs in accordance with IAS 19 requirements. The intra-group funding is a transfer between the PCC and Chief Constable accounts to offset the financial resources consumed at the request of the Chief Constable on behalf of the Group.

The following table reconciles Group operational expenditure for 2020/21 to the position reported in the CIES by showing how management accounts are adjusted for accounting regulations and other statutory adjustments to arrive at the deficit on provision of services as reported in the Comprehensive Income and Expenditure Statement.

	2021/21		
	CC £m	PCC £m	Group £m
Total Actual net Expenditure per revenue outturn report 2020/21	245.9	2.5	248.4
<i>Reserve and Provision transfers excluded from (Surplus)/Deficit on Provision of Services:</i>			
Financial year end accounting adjustments	5.3	0.1	5.4
<i>Amounts in the CIES not in the outturn report:</i>			
Capital Charges: Depreciation, Amortisation, Impairment (Proxy)	11.5	0.0	11.5
Pensions	21.7	0.1	21.8
Net Cost of Services	284.4	2.7	287.1
Intra-group Adjustment from PCC to CC for resources consumed at the request of the Chief Constable	(261.8)	261.8	0.0
Pension Interest costs and expected return on pension assets	45.9	0.3	46.2
Levies & other operating expenditure	0.0	0.5	0.5
Taxation and non-specific grant income	0.0	(260.3)	(260.3)
Deficit on the provision of services	68.5	5.0	73.5
(Surplus) on revaluation of Property, Plant and Equipment	0.0	(6.3)	(6.3)
Re-measurement of the net defined benefit liability/asset	79.9	0.9	80.8
Total Comprehensive Income and Expenditure	148.4	(0.4)	148.0

Capital Expenditure

Capital expenditure is incurred on the acquisition and enhancement of the Commissioner's assets which have a life of more than one year. The capital and investment programme is designed to support business enablement and change projects to promote new ways of working and efficient use of resources. Investment plans for the year included investment towards the new Police Headquarters, fleet replacement in-car technology development, ICT hardware, particularly laptops, development of mobile emergency services network and acquisition of the software developed as part of the Enterprise Resource Planning (ERP) system.

The Police and Crime Commissioner owns all force assets and hence they are included on the Balance Sheet of the PCC and Group but not the Chief Constable. Day to day management is delegated to the Chief Constable who receives a budget to fund these costs from the PCC. The PCC approved a Capital Program of £10.5m in February 2020 however with slippage requests from 2019/20 programme this increased the budget to £18.0m. The force runs a flexible programme managing schemes over a rolling 2 year period enabling work to be brought forward or deferred.

The performance against the budget is as shown in the following table:

CAPITAL BUDGET OUTTURN 2020/21							
	Original Budget	Other Changes	Budget Virements	Revenue to Capital Transfers	Revised Budget	Actuals	Variance over / (under) spend
	£m	£m	£m	£m	£m	£m	£m
ICT	6.114	0.680	(0.997)	0.620	6.417	3.096	(3.321)
ERP				1.917	1.917	1.917	0.000
Commercial and Financial	5.032	0.235	0.260		5.527	4.478	(1.049)
Specialist Crime	0.326				0.326	0.232	(0.094)
Operations	0.624		0.200		0.824	1.089	0.265
Corporate Services (inc Estates)	4.047	(0.082)	(0.200)		3.765	1.627	(2.138)
Contact	0.845	0.015	0.436		1.296	0.886	(0.410)
Other	1.056		(1.056)				
Total	18.044	0.848	(1.357)	2.537	20.072	13.325	(6.747)

The Force requested that the PCC permit £6.735m be carried forward into the capital budget for 2021/22 as this represents slippage in the capital programme for the year. This has meant that the capital programme for 2021/22 has now become £25.95m.

This £13.3m of expenditure for 2020/21 was funded by:

Source of Funding	Capital Financing £m
Home Office Capital Grant	0.2
Capital Receipts	3.6
Revenue Funding	8.7
Internal Borrowing	0.8
Total	13.3

Further details of capital expenditure and financing for the year are shown in attached financial statements.

6. Outlook – Medium Term Financial Strategy

Budget 2021/22

Revenue

The revenue and capital budget for 2021/22 and Medium Term Financial Strategy were approved by the Police and Crime Commissioner in February 2021 and published on the PCC's website.

The revenue budget for 2021/22 at the Group level is £261.7m, as shown in the table below.

Budget 2021/22	£m
Funding	
Government Grant	(118.7)
Council Tax Precept	(143.4)
Collection Fund Deficit	0.4
Total Funding	(261.7)
Expenditure	
PCC Controlled Budget	2.7
Surrey Constabulary Budget	259.0
Total Expenditure	261.7
Net Revenue Position	0.0

The amount of funding raised through Council Tax is based on the maximum precept increase of £15 set by the Government and approved by the PCC on the request of the CC. This enabled a further £4.1m to be invested in additional services and staff in areas such as crime solving, crime prevention and working with victims.

The Budget assumes that savings of £6.4m will be delivered in the year.

Police Officer Uplift

Nationally the Government made a commitment to fund an uplift in police officer numbers by 20,000 nationally over the 3 year period 2020/21 – 2022/23 by way of a ring-fenced grant. In 2020/21 this amounted to 6,000 officers nationally of which Surrey's share was 78 officers. Funding has continued in to 2021/22 and Surrey is expecting to recruit a further 72 officer posts in this year.

Capital

The capital programme for 2021/22, including slippages from 20/21, totals includes £10.5m of planned expenditure. Of this £4.7m relates to ICT, £3.8m to vehicles, £3m to Estates, £0.9m, £12.5m for the New HQ and associated projects with the remainder being for Ops command, Specialist Crime and Contact. This will be funded by a combination of Capital receipts and borrowing

Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) for the period 2022/23 – 2024/25 is based on an assumption that the PCC will be able to increase the Police element of the council tax precept (Band D) by 2% per annum from 2022/23 onwards but that that Government Grants will not increase at all.

This results in significant savings being required of £5.8m, £5.0m, and £6.4m for the 3 years in the forecast. Based on these assumptions the MTFS shows a balanced budget position for 2021/22, 2022/23 and 2023/24. However, were the Government Grant to be increased by 2% pa this would reduce the cumulative savings from the £17.2m to £10.2m.

7. Investment

The Commissioner has an investment portfolio consisting of reserves and short-term cash flows (including on-call cash investments). This is managed by Surrey County Council on behalf of the Commissioner. At the end of the year there were investments of £11.642m and investments over the year generated an interest return of £40.5k for the year.

Interest rates have remained unchanged for the year and are historic lows. However, as inflation is starting to rise there is a chance that rates will increase in 2021/22 albeit very slowly. That said any increase in income from investments would be offset by the greater cost of borrowing for major projects such as Building the Future.

8. Borrowing

The Prudential Code allows the Commissioner to borrow money as long as it is prudent, affordable and sustainable. The Commissioner did not take out any external new loans during the year and the bulk of the capital programme was funded through a combination of capital grant, capital receipts and revenue transfers. That said there was however some limited internal borrowing during the year amounting to £0.8m relating to estates.

9. Employee Pension Schemes

The PCC Group operates two separate pension schemes, one for Police Officers and another for Police Staff.

Police officers pay contributions of between 11.0% and 15.05% and Surrey Police pay an employer contribution rate of 31%. A specific grant of £2m towards pension costs was also received in 2020/21 to assist in funding the employer contributions.

Overall, the net pension liability on the Police Officer Pension Scheme has increased by £0.061m from £1.896m at 31 March 2020 to £1.957m at 31 March 2021.

The value of the Police Staff pension scheme is assessed triennially and the employer's contribution is adjusted in line with the actuary's recommendations. The latest triennial valuation completed in April 2019 resulted in employer's contributions being increased from 14.5% with an additional payment of £2.587m in 2019/20 to 16.5% from April 2020 until March 2023 with additional payments of £1.842m, £1.902m and 1.964m for the years ended March 2021, 2022 and 2023 respectively. The additional payments to the pension fund are to repay the deficit, known as the additional monetary amount.

Overall, the net pension liability on the Staff Local Government Pension Schemes for the Group has increased by £0.088m from £0.132m at 31 March 2020 to £0.220m at 31 March 2021.

The Commissioner's net pension liability is included in the balance sheet in accordance with accounting standards including an estimate of the impact of the McCloud judgment that concluded the transitional provisions introduced to the reformed judges and firefighter's pension schemes in 2015 gave rise to unlawful age discrimination. The Government's application to appeal the decision was denied by the Supreme Court on 27 June 2019. Consequently, the Government has stated its intention to engage fully with the Employment Tribunal to agree how the discrimination will be remedied for all the main public service pension schemes, including Police. The actuary has modelled the assumed remedy with reference to developments in the Employment Tribunals of other public service schemes.

Although benefits from these schemes will not be payable until an officer or staff member retires, the PCC Group has a future commitment to make these payments and under International Accounting Standard 19 (IAS 19), the PCC Group is required to account for this future commitment based on the full cost at the time of retirement. The result of accounting for this commitment has a substantial impact on the net worth of the Balance Sheet, resulting in a negative pension reserve on the

Balance Sheet totaling £2.177m at 31 March 2021 (2019/20: £2.028m). However, statutory arrangements for funding the deficit mean that the financial position of the PCC Group remains healthy.

10. Reserves

The requirement for reserves is covered in sections 32 and 43 of the Local Government Finance Act 1992, which require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. Earmarked reserves remain legally part of the general fund but are accounted for separately. All usable reserves are held by the Commissioner.

Reserves are set out in the table below as well as in the notes to the financial statements later in this document.

	Balance at 31 March 2020 £m	Actuarial Changes £m	Use of Reserve £m	Underspend for 2020/21 £m	Government Grants £m	Y/E Adjust's £m	Balance at 31 March 2021 £m
Usable Reserves							
General Fund	7.049			0.207			7.256
Chief Constable Reserve	1.071						1.071
Total General Fund Reserves	8.120	0.000	0.000	0.207	0.000	0.000	8.327
Earmarked Reserves							
OPCC Operational Reserve	1.000			0.837		(0.687)	1.150
PCC Estates Strategy Reserve	2.800			0.400			3.200
Cost of Change Reserve	1.564			0.400		0.687	2.651
Ill Health/Injury Reserve	1.638		(0.578)				1.060
Covid-19 Reserve	1.000				0.751		1.751
Insurance Reserve	3.379	(1.754)					1.625
Total Earmarked Reserves	11.381	(1.754)	(0.578)	1.637	0.751	0.000	11.437
Capital Reserves							
Capital Receipts Reserve	0.197		(0.197)				0.000
Capital Grants Unapplied	2.946		(1.216)			0.133	1.863
Total Capital Reserves	3.143	0.000	(1.413)	0.000	0.000	0.133	1.863
Total Usable Reserves	22.644	(1.754)	(1.991)	1.844	0.751	0.133	21.627

The Capital Receipts Reserve of £0.2m was fully used during the year and a Capital Grants & Contributions Unapplied Reserve of £1.7m was held at the year-end for accounting and capital financing purposes. Full details can be seen in Balance Sheet and the associated notes.

The level of available revenue balances, earmarked reserves and general reserves held by the PCC has increased slightly during the year from £19.5m to £19.8m. This represents around 7.9% of the Group's 21/22 annual budget. General Reserves are £8.3m or just over 3.0% of the annual budget for 2021/22 – this puts Surrey towards the lower end of reserves nationally.

11. Uncertain Future Events

Covid-19

The impact of the global pandemic has been felt around the world in both financial and practical terms. In 2020/21 the Force has worked hard to support its staff and the local community through the challenges that Covid 19 presented. This meant that in the early stages of the pandemic the Force worked hard to secure £5m worth of PPE for use by all forces and all non-essential staff were moved to home working. This meant that there was significant investment in IT kit, such as laptops, but also in capacity in the network to accommodate a large increase in remote users.

Front line officers continued to provide a service to the public, often at significant personal risk, and surveys from Surrey residents indicates that they felt that they were well supported by the Force and the approach adopted hit the right tone.

The Force took the decision early on to provide everything staff needed to enable them to work safely with the expectation, but no guarantee, that the Government would provide some sort of assistance at a later date. As well as incurring these additional costs the Force suffered a loss of income as events, such as the Derby, were cancelled. Later in the year the Government did agree to cover the cost of PPE and 75% of any income losses – however the costs of additional IT, overtime to cover staff sickness, additional cleaning etc. were not part of the package.

The table below shows that £2.4m net has been expended on Covid after reimbursement by the Government.

Expenditure	Surrey £m
National PPE	2.275
Local PPE	0.489
Other Local Costs	3.867
Total Costs	6.631
Related Income	(4.229)
Net Cost	2.402
Total PPE	2.764

At the moment it is not clear whether the pandemic is in its last throes or not. The requirement for PPE and additional cleaning remains and will continue to be a cost pressure, albeit reducing, for the Force. Similarly some events, such as the Derby, are likely to take place but in what form and hence what policing requirement they will need, is still being worked out.

A more longer term issue is around the impact on the wider economy, especially in terms of Council Tax, where tax collection rates have fallen due to unemployment rising and there has been a reduction in house building. Whether this is just a temporary impact or is more long-lasting will depend on how quickly it takes for the economy to recover. An increase in deprivation and unemployment in Surrey, especially in areas connected with airports, may also have operational implications. On top of this the increased Government borrowing requirement may lead to a squeeze on future public spending and hence funding for the Police

As far as has been possible to predict these impacts have been taken account of the Medium Term Financial Strategy which as a result indicates that significant savings will be required over the next 3 years. However given the way things have changed in the last year how things will be in 3 years' time is really anybody's guess and so will be kept under regular review.

Going Concern

Both the Police and Crime Commissioner and the Constabulary are established by statute and as such can only be dissolved through an Act of Parliament. The PCC has in theory unlimited tax raising powers by way of a precept (although this may be

subject to a local referendum depending on the trigger set by Government) and this funding is what ultimately funds more than half the costs of the Force.

Whilst the level of future Government funding is not known history shows that funding changes, particularly reductions, are phased in rather than being presented a cliff edge. This gives time for organisations to take steps to reduce their expenditure, even if it is at the expense of services, in order to fit within the funding envelope presented. Unlike a number of public sector bodies, such as local authorities, the Force and PCC do not have a great deal of exposure to the Commercial market and are reliant on Government grant and Council Tax for virtually all of their funding – both of which are reasonably stable funding streams. The Force is also able to call upon additional funding from the Home Office to cope with significant unbudgeted operation costs due to a local emergency – this has been evidence recently with the additional funding given to cope with the additional costs of the Covid pandemic. It is also a reasonable expectation that given the public security role of the Police the Government would support any Force experiencing financial difficulties – although this has not been put to the test as yet. Hence overall the risk of the PCC or the Force becoming insolvent and therefore being unable to provide services is remote.

The Medium Term Financial Strategy which covers the next 4 years, based on a number of assumptions in respect of funding and service costs, indicates that potentially £20m of savings will be required over this period. Steps are being taken to identify these through efficiencies and collaboration rather than service cuts – however this would be possible as a last resort however unpalatable that may be. In addition the Force also hold reserves to enable delays in the delivery of savings to be covered should the need arise.

Hence taking all these factors in to account and in line with the recently published SGN01 (Going Concern – Auditors' responsibilities for local public bodies) there is no reason to assume that both the Surrey Police and Crime Commissioner and Surrey Constabulary will not continue to operate for the foreseeable future and that therefore the accounts can be presented on a going concern basis.

12. Non-Financial Performance against priorities

The vision for Surrey Police is to make Surrey the safest it can be in which to live and work, and a welcoming place to visit. Surrey Police has a track record of successful crime reduction and problem solving activity. Building on this experience and know-how, there is an aspiration to make Surrey even safer.

Policing has become more complex; crime is changing and new demands are made of Surrey Police, this requires new ways of working along with new ways of leading. Surrey Police continues to work more closely with other forces, other agencies and with its communities to find new ways of managing demand and improving efficiency.

In May 2020 due to the postponement of the PCC elections the PCC asked the Force to concentrate on 3 key priorities which reflected the needs of the public. This was against a backdrop of all the challenges of Covid 19. The priorities were as follows:

- **More Police Officers and Frontline Staff** – to have a continued focus on recruitment following increased Council Tax and Government Grant and to ensure there are more officers on the streets and in communities both rural and urban
- **Better Crime Prevention** – through providing dedicated neighbourhood officers to prevent local crime and through preventing fraud and cyber-crime
- **More crimes solved** – to improve the rate as currently too many criminals aren't being caught and held to account

More Police Officers and Frontline Staff

Despite the current pandemic, recruitment of police officers has continued at pace with 242 new officers having joined the Force during 2020/21 across all entry routes including Degree Holder Entry Programme (DHEP), Police Now and Police Now Detectives. In addition, the Force has also recruited a total of 54 PCSOs. The Force met and maintained its establishment numbers in January 2021 which means that there will be more officers on the frontline dealing with calls for service, undertaking proactive work and dealing with problems in their communities.

In respect of Safer Neighbourhood Teams (SNT) this too has seen significant investment through 2019/20 and 2020/21 precept uplifts. The Force has increased its Neighbourhood Specialist Officer (NSO) posts from 22 to 52 and has doubled the number of Youth Engagement Officers (YEO) across the Force from 11 to 22 posts. 40 of the 52 NSO posts and 20 of the 22 YEO posts have been filled. This means that the Force now has more officers than ever working in their communities on prevention and problem solving activity along with increased engagement with the county's young people, providing early intervention where it is needed.

Better Crime Prevention

Prevention and Problem Solving Team

In addition to the investment in Specialist Neighbourhood Teams the Force has seen the creation of a central Prevention and Problem Solving Team from 2019/20 and 2020/21 precept investment. This team draws together all key prevention and

problem solving roles across the Force, encouraging closer working relationships and consistency. This team assists across the Force providing detailed analytical support and research of national best practice. This extends beyond the traditional work of problem solving in Safer Neighbourhoods Teams with support and guidance being given to other areas including the Serious and Organised Crime Unit, CID and Criminal Justice, to name a few.

Examples of work done by the team include:

- Preparing a detailed analysis of residential burglary committed in Surrey over the past 3 years, resulting in the creation of bespoke prevention plans for each borough/district;
- Tactical advice on dealing with an emerging problem of catalytic converter thefts;
- Working with local teams to tackle the high number of cycle thefts in Guildford and Woking.
- Working with the OPCC in securing £500k in Safer Streets funding for Spelthorne for crime prevention and public safety improvements;
- Assisting with problem solving work to tackle youth ASB in Runnymede which resulted in Surrey Police achieving national recognition by winning the Police Now category of the Tilley Awards.

Whilst it is difficult to assess the impact this has had on performance against a background of Covid residential burglary has reduced by 44% with total crime down by 14.5%. Victim satisfaction levels are higher than last year and the latest data from the Joint Neighbourhood Survey shows that 88% of those surveyed had confidence in their local police.

Fraud and Cybercrime

Surrey Police continues to provide dedicated support to victims by identifying vulnerable victims of fraud and then putting preventative measures and support in place. As a result of Covid demand for this has increased over the year. Surrey Police have been working with UK Finance to embed an enhanced protocol to protect vulnerable victims of fraud from financial loss and further targeting across all banking channels. Developed initially as an 'in-branch' response, this has now been extended to include transactions being attempted through telephone and online banking. This has been a resounding success and collectively this process has prevented over £2 million in losses since its introduction in Surrey. In the last year (2020) the protocol has been responsible for 164 calls from banks, significantly increasing the reporting of crime and the safeguarding of vulnerable victims.

Surrey's in-house Victim and Witness Care Team have also introduced two Fraud Caseworkers who provide ongoing, one to one, support for the most vulnerable victims of fraud identified with a total of 358 victims being supported to date.

The Force has also, with the support of Government, invested a Cybercrime Unit which provided specific Cybercrime staff and training. This Unit works very closely with the Force Economic Crime Units to provide an effective response to both Cyber dependent criminality and internet facilitated Cyber Enabled crime.

More Crimes Solved

Despite the challenges of the past year in dealing with the global pandemic the Force has continued in its efforts to improve the way it investigates and solves crime. Current financial year to date performance shows that the Force's overall solved rate (Total Notifiable Crime) is 15% which is slightly up on last year with residential burglary, rape, robbery, adult abuse and child abuse all showing performance improvement.

Investigation Improvement Programme

This comprehensive programme of work consists of three separate projects which are designed to improve the Forces performance in Crime Solving. These are:

- Introduction of an Incident Review Team
- Volume Crime Investigation Improvement Plan
- Investigation Structure Review.

Incident Review Team (IRT)

As a result of additional precept and Government funding the Force created a new team of police officers and staff who are responsible for dealing with slower time (grade 3) incidents over the phone or tasking them out for police attendance as appropriate. This has enabled the Neighbourhood Policing Teams (NPTs) to have more time to concentrate on more serious investigations and undertake proactive work. The IRT is now dealing with over 80% of the grade 3 incidents which used to be sent to NPT thereby freeing up resource in the NPT and hence giving a more effective and efficient service to the public.

Volume Crime Investigation Improvement

As a result of resources from the precept and the Government Neighbourhood Policing Investigation Teams (NPITs) have been created. Comprising a small team of PCs, Investigating Officers and a Detective Sergeant officers' from NPT are seconded into

NPITs on rotation so that they become proficient as investigators and hence are able to acquire new skills such as the production of Court Files. Although it is early days this should, based on practice in other forces, see sustained improvement in volume crime investigative capability across the Force.

Investigation Structure Review

This review aims to ensure that the Force has the most appropriate workforce model to deal with more serious crime and specifically Child Abuse, Domestic Abuse and Stalking thereby giving the best possible service to victims. At the current time the Force has three Safeguarding Investigation Units (SIUs) who deal with medium and high risk domestic abuse, all child abuse and offences involving vulnerable adults.

This resulted in a dedicated Child Abuse and Domestic Abuse team being formed which seeks to assign staff to incidents most appropriate to their skills, training and experience. So far initial feedback has been positive and may be a model that could be used force wide.

Investment in Performance Teams

As outlined in the paper submitted to the PCC Performance Meeting in May 2020, each division has introduced a small performance team in order to have access to more in depth individual and team performance data. These teams produce a suite of comprehensive products to identify trends, gaps and specific areas of focus allowing comparisons to be drawn where appropriate. This has been taken a step further during 2020 with each division trialling a new post of a Performance Inspector who is responsible for trying to improve volume crime solved rates by scrutinising volume crime investigation by NPT. Although early days, Divisional Commanders state that the post is proving extremely beneficial and consideration is currently being given to funding these posts on a permanent basis.

Collaboration

The majority of services within the Support Services functions are collaborated including; Procurement, Insurance, Transport, People Services, Information & Communication Technology, and Finance. Further work is ongoing to develop a Shared Business Service Centre along with the implementation of the new Enterprise Resource Planning (ERP).

Surrey Police and Sussex Police are leading on a new project to address the risk posed by the seizure and retention of crypto currency, involving cyber-crime and insurance teams. Facilities teams are trialing the use of tablet devices for recording

compliance checks across the police estate. Insurance and transport teams have implemented a new electronic Driver Management System for recording driver records.

Surrey Police also works closely with regional and national partners in order to share best practice and realise efficiencies. Examples include SEROCU which focuses on cross border organised and Blue Light which seeks to procurement savings by purchasing jointly. Recently Surrey's Chief Constable has become the NPCC representative for finance which will give him access at the highest levels and should assist even further

Financial Excellence

Surrey Police originally was one of only 3 forces nationally to have piloted the national Chartered Institute of Public Finance and Accountancy's "Achieving Finance Excellence in Policing" programme. This has proved to be such a success that the Force has signed up for AFEP2 which seeks to extend these benefits even further in areas such as up skilling staff, financial awareness and financial resilience to name a few. The Force has also engaged CIPFA to provide advice on the longer time strategic financial direction with a focus on efficiencies and savings.

Building the Future

The site for a new Force headquarters was purchased in 2019 and work on designing the new HQ is well advanced. In the design the Force is seeking to maximize not only the operational and financial benefits a new HQ can bring but also for it to be environmentally sustainable. Key worker housing for new officers is also a key element of the development of the new HQ. The project is proceeding at pace and it will be interesting to see how it develops over the next few years to enable it to provide a modern and cost-effective building that will allow the Force to meet the challenges of modern policing.

Enterprise Resource Planning Solution (Equip):

In 2016 the three forces (Surrey, Sussex and Thames Valley) took a decision to work collaboratively to jointly develop a new Enterprise Resource Planning (ERP) system to improve the way they do business and help improve efficiency. This programme was known as Equip. The ERP system aimed to replace back-office systems currently used across all three forces with new systems that are able to interact seamlessly with each other, reducing the need for duplication of information and thereby resulting in a more efficient way of working. This aimed to free up staff time to focus on preventing and detecting crime, protecting vulnerable people and keeping our communities safe. Following a competitive tender process, the forces have been working in partnership with KPMG on the programme since 2016.

In December 2020 the Chief Constables agreed that the ERP product developed by KPMG should be transferred to the three forces to mitigate against future financial risk. Following recommendation by the three force Chief Constables, approval was granted by the three PCCs. The forces have worked closely with KPMG to achieve the transfer of the ERP Software, Documentation and Licenced assets. Surrey Police beared 22% of the total partnership project costs.

Prior to 2020/21 Surrey Police had spent £5.723m on the Equip programme and this had been fully released to revenue on the basis that the end asset platform providing the software as a service to would not be owned by Surrey Police.

During 2020/21 Surrey Police spent a further £3.791m on the Equip programme. Surrey Police spent £1.918m of that total on the capital asset purchase from KPMG. All remaining amounts were revenue charges for the Equip team and related running costs during the year.

No further sums will be spent on the Equip programme in 2021/22 or later years.

Following closure of the tri-force Equip programme, a new Surrey & Sussex ERP Programme has been set up to look at future ERP work. In Sussex and Surrey Police the respective Chief Constable's and PCC's are considering a range of options for use, development of the Equip assets and/or additional ERP solutions for enhanced functionality. In light of these changes in approach to developing related systems and potential for technical obsolescence for some elements of that asset, an impairment of the value by 50% has been made as a prudent measure of any impact on future economic benefits expected from the Equip asset.

13. The Statement of Accounts

The Police Reform and Social Responsibility Act 2011 established the Police and Crime Commissioner and the Chief Constable as separate entities (known as 'corporations sole'). As separate bodies, both the Commissioner and the Chief Constable are required to appoint their own Chief Finance Officers, each with statutory responsibilities, as being the person responsible for proper financial administration under the provisions of the Act. A consequence is also that each body is required to be subject to audit under the Local Audit and Accountability Act 2014 and are thus required to prepare a set of accounts. Additionally, the Commissioner, with his ultimate control over the Chief Constable's resources, has to prepare group accounts.

The Home Office has produced a Financial Management Code of Practice (FMCP) which sets out the responsibilities of the respective Chief Finance Officers. This was updated by the Home Office in 2018. The FMCP outlines how the two bodies should work together in managing the finances and covers such things as the Scheme of Corporate Governance which includes the Scheme of Consent, Financial Regulations and Contract Standing Orders and delegation which identifies the powers and responsibilities of each CFO.

All the financial transactions incurred during 2020/21 for policing Surrey have been recognised and recorded within this Statement of Accounts, which sets out the overall position of the PCC and the PCC Group for the year ending 31 March 2021. Where the Group position differs from the PCC position this is made clear in the statements and notes. Separate statutory accounts are prepared for the Chief Constable.

The 2020/21 Financial Statements which follow this narrative report, have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 based on International Financial Reporting Standards issued by Chartered Institute of Public Finance & Accountancy (CIPFA) and comprise of:

Movement in Reserves Statement (MIRS)

The Movement in Reserves Statement (MIRS) is a summary of the changes that have taken place in the bottom half of the Balance Sheet over the financial year. It shows the movement in the year on the different reserves, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves.

Comprehensive Income and Expenditure Statement (CIES)

The CIES consolidates all income, expenditure, gains and losses experienced during the financial year. This includes all day-to-day expenses and related income prepared on an accruals basis, as well as transactions measuring the value of fixed assets consumed and the real projected value of retirement benefits earned by employees in the year. The PCC raises taxation to cover expenditure in accordance with specific rules as to how tax rates are set in relation to the income and expenses of the Group. This means the expenditure covered by local taxation (funding basis) may be different to the full accounting cost recorded in the CIES (accounting basis). The adjustments between the funding basis and accounting basis are shown in the Movement in Reserves Statement (MIRS).

Balance Sheet

This shows the value of the assets and liabilities held as at 31 March for the current and prior years. The net liabilities (assets less liabilities) are matched by the total reserves.

Cash Flow Statement

This statement shows the changes in cash and cash equivalents of the PCC and PCC Group during the reporting period. The statement shows how the PCC and PCC Group generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

Notes to the Accounts

These provide additional information to support the figures included in the financial statements and are designed to aid the reader. They comprise significant accounting policies and other explanatory information.

Governance

The accounts are subject to detailed review by an independent external auditor. The auditor provides assurance that the accounts provide a true and fair view of financial position, are prepared correctly, that proper accounting practices have been followed and that arrangements have been made for securing economy, efficiency and effectiveness in the use of resources.

In addition to the Financial Statements, the annual accounts include a Statement of Responsibilities for the Accounts and information on the Police Officer Pension Fund (providing statements for pension fund income and expenditure, assets and liabilities).

14. Changes to the Accounts

Due to the disruption caused by Covid-19, the statutory dates for publishing the accounts were changed again this year. The deadline for publishing the draft accounts was moved back to the 1 August and the deadline for publishing the audited accounts was moved from to 30 September.

15. Significant changes in accounting policies

There have been no significant changes in accounting policies in the year.

16. Further Sources of Information

Details of the PCC's plans for revenue and capital expenditure in 2021/22 budget can be found in the Surrey Police and Crime Commissioner's Precept Setting proposal. Whilst the annual budget is agreed by the PCC it is scrutinised by the Police and Crime Panel before a final decision is made. Copies of the documents can be obtained from the Office of the Police and Crime Commissioner for Surrey by telephoning: 01483 630200, or from the website at www.surrey-pcc.gov.uk.

If you have any questions, comments or suggestions about these financial statements please contact us using the following email address: CorporateFinance@Surrey.pnn.police.uk.

A handwritten signature in black ink, reading 'K. Menon'.

Kelvin Menon, Chief Finance Officer, Office of the Police and Crime Commissioner for Surrey

Date: 18 MARCH 2022

External Auditor's Report

INDEPENDENT AUDITOR'S REPORT TO THE POLICE AND CRIME COMMISSIONER FOR SURREY

Opinion

We have audited the financial statements of the Police and Crime Commissioner for Surrey for the year ended 31 March 2021 under the Local Audit and Accountability Act 2014. The financial statements comprise the:

- Police and Crime Commissioner for Surrey and Group Movement in Reserves Statement;
- Police and Crime Commissioner for Surrey and Group Comprehensive Income and Expenditure Statement;
- Police and Crime Commissioner for Surrey and Group Balance Sheet;
- Police and Crime Commissioner for Surrey and Group Cash Flow Statement;
- related notes 1 to 40; and
- Police Pension Fund Account Statements and related notes.

The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2020/21.

In our opinion the financial statements:

- give a true and fair view of the financial position of the Police and Crime Commissioner for Surrey and Group as at 31 March 2021 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2020/21.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report below. We are independent of the Police and Crime Commissioner for Surrey and Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and the Comptroller and Auditor General's (C&AG) AGN01, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Chief Financial Officer's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the police and crime commissioner's ability to continue as a going concern up to the assessment period to March 2023.

Our responsibilities and the responsibilities of the Chief Financial Officer with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the police and crime commissioner's ability to continue as a going concern.

Other information

The other information comprises the information included in the Statement of Accounts 2020/21, other than the financial statements and our auditor's report thereon. The Chief Financial Officer is responsible for the other information contained within the Statement of Accounts 2020/21.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we report by exception

We report to you if:

- in our opinion the annual governance statement is misleading or inconsistent with other information forthcoming from the audit or our knowledge of the entity;
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014;
- we make written recommendations to the audited body under Section 24 of the Local Audit and Accountability Act 2014;
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014;
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014; or
- we are not satisfied that the Police and Crime Commissioner has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2021.

We have nothing to report in these respects.

Responsibility of the *Title of Chief Finance Officer*

As explained more fully in the Statement of Responsibilities set out on page 45, the Chief Finance Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2020/21, and for being satisfied that they give a true and fair view and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Finance Officer is responsible for assessing the Police and Crime Commissioner's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Police and Crime Commissioner either intends to cease operations, or have no realistic alternative but to do so.

The Police and Crime Commissioner is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Police and Crime Commissioner and determined that the most significant are:
 - Local Government Act 1972,
 - Local Government Act 2003,
 - The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 as amended in 2018 and 2020,
 - The Local Audit and Accountability Act 2014,
 - The Accounts and Audit Regulations 2015,
 - The Police Reform and Social Responsibility Act 2011,
 - Anti-social behaviour, Police and Crime Act 2014,
 - Police Pensions scheme regulations 1987,
 - Police Pensions regulations 2006; and
 - Police Pensions regulations 2015.

In addition, the Police and Crime Commissioner has to comply with laws and regulations in the areas of anti-bribery and corruption, data protection, employment Legislation, tax Legislation, general power of competence, procurement and health & safety.

- We understood how the Police and Crime Commissioner is complying with those frameworks by understanding the incentive, opportunities and motives for non-compliance, including inquiring of management, head of internal audit, those charged with governance and obtaining and reading documentation relating to the procedures in place to identify, evaluate and comply with laws and regulations, and whether they are aware of instances of non-compliance. We corroborated this through our reading of the Police and Crime Commissioner's committee minutes, through enquiry of employees to confirm the Police and Crime Commissioner's policies, and through the inspection of employee handbooks and other information. Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures had a focus on compliance with the accounting framework through obtaining sufficient audit evidence in line with the level of risk identified and with relevant legislation.
- We assessed the susceptibility of the the Police and Crime Commissioner's financial statements to material misstatement, including how fraud might occur by understanding the potential incentives and pressures for management to manipulate the financial statements, and performed procedures to understand the areas in which this would most likely arise. Based on our risk assessment procedures, we identified our fraud risks to be manipulation of reported financial performance through improper recognition of revenue (inappropriate capitalisation of revenue expenditure and specifically inappropriate capitalisation of revenue expenditure in relation to the EQUIP project) and management override of controls.
- To address our fraud risk of inappropriate capitalisation of revenue expenditure and specifically inappropriate capitalisation of revenue expenditure in relation to the EQUIP project, we tested the the Police and Crime Commissioner's capitalised expenditure to ensure the capitalisation criteria were properly met and the expenditure was genuine.
- To address our fraud risk of management override of controls, we tested specific journal entries identified by applying risk criteria to the entire population of journals. For each journal selected, we tested specific transactions back to source documentation to confirm that the journals were authorised and accounted for appropriately. In addition, we assessed whether the judgements made in making accounting estimates were indicative of a potential bias and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified reporting criteria issued by the Comptroller and Auditor General (C&AG) in April 2021, as to whether the PCC had proper arrangements for financial sustainability, governance and improving economy, efficiency and effectiveness. The Comptroller and Auditor General determined these criteria as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the PCC put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2021.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, the PCC had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Police and Crime Commissioner has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Police and Crime Commissioner's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Delay in certification of completion of the audit

We cannot formally conclude the audit and issue an audit certificate until we have completed the work necessary to issue our assurance statement in respect of the Police and Crime Commissioner's Whole of Government Accounts consolidation pack. We are satisfied that this work does not have a material effect on the financial statements or on our work on value for money arrangements.

Until we have completed these procedures, we are unable to certify that we have completed the audit of the accounts in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice issued by the National Audit Office.

Use of our report

This report is made solely to Police and Crime Commissioner for Surrey, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and for no other purpose, as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Police and Crime Commissioner for Surrey, for our audit work, for this report, or for the opinions we have formed.

Elizabeth Jackson (Key Audit Partner)

Ernst & Young LLP (Local Auditor)

Luton

18 March 2022

Statements of Responsibilities

This section explains the responsibilities for managing the financial affairs of the Police and Crime Commissioner

Responsibilities of the Police and Crime Commissioner:

The Police and Crime Commissioner is required to:

- To make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. That officer is the Chief Finance Officer;
- To manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets; and
- To approve the Statement of Accounts.

Responsibilities of the Chief Finance Officer:

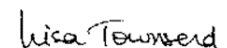
The Chief Finance Officer is responsible for:

- Preparation of the Statement of Accounts for the Police and Crime Commissioner in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom ('the Code').

In preparing the Statement of Accounts, the Chief Finance Officer has:

- Selected suitable accounting policies and applied them consistently;
- Made judgements and estimates that were reasonable and prudent; and
- Complied with the code and its application to the accounts of the Police and Crime Commissioner.
- Kept proper accounting records which are up to date; and
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

I approve the Statement of
Accounts for the year ended 31
March 2021



Lisa Townsend
Police and Crime Commissioner for
Surrey
Dated: 18 MARCH 2022

I certify that the Statement of
Accounts gives a true and fair view
of the financial position of the PCC
for Surrey and the Group at the
accounting date and of the income
and expenditure for the year ended
31 March 2021. These financial
statements replace the unaudited
financial statements certified on 27
July 2021.



Kelvin Menon FCPFA
Chief Finance Officer
Dated: 18 MARCH 2022



Surrey Police
Police and Crime Commissioner's Annual
Governance Statement 2020-21

1 Introduction

- 1.1 This Annual Governance Statement sets out how the Surrey Police & Crime Commissioner (PCC) and Office of the Police & Crime Commissioner (OPCC) have complied with the corporate governance framework set out in the Scheme of Governance for Surrey in place for the year ended 31 March 2021.
- 1.2 It is designed to complement the annual governance statement of the Chief Constable of Surrey, to give the full picture of governance within Surrey Police and the Office of the PCC.
- 1.3 This statement is informed by an annual review of governance arrangements with assurance on compliance with the seven principles of the Code of Corporate Governance, by on-going audit inspection and external review.
- 1.4 Regulation 6(1)(a) of the Accounts and Audit Regulations 2015 requires an authority to conduct a review at least once in a year of the effectiveness of its system of internal control and include a statement reporting on the review with any published Statement of Accounts (England). This term 'authority' includes the Chief Constable and the Police and Crime Commissioner legal entities. This requirement is reflected in the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 published by the Chartered Institute of Public Finance & Accountancy (CIPFA).

2 Scope of Responsibilities

- 2.1 The respective roles of PCCs, Chief Constables and Police & Crime Panels are detailed in the statutory instrument, Policing Protocol Order 2011. This cites that the PCC is responsible for the 'totality of policing' within Surrey. The over-arching key responsibilities of the PCC are:
 - To secure the maintenance of an efficient and effective police force for the area
 - To hold the Chief Constable to account for the exercise of his or her functions
 - Wider powers in relation to working with and bringing together community safety and criminal justice partners
- 2.2 The Chief Constable retains operational control of the Force in governance arrangements, which must not be fettered by the PCC.
- 2.3 David Munro was elected as PCC for Surrey in May 2016 for a four-year term. Although elections were scheduled for May 2020, these were deferred by the Government until May 2021 and Mr Munro's term extended by a further year. During the 2020/21 year, Mr Munro was supported by a small team of staff who form the Office of the Surrey Police & Crime Commissioner. The OPCC is responsible for ensuring that the PCC's business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.
- 2.4 Following the PCC elections in May 2021, the elected official tasked with setting out the way crime is tackled by Surrey Police was Lisa Townsend who is now the current Police and Crime Commissioner for Surrey.

- 2.5 Lisa Townsend subsequently nominated Ellie Vesey-Thompson to support her work and be able to delegate functions to her and tackle key priorities such as violence against women and girls, domestic abuse, rural crime and pet theft.
- 2.4 In discharging this overall responsibility, the Surrey OPCC is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions and for the management of risk.
- 2.5 The OPCC continues to follow the principles of the CIPFA Framework: 'Delivering Good Governance in Local Government'

3 The Governance Framework

- 3.1 Surrey OPCC has approved and adopted a Scheme of Governance which is consistent with the principles of the CIPFA Framework, 'Delivering Good Governance'. The Scheme shows how the OPCC complies with the principles of 'good governance' as defined by CIPFA and sets out the arrangements in place for effective governance and financial management. It comprises a number of elements, including:
- Code of Corporate Governance: how the PCC and Chief Constable achieve the core principles of 'good governance'
 - Framework of Decision-Making and Accountability: how the PCC makes/publishes key decisions and holds the Chief Constable to account
 - Scheme of Delegation: key roles of the PCC and those functions delegated to others
 - Memorandum of Understanding: setting out the cooperative arrangements between the PCC and Chief Constable for the provision of business support and administration.
 - Financial Regulations: the framework for managing the PCC's financial affairs
 - Contract Standing Orders: rules for the procurement of goods, works and services

The scheme is reviewed annually in tandem with Surrey Police, Sussex Police and Sussex OPCC.

- 3.2 A copy of the Scheme and its component parts is available on the PCC's website or can be obtained from the Office of the Police & Crime Commissioner, Mount Browne HQ, Guildford GU3 1HR. This Annual Governance Statement explains how Surrey OPCC has complied with the Scheme during the year 2020-21.
- 3.3 The various elements of the Scheme of Corporate Governance set out the systems and processes, culture and values by which Surrey OPCC is directed and controlled and the activities it undertakes to engage with and be accountable to local communities. It enables the OPCC to monitor the achievement of the PCC's strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.
- 3.4 The systems of internal control are a significant part of the Scheme and are designed to manage risk to a reasonable level. They cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The PCC has on-going processes designed to identify and prioritise risks to the achievement of the OPCC's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

3.5 Below, we set out how the OPCC demonstrates the seven principles of good governance in policing, as defined by the CIPFA Guidance Notes for Policing Bodies in England and Wales (2016 Edition).

3.6 **Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law:**

To achieve this principle, the PCC has:

- Ensured that the **Code of Ethics** is embedded in the organisation
- Been briefed on the Code of Ethics and signed up to an [Ethical Checklist](#)
- Linked the [Police & Crime Plan](#) to the Force's 'Plan on a Page' to ensure shared values are communicated clearly across the organization,
- Signed up to a [Concordat](#) with the Chief Constable, aligned to the Policing Protocol Order 2011, requiring abidance to the Seven Principles of Public Life (the Nolan Principles). The concordat highlights the expectation that the relationship between PCC and Chief Constable will be based on the principles of goodwill, professionalism, openness and trust
- Taken the **Oath of Office** on the day of election
- Signed up to a voluntary [Code of Conduct](#)
- Published [Registers of interests](#) and records of gifts, hospitalities and expenses for the PCC, Chief Officers and relevant staff and shared these with the Audit Committee
- Ensured that all staff have clear objectives and up-to-date Performance Development Reviews (PDRs) and job descriptions
- As part of **governance arrangements**, put in place a regular performance meeting which allows the PCC to hold the Chief Constable to account against the priorities of the Police & Crime Plan
- Provided responses to all HMICFRS reports which make a recommendation for Surrey or the police service nationally
- Kept **Anti-fraud and corruption policies** up-to-date and under review by the Audit Committee
- Ensured that the OPCC has an up-to-date [Freedom of Information](#) Act **Publication Scheme** and is compliant with new requirements for the General Data Protection Regulations
- Has **Whistle-blowing** policies in place that are published and subject to review by the Audit Committee
- Published policies and procedures on [complaints](#) on our website and reviewed wider arrangements for the handling of complaints given the new provisions of the Policing and Crime Act 2017 (came into effect in February 2020)
- Had in place arrangements for the **oversight of professional standards** and dip checking of complaints files
- Run an effective [Independent Custody Visitors Scheme](#) which ensures the welfare of those detained in police custody and subjected the scheme to peer assessment
- Took a **national portfolio lead** for issues of equality, diversity and human rights
- Employed a Chief Executive who undertakes the responsibilities of **Monitoring Officer**

3.7 **Principle B: Ensuring openness and comprehensive stakeholder engagement:**

To achieve this principle, the PCC has:

- Published his **Police & Crime Plan** which clearly sets out the strategic direction and objectives for Surrey and how they will be delivered

- Published an **Annual Report** against the plan which was approved by the Police & Crime Panel
- Undertaken a **survey** prior to setting the council tax precept and published results on the website
- Held a **series of public engagement events** to determine public views on the allocation of additional resource which will be funded via the increase in council tax precept
- Fostered good working relationships with the **Police & Crime Panel**, constituent local authorities and other partners
- Made a series of visits to a wide range of partner organisations, community groups and residents associations
- Developed an accessible and engaging **public website** and social/digital media channels
- Held regular [webcast performance meetings](#) which can be viewed by the public with papers published on the OPCC's website
- Discharged statutory, reciprocal duty with responsible authorities to co-operate to reduce crime, disorder and re-offending through good governance arrangements with partner agencies
- Provided chairmanship of the Local Criminal Justice Partnership and Community Safety Board
- Engaged with **partnerships** at a national level (e.g. taken a national lead on equality and diversity issues), at a regional level (e.g. South East collaboration board) as well as at a local level
- Signed up to a number of **Collaboration agreements** to set out those areas of business to be undertaken jointly with other Forces and Local Policing Bodies
- Responded to **national consultations** where appropriate, for example through the Association of PCCs
- Published a **commissioning and grants strategy** to set the framework for how he will focus resources and work with partners and a [funding hub](#) to provide information on how monies have been spent
- Played an active role in the **Independent Advisory Group** and taken a national lead on issues around equality and diversity

3.8 Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits

To achieve this principle, the PCC has:

- Ensured that the Force's **Vision and Mission** document is used as a basis for corporate and service planning and is linked to the Police & Crime Plan
- Established **performance measures** and governance structures that allow the PCC and Surrey Police to assess progress against their objectives
- Kept the **Medium Term Financial Plan** under regular review
- Ensured that reviews of **capital investment** plans are undertaken to achieve appropriate lifespans and adaptability for future use
- Sought assurance that projects are subject to sound **business cases** with appropriate 'gateway' sign-off points
- Subjected key strategic projects, e.g. the ERP system and estates strategy, to specific and expert oversight arrangements
- Commissioned and developed **services for adults, children and young people** in Surrey that are informed by needs analysis and aligned to Police and Crime Plan and commissioning strategy

- *Developed partnerships between Surrey Police and private and public sector partners to jointly tackle problems, for example promoting partnership working in tackling Modern Slavery*

3.9 **Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes:**

To achieve this principle, the PCC has:

- *Undertaken an annual review of the **corporate governance framework** and key high level governance documents and subjected compliance with these documents to audit*
- *Agreed a **Memorandum of Understanding** to set out the information and service requirements needed by the PCC and provided by the Force*
- *Maintained a **Medium Term Financial Strategy***
- *Ensured that processes are in place to allow proper **analysis and evaluation of plans** including option appraisal, assessing the impact of alternative approaches and benefits realisation*
- *Overseen workforce **development and asset management plans** (e.g. estates and ICT)*
- *Published a **forward plan** of decisions*
- *Kept **Risk Management** policies under review, with assurances from the Audit Committee*
- *Included a set of **performance aspirations** to be monitored at performance meetings*
- *Placed particular **focus on areas of underperformance**, e.g. positive outcomes for high harm offences*

3.10 **Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

To achieve this principle, the PCC has:

- *Held performance reviews with the **Chief Constable**, in accordance with guidance from the College of Policing, setting clear objectives for this role and assessed performance against these*
- *Ensured that **talent and succession plans** are in place*
- *Reviewed the Force's preparations for new initiatives such as Apprenticeships and the Police Constable Degree (PCDA) programme*
- *Given staff of the Force and OPCC access to **learning and development resources** and encouraged a focus on Continuous Professional Development*
- *Kept a check on the Force's approach to **reward** that aims to attract and retain the best people with the most appropriate skills*
- *Ensured that policies for **Equality and Diversity** set out how the OPCC/Force will promote diversity by recognising, valuing and respecting the different contributions and needs of both communities and staff*
- *Continued to support a programme of collaboration between Sussex and Surrey Police to increase capacity, share expertise and provide the most efficient and cost-effective service.*

3.11 **Principle F: Managing risks and performance through robust internal control and strong public financial management**

To achieve this principle, the PCC has:

- *Maintained a **Risk Management Strategy** that allows the Force and OPCC to identify and manage operational, strategy and project risks*

- Maintained a **Risk Register and Assurance Framework** for the OPCC
- Received advice from the [Joint Audit Committee](#) which continues to provide **external scrutiny** of strategic risks and which operates in line with Chartered Institute of Public Finance and Accountancy (CIPFA) guidance and within the guidance of the Financial Management Code of Practice
- Subjected decisions to scrutiny by the **Police & Crime Panel**
- Reviewed the overarching **Scheme of Governance** which highlights the parameters for decision making, including the arrangements for governance, delegations, consents, financial limits for specific matters and standing orders for contracts
- Ensured that **Annual Governance Statements** are produced for the Force and OPCC
- Ensured that an effective **internal audit** service has been resourced and that internal audit plans and reports are informed by and scrutinised by the Audit Committee
- Engaged with the **External audit** service, whose reports are scrutinised by the Audit Committee
- Put in place and published **Data protection** policies and implemented arrangements for the new **General Data Protection Requirements Regulation 2018**
- Received assurances from HMICFRS around Force **efficiency and effectiveness**
- Received regular **budget monitoring** reports
- Approved a **treasury management** strategy
- Been represented at force meetings where data quality issues are discussed
- Put in place **business continuity plans**
- Ensured that The PCC and Chief Constable abide by the **CIPFA Financial Management Code of Practice**

3.12 Principle G: Implementing good practices in transparency, reporting and audit to deliver effective accountability

To achieve this principle, the PCC has:

- Held the **Chief Constable to account** on a regular basis at performance meetings, with some of these being webcast so they are publicly available, with papers and minutes published
- Been commended for compliance with the Local Policing Bodies Specified Information Order 2011 which determines which information should be **published on the OPCC website**
- Ensured that the Force and OPCC publish their respective **Statement of Accounts** and Annual Governance Statements
- Ensured compliance with the CIPFA Statement on the Role of the Head of Internal Audit (2010), working with the internal audit service provider, Southern Internal Audit Partnership, to maximise the effectiveness of regular updates to the Joint Audit Committee
- Published all [key decisions](#) on the website
- Reviewed **decision-making practices** which are clearly set out in the Framework of Decision-Making and Accountability
- Continued to support the work of the Joint Audit Committee (JAC) in its role of monitoring governance and internal control, conducting effective recruitment procedures for new members during the year and providing training by the regulator CIPFA to ensure they are fully aware of role and expectations of JAC members

4 Review of Effectiveness

- 4.1 The PCC must ensure the effectiveness of the governance framework, including the system of internal audit and control.

- 4.2 Assessments and recommendations made by the internal and external auditors and other review agencies are kept under review by the OPCC and at meetings of the Joint Audit Committee.
- 4.3 The Joint Audit Committee has been consulted on the development of the annual governance statement.
- 4.4 A process is established to ensure the Chief Constable and Surrey PCC, approve and sign off their respective annual governance statements, in accordance with the CIPFA guidance.

5 Internal Audit Opinion

- 5.1 The CIPFA code requires Internal Audit to provide an opinion on the overall adequacy and effectiveness of the governance framework. That opinion is provided below:

Annual Internal Audit Opinion 2020-21:

For the 12 months ended 31 March 2020, the Chief Internal Auditor's opinion for the Office of the Police and Crime Commissioner for Surrey and the Surrey Police Force is as follows¹:

"I am satisfied that sufficient assurance work has been carried out to allow me to form a reasonable conclusion on the adequacy and effectiveness of the internal control environment.

In my opinion frameworks of governance, risk management and management control are *reasonable* and audit testing has demonstrated controls to be working in practice.

In 2019-20 I gave a limited assurance opinion, primarily due to the results relating to IT reviews, given that this is such a critical area of control. Prior to 2019-20 there had been very little assurance work completed in the collaborative area of IT and this was rectified from 2019-20 through delivery of a joint internal audit plan with Sussex Police, following our appointment as Surrey Police's internal auditors from April 2019. Whilst there remains work to be done in some areas, the results of our reviews and follow-up work in 2020-21 relating specifically to IT, have shown significant progress in addressing the issues raised. The direction of travel remains positive with strong governance over monitoring and challenging progress in addressing the outstanding actions.

Where weaknesses have been identified through internal audit review, we have worked with management to agree appropriate corrective actions and a timescale for improvement."

6 In response to Covid-19

- 6.1 The annual governance statement (AGS) needs to be current at the final date of publication which may be later than previous years due to the extended deadlines for statutory reporting for 2021-21. As a result of Covid-19, statutory deadlines have been set for the next two years as 31 July for publication of the draft AGS with the final AGS (ideally post-audit) deadline as 30 September.

¹ Annual Internal Audit Opinion 2020-21: https://www.surrey-pcc.gov.uk/wp-content/uploads/2021/07/06ai_Surrey-Police-Internal-Audit-Annual-Report-and-Opinion-202021-Appendix-A-FINAL.pdf

- 6.2 The AGS assesses governance in place during the 2020/21, during which time the Covid-19 coronavirus pandemic had considerable impact on governance arrangements and has continued to do so beyond 31 March 2021. The impact of Covid-19 on existing governance arrangements is under constant review through established risk monitoring processes. The Police and Crime Commissioner is keeping under continuous review the impact of Covid-19 on the operation of the Office of the PCC, the force and partner organisations.
- 6.3 The OPCC adapted its working practices, using electronic means of communication rather than face to face meetings to scrutinise the Force or ensuring appropriate social distancing measures in place. The PCC held Performance Meetings throughout the year with the Force remotely to ensure that the Chief Constable was still held to account. Remote meetings of the Joint Audit Committee and the Police and Crime Panel were also scheduled to take place as usual. The Internal Audit plan for 2020/21 was re-ordered to enable audits which could be done remotely to be completed first. This was to ensure that any slippage in the overall timetable was minimised. The PCC in place at the time (David Munro) invited voluntary bodies to apply for special Covid-19 grants to support their work within the Community, especially in areas of Domestic and Child abuse, with £250,000 being awarded.
- 6.4 With the easing of restrictions, later in the year, the office will be reopened and staff attend when necessary, with guidance being provided by the OPCC and Force for all areas of the police estates. It is anticipated that agile working will continue.
- 6.5 More detail regarding the police response to Covid-19 is included within the Chief Constable's AGS contained within the Chief Constable's Statement of Accounts for 2020/21.

7 Compliance with CIPFA's Statement on the Role of the Chief Financial Officer (CFO)

- 7.1 The PCC and Chief Constable must both have a suitably qualified CFO with defined responsibilities and powers. The CIPFA Statement requires that the CFO should be a professionally qualified accountant, report directly to the PCC or the Chief Constable (depending on the specific CFO concerned) and be a member of their respective leadership teams. In the OPCC, the role of the CFO meets these requirements. In Surrey Police, the CFO holds the title of Executive Director of Commercial and Financial Services and is a key member of the Chief Constable's leadership team. The CFO has direct access to the Chief Constable on financial matters as the CFO reports directly to the Chief Constable.

8 Governance Issues

- 8.1 No significant concerns were raised during the internal review of the effectiveness of governance arrangements however, a number of areas for improvement were identified. These improvements, to further enhance the PCC's governance arrangements, are detailed in Appendix A together with any on-going areas for improvement continued from the action plan included in the 2019-20 annual governance statement. The actions to achieve these improvements will be monitored through the Force Organisational Reassurance Board and reported to the Joint Audit Committee.

Internal Audit

- 8.2 The internal audit function is carried out by Southern Internal Audit Partnership for both the PCC and the Chief Constable. Audit reviews are undertaken in line with an annual internal audit plan, which is recommended by the Joint Audit Committee.
- 8.3 The overall Annual Internal Audit Opinion for 2020-21 from the Chief Internal Auditor of SIAP was “reasonable.
- 8.4 In 2020-21 no Internal Audit reviews gave an opinion of no assurance of the governance framework.
- 8.5 Internal Audit reviews resulting in substantial assurance opinions during the year are detailed below.
- Data Classification and Data Governance 20/21
 - Imprest 20/21
 - Independent Custody arrangements 20/21
 - Governance of Collaborative Arrangements 20/21
 - Payroll 20/21
 - Accounts Payable 20/21
 - Accounts Receivable 20/21
- 8.6 Internal Audit reviews resulting in reasonable assurance opinions during the year are detailed below.
- Cyber security – security monitoring (19-20 c/fwd)
 - Data protection – OPCC
 - Risk management – OPCC
 - Main accounting system
 - Business continuity (joint)
 - Pension administration arrangements (joint)
 - Recruitment (joint)
 - Procurement (joint)
 - Information governance – data sharing agreements (joint)
 - Security controls (joint)
 - Systems lifecycle support and planning (joint)
 - Monitoring, assurance and compliance (joint)
- 8.7 In 2020-21 the following Internal Audit reports were given an opinion of limited assurance:
- Estates Management 20/21
 - Organisational Risk Management Framework 20/21
 - IT Business Continuity/Disaster Recovery Planning 19/20 (joint)
 - Cyber security 3rd party management 19-20 carry forward (joint)
 - Application Management 19/20 carry forward (joint)
 - IT Asset Management and Software Licensing 20/21 (joint)
- 8.8 The key areas of weakness identified previously by SIAP within the collaborative area of IT which had not been subject to internal audit for several years have been closely monitored during the year for progress. This indicated that significant progress had been made and where actions remain outstanding they are being actively monitored and challenged through the Organisational Reassurance Board. Whilst there remains work to be done in some areas, the direction of travel is positive and working relations between IT and internal audit staff have strengthened through regular liaison meetings, resulting in improved understanding of

the process as well as improvements in the timeliness of response to internal audit requests for information and as a result, the completion of reviews.

- 8.9 The Chief Digital & Information Officer heading up the ICT department put in place a monthly review process to assess progress of agreed actions and provide regular updates to the Deputy Chief Constables, Chief Finance Officers, Joint Audit Committee, Internal Auditors and External Auditors of both Surrey Police and Sussex Police forces and PCC's. This is in addition to the general governance framework detailed above and provides a strong and continual framework to address the audit findings and weaknesses in these areas of ICT.
- 8.10 Management have agreed recommendations to address all the findings reported by the internal audit service during 2020/21.

Covid-19

- 8.11 Although Covid-19 slowed progress, SIAP continued to work remotely to complete the 2019/20 reviews, however Covid-19 had a significant impact on SIAP's ability to commence work on the 2020/21 plan, due to the request to delay any work impacting on operational staff. Regular discussions took place between SIAP and Chief Finance Officers to review the plan and ensure it remained appropriate and relevant and to consider any changes needed to incorporate new risk areas arising from the challenges presented by Covid-19.

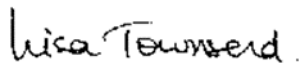
Equip Project

- 8.12 The Equip Programme was the proposed tri-force Enterprise Resource Planning (ERP) Solution for Surrey, Sussex and Thames Valley Police. The solution was intended to bring improvements to all three forces and enable consistency, better information for managing and decision making – for teams and individuals. The programme approach, initially comprised of an external implementation partner and an in-house team of staff and contractors, supplied by the three forces.
- 8.13 Delays in implementation of the solution had been identified as a key risk both within the forces' risk management arrangements and by the external auditor in terms of their Value For Money review work. A number of progress and independent advisory reviews were undertaken.
- 8.14 In December 2020 the Chief Constables agreed that the ERP product developed by KPMG should be transferred to the three forces to mitigate against future financial risk. Following recommendation by the three force Chief Constables, approval was granted by the three PCCs. The forces have worked closely with KPMG to achieve the transfer of the ERP Software, Documentation and Licenced assets.
- 8.15 Following closure of the tri-force Equip programme, a new Surrey & Sussex ERP Programme has been set up to look at future ERP work. In Sussex and Surrey Police the respective Chief Constable's and PCC's are considering a range of options for use, development of the Equip assets and/or additional ERP solutions for enhanced functionality. Surrey Police bears 22% of the total partnership project costs.
- 8.16 Prior to 2020/21 Surrey Police had spent £5.723m on the Equip programme and this had been fully released to revenue on the basis that the end asset platform providing the software as a service to Sussex and Surrey would not be owned by Sussex Police or Surrey Police.

- 8.17 During 2020/21 Surrey Police spent a further £3.791m on the Equip programme. Surrey Police spent £1.918m of the total on the capital asset purchase from KPMG which was later impaired by 50% as a prudent measure of any impact of obsolescence on future economic benefits expected from the Equip assets. All remaining amounts were revenue charges for the Equip team and related running costs during the year. No further sums will be spent on the Equip programme in 2021/22 or later years.

9 Certification

This statement has been prepared on the basis of the review of effectiveness of governance arrangements. Advice and recommendations on the annual governance statement have been received from internal and external auditors and the JAC. It represents a fair and reasonable assessment of current arrangements and plans for improvement within Surrey Police. The arrangements continue to be regarded as fit for purpose in accordance with the governance framework.



Lisa Townsend, Police and Crime Commissioner for Surrey

Date: 18 MARCH 2022



Alison Bolton, Chief Executive, Office of the PCC for Surrey

Date: 18 MARCH 2022



Kelvin Menon, Chief Finance Officer, Office of the PCC for Surrey

Date: 18 MARCH 2022

Contact details:

Kelvin Menon, Chief Finance Officer

Kelvin.Menon@Surrey.pnn.police.uk

Appendix A: Areas for Improvement - Action Plan 2021-2022

Ref	Area for improvement	Owner	Completion Target dates
ISSUES CARRIED OVER FROM 2019-20 AGS ACTION PLAN			
1	Further improvements to financial reporting identified by the Executive Director Finance Commercial Services – including improvements required in processes used by the joint Surrey/Sussex Management Accounting team, and enhanced frequency/content of external financial reporting agreed with the OSPCC CFO. The Finance collaboration restructure has been implemented with some redundancies due to professional qualification requirements which will in time increase service capability. This approach was endorsed by CIPFA as part of the new model and progression towards the 5* service and Achieving Finance Excellence in Policing (AEFP).	Executive Director of Commercial and Finance	31.03.22 ongoing as part of continuous improvement throughout 2021-22
2	ERP Payroll Extra Costs – limited assurance internal audit opinion Lack of detailed definition and agreement of the costs to be included in any recharges could lead to dispute. Costs are not captured and recharged completely and accurately. Actions as set out in the report. Following closure of the Equip programme in December 2020, the identified risk regarding cross charging between forces and KPMG is no longer applicable. This internal audit action was therefore approved for retirement at Force ORB meetings in May 2021.	Chief Digital and Information Officer	Action Retired
3	ERP/EQUIP Programme The Equip Programme will proactively clear the outstanding actions from all previous audit/Gateway reviews and initiate further reviews at strategic points prior to go-live. Following closure of the Equip programme in December 2020, the identified risk regarding cross charging between forces and KPMG is no longer applicable.	Chief Digital and Information Officer	Action Retired
	Uniform and Small Assets – No assurance internal audit opinion (2018-19) 2 high, 3 medium management actions	Service Director, Estates & Facilities	Complete
ISSUES CARRIED OVER FROM INTERNAL AUDIT 2019-20			
	IT – Resource Management – Limited Assurance 15 high, 1 medium level management actions	Chief Digital and Information Officer	Complete
	IT – Data Centre Facilities & Security – Limited Assurance 2 high, 2 medium, 4 low level management actions	Chief Digital and Information Officer	Complete
	IT – Data Storage and Backup – Limited Assurance 5 high, 5 medium, 1 low level management actions 1 high and 1 medium actions remain open	Chief Digital and Information Officer	Anticipated completion date: 31.12.21
	IT – Capacity and Performance Monitoring – Limited Assurance 1 high, 4 medium, 2 low level management actions 1 low action outstanding (not yet due)	Chief Digital and Information Officer	Anticipated completion date: 31.12.21
	IT – Commercial Unit – Limited Assurance 8 high, 6 medium level management actions	Chief Digital and Information Officer	Complete
	IT- Cyber Security – Limited Assurance N.B.: Network Security & Access Controls (Limited Assurance); Cyber Security (Adequate) 5 medium level management actions	Chief Digital and Information Officer	Complete
ISSUES CARRIED OVER FROM 2019-20 AGS ACTION PLAN			
	Information Commissioner's Office guidance regarding publication of information	Chief Digital and Information Officer /	Complete

	Ensure force information published on Single On-line Home is compliant with ICO requirements Review of information published by the force was compliant in all areas except in relation to publication of minutes for senior decision making committees.	Force Information Manager	
	Information Sharing Agreements Process to be introduced to ensure ISAs are kept up to date within the resource envelope of the Information Management department. Update May 2021 from Head of Information Management: ISAs are still regularly reviewed but the process has been changed to reduce delays caused by waiting for partners to respond to review requirements. Reviewing the reporting spreadsheet also highlighted a potential misunderstanding by showing all ISAs that were both due for renewal and also in the process of being created. A change was made so they meet the criteria for 6 month review / Year 1 Police Signatory review / Year 2 Police Signatory review noting any changes in process / Year 3 Full Police and Agency review. Actions to improve process have been completed but the action will continue to be tracked in 2021-22.	Chief Digital and Information Officer / Force Information Manager	31.12.22
	Risk assurance mapping: As proposed by Karen Shaw, Deputy Head of Southern Internal Audit Partnership – risk assurance mapping exercise to be undertaken in relation to strategic force risks building on from work undertaken re action 14 above in relation to mapping corporate governance arrangements.	Executive Director Commercial and Financial Services	Complete 02.09. 20 report to ORB
	Covid-19 Keep under review the impact of Covid-19 issues on Surrey Police and consider any governance issues arising.	Deputy Chief Constable / Executive Director of Commercial and Finance Services	Complete Op Apollo in place throughout Covid-19 pandemic 31.03.21
	Covid-19 Undertake a lessons learned review from the Covid-19 response.	Deputy Chief Constable / Executive Director of Commercial and Finance Services	Complete
ISSUES IDENTIFIED FROM INTERNAL AUDIT 2020-21			
	IT Business Continuity / Disaster Recovery Planning – Limited Assurance 10 medium level management actions 3 medium actions remain open	Chief Digital and Information Officer	Target date: 30.04.21 Anticipated completion date: 31.12.21
	Estates Management 2020/21 – Limited Assurance 5 High, 4 Medium level management actions	Executive Director of Commercial and Finance Services	Complete
	Organisational Risk Management Framework 2020/21 – Limited Assurance 5 High, 8 Medium level management actions	Executive Director of Commercial and Finance Services	Complete
	IT Asset Management and Software Licensing 2020/21 – Limited Assurance 1 High, 11 Medium level management actions 9 medium actions outstanding (not yet due)	Chief Digital and Information Officer	31.12.21
PROPOSED NEW AREAS OF IMPROVEMENT IDENTIFIED BY FORCE FOR 2021-22 AGS ACTION PLAN			
	Establish appropriate governance arrangements to take forward the joint Surrey/Sussex ERP solution. Following closure of the Equip programme, work within Surrey and Sussex has continued to remediate data quality issues, whilst business cases are developed with options for the next stage. The focus remains on shoring up legacy systems and ensuring that the skills, expertise and assets gained from the Equip programme are utilized to the fullest extent possible.	ACO SERIP / SRO Surrey & Sussex ERP	31.03.22

Movement in Reserves Statement

Group

	General Fund Balance	Earmarked General Fund Reserves	Total General Fund Balance	Capital Receipts Reserve	Capital Grants Un-applied Account	Total Usable Reserves	Unusable Reserves	Total Reserves
	£000	£000	£000	£000	£000	£000	£000	£000
Balance at 31 March 2020	(8,120)	(11,381)	(19,501)	(197)	(2,946)	(22,644)	1,919,432	1,896,788
Movement in reserves during 2021/21								
Surplus or deficit on the provision of services	73,539	0	73,539	0	0	73,539	0	73,539
Other Comprehensive Income / Expenditure							74,484	74,484
Total Comprehensive Income and Expenditure	73,539	0	73,539	0	0	73,539	74,484	148,023
Adjustments between accounting basis and funding basis under regulations	(73,802)	0	(73,802)	197	1,083	(72,522)	72,522	0
Net Increase or Decrease before Transfers to Earmarked Reserves	(263)	0	(263)	197	1,083	1,017	147,006	148,023
Transfers to / from Earmarked Reserves	56	(56)	0	0	0	0	0	0
Transfer Chief Constable Reserve to General Fund Balance	0	0				0	0	0
Increase or Decrease in 2020/21	(207)	(56)	(263)	197	1,083	1,017	147,006	148,023
Rounding							1	1
Balance at 31 March 2021	(8,327)	(11,437)	(19,764)	0	(1,863)	(21,627)	2,066,439	2,044,812

	General Fund Balance £000	Earmarked General Fund Reserves £000	Total General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Un-applied Account £000	Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
Balance at 31 March 2019	(6,812)	(10,441)	(17,253)	(3,996)	(1,317)	(22,566)	2,056,936	2,034,370
Movement in reserves during 2019/20								
Surplus or deficit on the provision of services	63,875		63,875			63,875		63,875
Other Comprehensive Income / Expenditure							(201,457)	(201,457)
Total Comprehensive Income and Expenditure	63,875	0	63,875			63,875	(201,457)	(137,582)
Adjustments between accounting basis and funding basis under regulations	(66,123)		(66,123)	3,799	(1,629)	(63,953)	63,953	0
Net Increase or Decrease before Transfers to Earmarked Reserves	(2,248)	0	(2,248)	3,799	(1,629)	(78)	(137,504)	(137,582)
Transfers to / from Earmarked Reserves	2,011	(2,011)	0			0	0	0
Transfer Chief Constable Reserve to General Fund Balance	(1,071)	1,071	0			0	0	0
Increase or Decrease in 2019/20	(1,308)	(940)	(2,248)	3,799	(1,629)	(78)	(137,504)	(137,582)
Balance at 31 March 2020	(8,120)	(11,381)	(19,501)	(197)	(2,946)	(22,644)	1,919,432	1,896,788

PCC

	General Fund Balance	Earmarked General Fund Reserves	Total General Fund Balance	Capital Receipts Reserve	Capital Grants Un- applied Account	Total Usable Reserves	Unusable Reserves	Total Reserves
	£000	£000	£000	£000	£000	£000	£000	£000
Balance at 31 March 2020	(8,120)	(11,381)	(19,501)	(197)	(2,946)	(22,644)	(108,176)	(130,820)
Movement in reserves during 2021/21								
Surplus or deficit on the provision of services	5,011		5,011			5,011		5,011
Other Comprehensive Income / Expenditure							(5,376)	(5,376)
Total Comprehensive Income and Expenditure	5,011	0	5,011	0	0	5,011	(5,376)	(365)
Adjustments between accounting basis and funding basis under regulations	(5,274)	0	(5,274)	197	1,083	(3,994)	3,994	0
Net Increase or Decrease before Transfers to Earmarked Reserves	(263)	0	(263)	197	1,083	1,017	(1,382)	(365)
Transfers to / from Earmarked Reserves	56	(56)	0	0	0	0	0	0
Transfer Chief Constable Reserve to General Fund Balance	0	0				0	0	0
Increase or Decrease in 2020/21	(207)	(56)	(263)	197	1,083	1,017	(1,382)	(365)
Balance at 31 March 2021	(8,327)	(11,437)	(19,764)	0	(1,863)	(21,627)	(109,558)	(131,185)

	General Fund Balance £000	Earmarked General Fund Reserves £000	Total General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Un- applied Account £000	Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
Balance at 31 March 2019	(6,812)	(10,441)	(17,253)	(3,996)	(1,317)	(22,566)	(100,902)	(123,468)
Revised opening balance								
Movement in reserves during 2019/20								
Surplus or deficit on the provision of services	844		844			844		844
Other Comprehensive Income / Expenditure							(8,196)	(8,196)
Total Comprehensive Income and Expenditure	844	0	844			844	(8,196)	(7,352)
Adjustments between accounting basis and funding basis under regulations	(3,092)		(3,092)	3,799	(1,629)	(922)	922	0
Net Increase or Decrease before Transfers to Earmarked Reserves	(2,248)	0	(2,248)	3,799	(1,629)	(78)	(7,274)	(7,352)
Transfers to / from Earmarked Reserves	2,011	(2,011)	0			0	0	0
Transfer Chief Constable Reserve to General Fund Balance	(1,071)	1,071	0			0	0	0
Increase or Decrease in 2019/20	(1,308)	(940)	(2,248)	3,799	(1,629)	(78)	(7,274)	(7,352)
Balance at 31 March 2020	(8,120)	(11,381)	(19,501)	(197)	(2,946)	(22,644)	(108,176)	(130,820)

Comprehensive Income and Expenditure Statement

Group

Expenditure	2019/20		Net	Notes	Expenditure	2020/21		Net
	Income	£000				Income	£000	
£000			£000		£000		£000	£000
130,232	0		130,232		148,422	0		148,422
5,377	0		5,377		6,269	0		6,269
76,762	0		76,762		81,827	0		81,827
1,717	0		1,717		1,908	0		1,908
2,014	0		2,014		3,414	0		3,414
1,148	0		1,148		2,367	0		2,367
1,752	0		1,752		2,310	0		2,310
12,695	0		12,695		9,481	0		9,481
28,917	0		28,917		32,882	0		32,882
5,288	0		5,288		5,758	0		5,758
11,196	0		11,196	*	11,488	0		11,488
0	(14,144)		(14,144)		0	(19,059)		(19,059)
277,098	(14,144)		262,954		306,126	(19,059)		287,067
								0
277,098	(14,144)		262,954		306,126	(19,059)		287,067
508	0		508	34	556	0		556
61,040	(7,809)		53,231	33	52,713	(6,455)		46,258
0	(252,817)		(252,817)	8	0	(260,342)		(260,342)
338,646	(274,770)		63,876		359,395	(285,856)		73,539
			(9,459)	11				(6,300)
			(191,999)	26				80,784
			(201,458)					74,484
			(137,582)					148,023

* The Capital charges figure in 2020/2021 includes a figure of £2.003m for downward PPE Revaluations and £0.959m for impairment of Equip intangible assets

The Comprehensive Income and Expenditure Statement (CIES) shows the consolidated accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Police and Crime Commissioners raise taxation to cover expenditure in accordance with regulations; this is different from the accounting cost. The adjustments between accounting basis and funding basis under regulations are shown in the Movement in Reserves Statement.

PCC

Expenditure £000	2019/20 Income £000	Net £000		Expenditure £000	2020/21 Income £000	Net £000
965	0	965	Staff Payroll	1,089	0	1,089
22	0	22	Staff Overtime	4	0	4
4	0	4	Training	0	0	0
16	0	16	Other Payroll Costs	12	0	12
52	0	52	Premises	46	0	46
2,041	0	2,041	Supplies and Services	3,303	0	3,303
15	0	15	Transport	2	0	2
0	(911)	(911)	Income	0	(1,862)	(1,862)
13,233	(13,233)	0	Income for Services provided by the Chief Constable	17,197	(17,197)	0
1	0	1	Rounding	0	0	0
16,349	(14,144)	2,205	Cost of Services	21,653	(19,059)	2,594
251,349	0	251,349	Intra-Group Funding Transfer	261,842	0	261,842
267,698	(14,144)	253,554	Net Cost of Services	283,495	(19,059)	264,436
(14)	0	(14)	Other Operating Expenditure	556	0	556
397	(275)	122	Financing and Investment Income & Expenditure	464	(103)	361
0	(252,817)	(252,817)	Taxation and Non Specific Grant Income	0	(260,342)	(260,342)
268,081	(267,236)	845	(Surplus) or Deficit on Provision of Services	284,515	(279,504)	5,011
		(9,459)	Surplus/deficit on revaluation of Property, Plant and Equipment			(6,300)
		1,262	Re-measurement of net defined benefit liability/asset			924
		(8,197)	Other Comprehensive (Income) & Expenditure			(5,376)
		(7,352)	Total Comprehensive (Income) & Expenditure			(365)

Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Police and Crime Commissioner. The net assets of the Police and Crime Commissioner (assets less liabilities) are matched by the reserves held by the Police and Crime Commissioner.

31 March 2020			31 March 2021		
PCC	Group		PCC	Group	
£000	£000	Note	£000	£000	
129,529	129,529	11	134,986	134,986	Property, Plant and Equipment
1,355	1,355	16	1,203	1,203	Investment Property
3,614	3,614	12	3,867	3,867	Intangible Assets
586	586		586	586	Long-Term Debtors
135,084	135,084		140,642	140,642	Long Term Assets
964	964	15	0	0	Assets Held for Sale
972	972		1,096	1,096	Inventories
24,320	24,430	13	22,314	22,424	Short-Term Debtors
12,408	12,408	14	12,680	12,680	Cash and Cash Equivalents
38,664	38,774		36,090	36,200	Current Assets
(25,443)	(26,496)	17	(25,593)	(27,544)	Short-Term Creditors
(998)	(1,108)	18	(2,930)	(3,040)	Provisions
(26,441)	(27,604)		(28,523)	(30,584)	Current Liabilities
(15,084)	(15,084)	38	(14,563)	(14,563)	Long-Term Borrowing
(1,403)	(2,027,958)	26	(2,461)	(2,176,507)	Other Long-Term Liabilities
(16,487)	(2,043,042)		(17,024)	(2,191,070)	Long Term Liabilities
130,820	(1,896,788)		131,185	(2,044,812)	Net Assets
(22,644)	(22,644)	19	(21,627)	(21,627)	Usable Reserves
(108,176)	1,919,432	20	(109,558)	2,066,439	Unusable Reserves
(130,820)	1,896,788		(131,185)	2,044,812	Total Reserves

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Police and Crime Commissioner for Surrey and Chief Constable of Surrey Group at the accounting date and of the income and expenditure for the year ended 31 March 2021. These financial statements replace the unaudited financial statements certified on 27 July 2021.

Kelvin Menon

Kelvin Menon FCPFA
Chief Finance Officer
Dated: 18 MARCH 2022

Balance Sheet Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Police and Crime Commissioner may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The

second category of reserves is those that the Police and Crime Commissioner is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that recognise the impact of timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

The Balance Sheet tables show the value as at 31 March 2021 of the assets and liabilities recognised by the Group and the Police and Crime Commissioner (PCC). The net liabilities of the Group (assets less liabilities) are matched by the reserves held by the Group.

The Chief Constable does not own any assets. All assets are held by the PCC.

The Chief Constable's Balance Sheet does include pension fund and employee benefit entries to show the reader its accounting for employee benefit and pension liabilities.

Separate statements for the Group and the PCC have therefore been included to reflect the intra-group adjustments with the Chief Constable's Balance Sheet.

Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the of the Group during the reporting period.

The statement shows how the Group generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Group are funded by way of taxation and grant income or from the recipients of services provided by the Group. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Group's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Group.

2019/20				2020/21			
PCC	Group			PCC	Group		
£000	£000	Note		£000	£000		
844	63,875		Net (surplus) or deficit on the provision of services	5,011	73,539		
(8,274)	(71,305)		Adjustment to surplus or deficit on the provision of services for noncash movements	(18,608)	(87,136)		
1,418	1,418		Adjustment for items included in the net surplus or deficit on the provision of services that are investing or financing activities	3,676	3,676		
(6,012)	(6,012)	35	Net cash flows from operating activities	(9,921)	(9,921)		
7,990	7,990	36	Net cash flows from investing activities	9,649	9,649		
89	89	37	Net cash flows from financing activities	0	0		
2,067	2,067		Net (increase) or decrease in cash and cash equivalents	(272)	(272)		
14,476	14,476		Cash and cash equivalents at the beginning of the reporting period	12,409	12,409		
			Rounding	(1)	(1)		
12,409	12,409	14	Cash and cash equivalents at the end of the reporting period	12,680	12,680		

The Chief Constable does not have any cash-flows for the year, since all payments were made from the Police Fund which is held by the Police and Crime Commissioner for Surrey (PCC). Similarly all income receipts and funding are received by the PCC during the year. The financial consequences of the operational activities do impact on the net surplus/deficit on the provision of services and adjustments to that net surplus/deficit on provision of services for non-cash movements.

Note 1 - Critical Judgements in Applying Accounting Policies

The preparation of the financial statements requires the Group to make judgements, estimates and assumptions that affect the application of policies and reporting amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors, the results of which form the basis of making judgements about the carrying values of assets and liabilities that are not readily apparent from other sources.

In applying the accounting policies set out in Note 39, the Group has had to make certain judgements about complex transactions or those involving uncertainty about future events. The estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised. Material estimates and assumptions are made in the following cases:

- **Future levels of funding for Local Government** – there is a degree of uncertainty about future levels of funding for Police and Crime Commissioners. However, the Group has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Group might be impaired as a result of a need to close facilities and reduce levels of service provision.
- **Income & Expenditure** – a judgement has been made regarding the recognition of income and expenditure allocated between the Police and Crime Commissioner's and Chief Constable's accounts to reflect financial resources of the PCC consumed at the request of the Chief Constable. The basis adopted for this allocation was determined by the Group in accordance with the subjective activities for each corporate body included in the CIES. In arriving at this approach, interested parties, including senior management in both corporate bodies were consulted and careful consideration given to the Police Reform and Social Responsibility Act 2011 and Home Office guidance. All income/expenditure is received/paid by the PCC, and no actual cash transaction or events take place between the two entities.
- **Comprehensive Income and Expenditure Statement (CIES)** - Under CIPFA guidance the CIES is reported on the basis of organisation structure, reflecting the way in which the organisation operates or manages its services. For the Surrey Police Group the CIES has been set out to show costs subjectively, reflecting the reporting basis for the monthly corporate report that is written for both the Chief Officer Group and the PCC.
- **Estates strategy** – the timing and value of future property sales need to be considered in order to provide funds for future capital programmes and in particular the Building the Future project to develop a new Police HQ.

- **Asset values** – the PCC exercises judgement in determining the carrying value of land and buildings on the PCC/PCC Group Balance Sheet by having valuations on a 5-year rolling basis supplied by external valuers, Bruton Knowles. In addition to valuations, the local market conditions and national data are assessed as to whether there should be changes in asset values on an annual basis.
- **Capitalisation** – Capitalisation of non-current assets and intangible assets requires management judgement to ensure expenditure incurred during the year is correctly capitalised as Property, Plant & Equipment (PPE) or Intangible Assets. If expenditure does not meet the capital criteria it is released as revenue.
- **Depreciation** – Depreciation is calculated based on asset value and expected useful life of the asset. If the useful life of an asset is reduced then the depreciation charge to the CIES will increase. The PCC monitors the useful life of assets to identify where changes to the depreciation charge are required during the year.
- **Leases** – the PCC has to determine whether the leases it enters should be classified as operating or finance leases. The PCC must also consider whether contractual arrangements it enters into have the substance of a lease. These judgements are made on the professional opinion of the PCC Group's accountants and procurement manager based on contract procedure rules and the strict criteria set out in International Accounting Standard 17 (IAS 17) relating to leases. These will also need to be considered for IFRS 16 compliance in future years.

Accruals of Income and Expenditure

Income and Expenditure is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- **Fees, charges and rents due** are accounted for as income at the date the Police and Crime Commissioner provides the relevant goods or services.
- Where **income and expenditure is recognised but cash has not been received or paid**, a debtor or creditor for the relevant year is recorded in the Balance Sheet. Estimates are used when appropriate based on expectation, experience, relevant documentary evidence and other support such as advice from specialist consultants.
- Where it is **doubtful that debts will be settled**, the balance of debtors is written down and a charge made to the CIES for the income that might not be collected.

- **Working capital** – Working capital has been judged as being attributable in full to the PCC. The PCC controls the treasury management function and all bank accounts, therefore the majority of the working capital balances (cash, current debtors and currently liabilities) are recognised in the PCC's Balance Sheet.
- **Employee benefit accrual for accumulated absences** - the PCC has to determine whether the leave accrual should be accounted for in the PCC or Chief Constables accounts. As the majority of employee costs are accounted for in the Chief Constable's accounts the leave accrual has been accordingly matched and accounted for on the Chief Constables Balance Sheet. The calculation is based on staff annual leave records and an average cost for each grade.
- **Collaboration** – the PCC has to determine how to account for collaborative arrangements. The Police and Crime Commissioners and Chief Constables of Surrey and Sussex Police have entered into a legal arrangement to provide a number of services jointly with each other and other forces. Each of these services is managed by one of the forces and includes a mix of staff from both forces. The net cost of each service agreed to be provided jointly which cannot be directly attributable to each force, is shared on a formula basis. Each force accounts for their own share of total income and expenditure and assets.
- **Insurance Actuarial Assumptions** - The Group annually reviews the appropriateness of its insurance funding. Independent Actuaries Marsh undertook a review on the adequacy of our insurance claim provision and reserves. The review utilises recognised actuarial techniques and generally accepted principles to forecast ultimate claims costs. All reviews are carried out by qualified actuaries in the core Marsh team dedicated to the contract. The underlying assumptions and methodologies used in the reports are then peer-reviewed by a colleague independent to the core team.
- **Pensions Actuarial Assumptions** – The value of the liabilities for IAS19 purposes is heavily dependent on assumptions made by the Group's actuaries, Hymans Robertson and GAD. The financial assumptions reflect market expectations at the reporting date. Changes in market conditions that result in changes in the net discount rate (essentially the difference between the discount rate and the assumed rates of increase of salaries, deferred pension revaluation or pension-in-payment) can have a significant effect on the value of the liabilities reported. A reduction in the net discount rate will increase the assessed value of liabilities as a higher value is placed on benefits paid in the future. A rise in the net discount rate will have an opposite effect of similar magnitude. The effect of a change in the net discount rate on the value placed on the liabilities of each scheme is shown in the sensitivity analysis schedule below. There is also uncertainty around the life expectancy of the UK population. The value of current and future pension benefits will depend on how long they are assumed to be in-payment. The mortality assumptions have changed from the previous accounting period to take account of recent mortality experience. Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2018 model, an allowance for smoothing of recent mortality experience and long term rates of improvement of 1.5% p.a. for males and females.

- **Pensions Impact of McCloud/Sargeant court of appeal -**

The McCloud and Sargeant judgements concerned the introduction of career average revalued earnings (CARE) pension schemes to replace the former final salary based pension schemes as part of the Hutton recommendation to reform public service pension schemes. Under the changes introduced to each scheme, members were required to transfer to the new schemes from the transition date of the new schemes, this was 1 April 2014 for the police staff scheme (LGPS) and 1 April 2015 for the Police pension scheme.

There was protection provided for older members under each scheme known as 'transitional protection'. The McCloud and Sargeant judgements have upheld the claimants' cases that the method of implementation of the new schemes discriminated against younger members. The government was refused leave to appeal the McCloud and Sargeant Judgements on 27 June 2019. This means various parties return to the respective employment tribunals to formulate a remedy which will resolve the age discrimination of the pension changes.

In respect of the Police pension schemes, a case management was held in October 2019 resulted in an Order including an interim declaration that claimants are entitled to be treated as if they had been given full transitional protection and had remained in their existing scheme after 1 April 2015. The Government later issued a Ministerial Statement on 25 March 2020 that non-claimants would also be treated in the same way. On 16 July 2020, HM Treasury issued a consultation on transitional arrangements for public sector pensions to eliminate discrimination identified via McCloud/Sargeant cases. This meant that members of the pension scheme on or before 31 March 2012 and on or after 1 April to be eligible for the remedy.

On 4 February 2021, HM Treasury issued a response to the consultation confirming remedy arrangement requirements that were set out in the consultation with members being given a choice as to whether they retain benefits from their legacy pension scheme, or their new scheme, during the remedy period of 2015 to 2022 so as not to disadvantage any of those members. This choice will be deferred for members until retirement which creates further uncertainty of impact for employers. The legacy pension schemes will then be removed from April 2022 and replaced by the new pension schemes originally introduced in 2015 as it was only the transitional arrangements that were found to be discriminatory, not the actual new pension schemes.

IAS 19 pension actuarial reports include these impacts and provide for them within the 2020/21 accounts of the PCC Group for both police and staff pension schemes.

Note 2 - Going Concern

Going Concern Section 1 – Underlying Principle

These accounts have been prepared on a going concern basis that the authority will continue in operational existence for the foreseeable future. The Police and Crime Commissioner for Surrey and the Chief Constable of Surrey have assessed going concern and that cash flow requirements can be met for the assessment period to March 2023.

The provisions in the Code of Audit Practice in respect of going concern reporting requirements reflect the economic and statutory environment in which local authorities operate. These provisions confirm that, as policing bodies cannot be created or dissolved without statutory prescription, they must prepare their financial statements on a going concern basis of accounting. Local authorities and policing bodies carry out functions essential to the local community and are themselves revenue-raising bodies (with limits on their revenue-raising powers arising only at the discretion of central government). If a policing body were in financial difficulty, the prospects are thus that alternative arrangements might be made by central government either for the continuation of the services it provides or for assistance with the recovery of a deficit over more than one financial year. As a result of this, it would not therefore be appropriate for the financial statements of a policing body to be provided on anything other than a going concern basis. Accounts drawn up under the Code therefore assume that policing services will continue to operate for the foreseeable future. Surrey Police accounts therefore assume that Surrey Police will continue to operate for the foreseeable future.

Going Concern Section 2 – Current & Historical Financial Position

The Police and Crime Commissioner for Surrey and the Chief Constable of Surrey recognise that the financial position deteriorated in the early months of 2020/21 due to the impact of Covid-19. At the end of September 2020, the Surrey Police group was forecasting a £0.7m surplus for the 2020/21 year against the annual budget of £250.0m. The actual outturn for the year ending 31 March 2021 was more favourable than that prediction with a final underspend of £1.6m for the financial period ending 31 March 2021.

The 2021/22 revenue budget was set in February 2021 as a balanced budget of £261.7m. A capital and investment programme budget was also set in February 2021, providing a further £19.3m, with an additional £6.7m capital slippage from 2020/21 and a deferred contribution of £1.0m from SEROCU (S.E. Regional Organised Crime Unit). This results in a total capital programme of £27.0m to be financed by a combination of government grant, capital receipts, borrowing and revenue contributions. The capital programme supports investment in the Estate Strategy, Fleet Replacement and Equipment,

Information Technology, Business led IT Projects and Operational Equipment. This is essential to ensure fit-for-purpose services, to deliver savings and generate income to balance the budgets over the medium term financial plan period to 2024/25.

The precept & police uplift investment allows for an additional 149.4 posts, of which 58 were recruited to by the end of July 2021.

Going Concern Section 3 – Impact of Covid-19

The emergence of Covid-19 fundamentally changed the financial regime from March 2020 for police forces with additional service requirements to enforce emergency health legislation.

During the period to December 2021, Surrey Police have continued to incur additional expenditure whilst income remained low for services relating to events such as Epsom racing, dog training courses, Ride London and various festivals were either cancelled or resulted in reductions in income. A gradual return of most income streams is anticipated, although not necessarily back to the levels previously budgeted, for several years.

A forecast underspend of £2.1m for 2021/22 was estimated at the end of December 2021. Chief Officers are monitoring cost control measures and potential savings considerations against pressures and continuation of the pandemic throughout 2021/22, the Force plan is to maintain an underspend position to assist with the future savings requirement.

The operational response to the Covid-19 pandemic resulted in additional unplanned costs for police officer and staff salaries, overtime, premises (e.g. additional cleaning and making 'covid-safe' working spaces), supplies and services as well as lost income.

The most significant costs were for PPE (Personal Protective Equipment) supplies and services whereas there was no expenditure for PPE in the first half of 2021/22.

The forecast in December 2021 suggested additional spend requirements of £0.9m up to January 2022 in relation to the Surrey response to the pandemic and surge spend for Police to be more visible and ensure the public comply with restrictions by stepping up enforcement of coronavirus rules.

All service areas are reviewing their budgets in detail during 2021/22 to identify options for identifying and delivering efficiency savings and/or generating income, with the aim of setting a balanced budget in 2022/23 and contributing to savings target requirements.

The financial plan during 2021/22 estimated a savings requirement totalling £20.1m over the 4 year period with £6.0m being required in 2022/23. This would have to be met from efficiency savings or reshaping of services as the General Reserves are projected to remain at about the s151 officer's minimum level of 3% and plans to meet this requirement continue to be developed.

Going Concern Section 4 – Cash Position

Surrey Police had a cash equivalent balance of £18.5m at the end of December 2021, compared to £12.6m at 31 March 2021 year-end. This includes £18.5m held for investment by Surrey County Council available within 24 hours. Surrey Police has no long term non-property investments. Whilst there is uncertainty on income, Surrey Police remains confident in its ability to maintain sufficient cash for its services throughout the medium term and has a borrowing strategy in place to borrow against capital investment as necessity arises. Surrey Police is also able to borrow short term for cash flow purposes if needed.

In a 'stressed' case scenario whereby income is constrained further in the event of continued pandemic conditions, and income recovering only very slowly, Surrey Police has sufficient levels of reserves and investments that it would not run out of cash during 2022/23.

Furthermore, at the end of December 2021 the capital programme was forecast to underspend by £11.7m, primarily due to the major project relating to Building the Future currently going through a review to ensure invested resources return best value. The capital and investment 'gateway to proceed' process is in place and continues to firm up on proposals put forward during the budget build and allows the funding position to be checked and confirmed prior to giving the go ahead for projects to start.

This ensures that a necessary capital and investment programme is focusing on projects that produce a positive financial revenue return, essential service delivery or future saving, those where there are health and safety requirements and those that cannot be postponed without incurring significant costs. The force runs a flexible programme managing schemes over a rolling 2 year period enabling schemes to be brought forward or deferred.

Going Concern Section 5 – Conclusion

These accounts have been prepared on a going concern basis, with the projected underspend and targets in 2021/22 within the level of general useable reserves and a plan to produce a balanced budget in 2022/23.

Note 3 - Events After the Balance Sheet Date

When an event occurs after the Balance Sheet date which provides evidence of conditions that existed at the Balance Sheet date an adjusting event occurs and the amounts recognised in the Statement of Accounts will be adjusted to take into account any values that reflect the adjusting event. Where an event occurs after the Balance Sheet date that is indicative of conditions that arose after the Balance Sheet date, the amounts recognised in the Statement of Accounts are not adjusted but disclosed as a separate note to the accounts. Events after the Balance Sheet date are reflected up to the date when the Statement of Accounts is authorised for issue and published.

The Final Statement of Accounts was authorised for issue by the Chief Finance Officer on 18 March 2022. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provide information about conditions existing at 31 March 2021, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

There are no material non-adjusted events to report.

Note 4 - Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the Group about the future or that are otherwise uncertain. Estimates are made taking into account historic evidence, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Group's Balance Sheet at 31 March 2021 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Property, Plant and Equipment Valuations and Depreciation	Assets are independently assessed by professional valuers. Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate of austerity could lead to uncertainty that the Police and Crime Commissioner will be able to sustain its current spending on repairs and maintenance, this in turn could impact on the useful lives assigned to assets.	<p>If the useful life of an asset is reduced, depreciation increases and the carrying amount of the asset falls. It is estimated that the annual depreciation charge increases by £1.8m for every year that useful lives are reduced.</p> <p>A 1% market movement for valuations of the asset classes held by the PCC for Surrey would be as follows:</p> <ul style="list-style-type: none"> - Specialised Operational Property asset (Custody Suite) measured using DRC methodology £0.08m - Non-specialised Operational Property assets measured using EUV methodology £0.60m - Assets Held for Sale measured using Market Value £0.00m - Investment Property valued using Fair Value £0.01m
Intangible Assets	Intangible Assets are assessed by the business and amortised over useful lives that are dependent on assumptions about the use and potential obsolescence in relation to individual assets. The PCC carries intangible assets for purchased computer software and systems development including those purchased at the end of the Equip project. As some of those assets are not yet in use there is uncertainty as to whether they will result in added benefit over the amortisation period that correlates to the capitalised amount. The standard period of amortisation noted within the Financial Regulations is 3 years. The group therefore impaired the asset by 50% as a prudent measure of any impact on future economic benefits expected from that asset.	If the useful life of assets is reduced, amortisation increases and the carrying amount of the asset falls. It is estimated that the annual amortisation charge would increase by £0.8m if useful lives reduced by 1 year.
Insurance Claims Liability	The level of potential claims facing the Police and Crime Commissioner is independently assessed by professional actuaries Marsh on an annual basis. This assesses the future potential cost on the Police and Crime Commissioner of claims both known and unknown. Claims more likely to materialise in terms of probability, cost and timing, are carried as provision on the balance sheet. Funding for more intangible claims is held in the insurance reserve. The assessment is subject to peer review.	Additional resources would be required to cover claims costs in the event that claims are higher than predicted.

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Pensions Costs	There are three pension schemes for police officers, the 2006 Police Officer Pension Scheme (NPPS), the Police Pension Scheme (PPS) and the Police Pension Scheme 2015 (2015 scheme); all of which are unfunded, defined benefit schemes. An unfunded scheme treated as a defined benefit scheme has no investment assets to meet its pension liability the Group must generate cash to meet the actual pension payments as they fall due.	The benefits payable are funded by contributions from employers and police officers and any shortfall is met by a top up grant from the Home Office (£13.3m for 2020/21) and other Pension Grant to the PCC. Further details of the schemes can be found in the Police Officer Pension Fund Accounts.
Pensions Liability	<p>Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. The Governments Actuary's Department have been engaged to provide the Group with expert advice about the assumptions to be applied for the Police Pension Schemes and Hymans Robertson LLP provides the same advice for the Police Staff Pension Scheme.</p> <p>Pension assumptions now include the impact of 'McCloud/Sargeant' transitional protections for both officer and staff pension schemes to better reflect the Fund's local assumptions, particularly those for salary increases and withdrawal rates. The Fund's actuary also carried out calculations in order to estimate the impact that the Guaranteed Minimum Pension (GMP) equalisation will have on the pension fund liabilities.</p>	The effects on the net pension liability of changes in individual assumptions can be measured. For instance, a 0.5% decrease in the real discount rate assumption would result in an increase in the staff scheme pension obligation of £74.2m for the CC and £0.8m for the PCC with an increase in the police officer pension scheme pension liability of £202.0m. However, the assumptions interact in complex ways. During 2020/21, the Group's actuaries advised that the net pension liability had increased in total by £147.5m as a result of revised actuarial assumptions.
Debtors	At 31st March 2021, the Police and Crime Commissioner had a balance of sundry debtors of £0.8m. A review of significant balances suggested that an impairment of doubtful debts of £0.06m was appropriate.	Based on the balance outstanding at 31 March 2021, if collection rates were to deteriorate, every 1% decrease would require an additional bad and doubtful debt provision of £0.005m.
Income & Expenditure	<p>The majority of funding to the Group is from Government Grants and Precept income.</p> <p>The Covid-19 pandemic could make it more difficult for Local Authorities to collect precepts from the public on behalf of the police and Government funding settlements are determined on a short term basis. The force command team, procurement and finance teams therefore monitor financial impacts of the continuing pandemic on a weekly or monthly basis depending on the level of activity.</p>	Currently 44.9% of the Net Budget Requirement is met by Government Grant Funding and 55.1% by Precept collections.

Note 5 -Expenditure and Funding Analysis

The Expenditure and Funding Analysis note shows how annual expenditure is used and funded from resources (government grants and council tax) by police bodies in comparison with resources consumed or earned in accordance with generally accepted accounting practices.

Group

Net Expenditure Chargeable to General Fund	2019/20	Net Expenditure in the CIES		2020/21	Net Expenditure in the CIES
	Adjustments			Adjustments	
£000	£000	£000		£000	£000
81,044	49,188	130,232	Police Payroll	90,332	148,422
5,378	0	5,378	Police Overtime	6,269	6,269
62,777	13,985	76,762	Staff Payroll	81,827	81,827
1,717	0	1,717	Staff Overtime	(8,664)	1,908
2,014	0	2,014	Agency	3,414	3,414
1,148	0	1,148	Training	2,367	2,367
1,751	0	1,751	Other Payroll Costs	2,310	2,310
12,695	0	12,695	Premises	9,481	9,481
28,917	0	28,917	Supplies and Services	32,882	32,882
5,288	0	5,288	Transport	5,758	5,758
0	11,196	11,196	Capital Charges: Depreciation, Amortisation, Impairment (Proxy)	0	11,488
(14,144)	0	(14,144)	Income	(19,059)	(19,059)
0	0	0	Rounding	0	0
188,585	74,369	262,954	Net Cost of Services	206,917	287,067
(190,833)	(8,245)	(199,078)	Other Income and Expenditure	(207,180)	(213,528)
(2,248)	66,124	63,876	Deficit on Provision of Services	(263)	73,539
(17,253)			Opening Combined General Fund Balance	(19,501)	
(2,248)			Plus/less Surplus or Deficit on the General Fund Balance for the Year	(263)	
(19,501)			Closing Combined General Fund Balance	(19,764)	

Capital charges in 2020/21 includes a figure of £2.003m for downward PPE Revaluations and £0.959 for impairment of Equip intangible assets

PCC

Net Expenditure Chargeable to the General Fund Balance	2019/20	Net Expenditure in the CIES	Net Expenditure Chargeable to the General Fund Balance	2020/21	Net Expenditure in the CIES
	Adjustments			Adjustments	
£000	£000	£000	£000	£000	£000
824	141	965 Staff Payroll	955	134	1,089
22	0	22 Staff Overtime	4	0	4
4	0	4 Training	0	0	0
16	0	16 Other Payroll Costs	12	0	12
52	0	52 Premises	46	0	46
2,041	0	2,041 Supplies and Services	3,303	0	3,303
15	0	15 Transport	2	0	2
(11,196)	11,196	0 Depreciation/Amortisation (Proxy)	(11,488)	11,488	0
(911)	0	(911) Income	(1,862)	0	(1,862)
(9,133)	11,337	2,204 Net Cost of Services	(9,028)	11,622	2,594
6,885	(8,245)	(1,360) Other Income and Expenditure	8,765	(6,348)	2,417
(2,248)	3,092	844 (Surplus) or Deficit on Provision of Services	(263)	5,274	5,011
(17,253)		Opening Combined General Fund Balance	(19,501)		
(2,248)		Plus/less (Surplus) or Deficit on the General Fund Balance for the Year (Statutory basis)	(263)		
(19,501)		Closing Combined General Fund Balance	(19,764)		

Note 6 - Adjustments between Accounting Basis and Funding Basis under Regulations

The table below details the adjustments made to the Total Comprehensive Income and Expenditure Statement (CIES) recognised by the Group in the year, in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Group to meet future capital and revenue expenditure.

GROUP 2020/21 ADJUSTMENTS	General Fund	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable Reserves
	£000	£000	£000	£000
Adjustments primarily involving the Capital Adjustment Account:				
Reversal of items debited/credited to the CIES:				
Depreciation and impairment of non-current assets	(7,493)	0	0	7,493
Revaluation (Gains)/Losses on Property Plant and Equipment	(2,003)	0	0	2,003
Movements in the market value of Investment Properties	(46)	0	0	46
Amortisation of intangible assets	(987)	0	0	987
Impairment of intangible assets	(959)	0	0	959
Amounts of non-current assets written off on disposal/sale as part of the gain/loss on disposal to CIES	(163)	0	0	3,542
Insertion of items not debited or credited to the CIES:				
Statutory provision for the financing of capital investment	1,070	0	0	(1,070)
Capital expenditure charged against the General Fund	8,714	0	0	(8,714)
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the CIES	297	0	(297)	0
Application of grants to capital financing transferred to the Capital Adjustment Account	(1,084)	0	1,381	(297)
Adjustments primarily involving the Capital Receipts Reserve:				
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the CIES	0	(3,379)	0	0
Use of the Capital Receipts Reserve to finance new capital expenditure	0	3,575	0	(3,575)
Adjustments primarily involving the Collection Fund Adjustment Account:				
Amount by which council tax income credited to the CIES is different from council tax income calculated for the year in accordance with statutory requirements	(2,486)	0	0	2,486
Adjustments primarily involving the Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the CIES	(117,180)	0	0	117,180
Employers pension contributions and direct payments to pensioners payable in year	49,415	0	0	(49,415)
Adjustment primarily involving the Accumulated Absences Account:				
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(897)	0	0	897
Total Adjustments	(73,802)	196	1,084	72,522

Group 2019/2020 Adjustments	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	Movement in Unusable Reserves £000
Adjustments to the Revenue Resources				
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:				
Pension cost (transferred to (or from) the Pensions Reserve)	(63,026)			63,026
Council tax and NDR (transfers to or from the Collection Fund)	89			(89)
Holiday pay (transferred to the Accumulated Absences reserve)	(146)			146
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	(11,360)		(645)	12,005
Total Adjustments to Revenue Resources	(74,443)	0	(645)	75,088
Adjustments between Revenue and Capital Resources				
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	467	(467)		
Statutory Provision for the repayment of debt (transfer to the Capital Adjustment Account)	1,367			(1,367)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	5,426			(5,426)
Total Adjustments between Revenue and Capital Resources	7,260	(467)	0	(6,793)
Adjustments to Capital Resources				
Use of the Capital Receipts Reserve to finance capital expenditure		4,266		(4,266)
Application of capital grants to finance capital expenditure			645	(645)
Total Adjustments to Capital Resources	0	4,266	645	(4,911)
Other adjustments	1,060	0	(1,629)	569
Total Adjustments	(66,123)	3,799	(1,629)	63,953

PCC 2020/21 ADJUSTMENTS

	General Fund	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable Reserves
	£000	£000	£000	£000
Adjustments primarily involving the Capital Adjustment Account:				
Reversal of items debited or credited to the CIES:				
Depreciation and impairment of non-current assets	(7,493)			7,493
Revaluation (Gains)/Losses on Property Plant and Equipment	(2,003)			2,003
Movements in the market value of Investment Properties	(46)			46
Amortisation of intangible assets	(987)			987
Impairment of intangible assets	(959)			959
Amounts of non-current assets written off on disposal/sale as part of the gain/loss on disposal to the CIES	(163)			3,542
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:				
Statutory provision for the financing of capital investment	1,070			(1,070)
Capital expenditure charged against the General Fund	8,714			(8,714)
Adjustments primarily involving the Capital Grants Unapplied Account:				
Capital grants and contributions unapplied credited to the CIES	297		(297)	0
Application of grants to capital financing transferred to the Capital Adjustment Account	(1,084)		1,381	(297)
Adjustments primarily involving the Capital Receipts Reserve:				
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the CIES		(3,379)		0
Use of the Capital Receipts Reserve to finance new capital expenditure		3,575		(3,575)
Adjustments primarily involving the Collection Fund Adjustment Account:				
Amount by which council tax income credited to the CIES is different from council tax income calculated for the year in accordance with statutory requirements	(2,486)			2,486
Adjustments primarily involving the Pensions Reserve:				
Reversal of items relating to retirement benefits debited or credited to the CIES	(247)			247
Employers pension contributions and direct payments to pensioners payable in year	113			(113)
Adjustment primarily involving the Accumulated Absences Account:				
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	0			0
Total Adjustments	(5,274)	196	1,084	3,994

PCC 2020/2021	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable Reserves
	£000	£000	£000	£000
Adjustments to the Revenue Resources				
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:				
Pension cost (transferred to (or from) the Pensions Reserve)	(134)			134
Council tax and NDR (transfers to or from the Collection Fund)	(2,486)			2,486
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	(15,030)		(297)	15,327
Total Adjustments to Revenue Resources	(17,650)		(297)	17,947
Adjustments between Revenue and Capital Resources				
Transfer Capital Receipts to Capital Receipts Reserve	3,379	(3,379)		
Statutory Provision for the repayment of debt (transfer to the Capital Adjustment Account)	1,070			(1,070)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	8,714			(8,714)
Total Adjustments between Revenue and Capital Resources	13,163	(3,379)	0	(9,784)
Use of the Capital Receipts Reserve to finance capital expenditure		3,575		(3,575)
Application of capital grants to finance capital expenditure	0		297	(297)
Total Adjustments to Capital Resources	0	3,575	297	(3,872)
Other adjustments	(787)		1,084	(297)
Total Adjustments	(5,274)	196	1,084	3,994

PCC 2019/2020	General Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied	Movement in Unusable Reserves
	£000	£000	£000	£000
Adjustments to the Revenue Resources				
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:				
Pension cost (transferred to (or from) the Pensions Reserve)	(141)			141
Council tax and NDR (transfers to or from the Collection Fund)	89			(89)
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	(11,360)		(645)	12,005
Total Adjustments to Revenue Resources	(11,412)	0	(645)	12,057
Adjustments between Revenue and Capital Resources	930			(930)
Transfer Capital Receipts to Capital Receipts Reserve	467	(467)		
Statutory Provision for the repayment of debt (transfer to the Capital Adjustment Account)	1,367			(1,367)
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	4,496			(4,496)
Total Adjustments between Revenue and Capital Resources	7,260	(467)	0	(6,793)
Adjustments to Capital Resources				
Use of the Capital Receipts Reserve to finance capital expenditure		4,266		(4,266)
Application of capital grants to finance capital expenditure			645	(645)
Total Adjustments to Capital Resources	0	4,266	645	(4,911)
Other adjustments	1,060	0	(1,629)	569
Total Adjustments	(3,092)	3,799	(1,629)	922

Note 7 – Transfers to/from Earmarked Reserves

The table below sets out the amounts set aside from the General Fund in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2020/21.

	Balance at 1 April 2019 £000	Transfers In 2019/20 £000	Transfers Out 2019/20 £000	Balance at 31 March 2020 £000	Transfers In 2020/21 £000	Transfers Out 2020/21 £000	Balance at 31 March 2021 £000
Earmarked Reserves:							
Chief Constable Reserve	(571)	(500)	1,071	0	0	0	0
Estate Maintenance Reserve	(48)	0	48	0	0	0	0
Corporate Communications Local Reserve	(73)	0	73	0	0	0	0
Insurance Reserve - Legal	(361)	0	0	(361)	0	361	0
Insurance Reserve	(2,927)	(779)	688	(3,018)	(779)	2,172	(1,625)
Ill Health Reserve	(1,718)	0	80	(1,638)	0	578	(1,060)
PCC Operational Reserve	(500)	(500)	0	(1,000)	(150)	0	(1,150)
PCC Estate Strategy Reserve	(2,800)	0	0	(2,800)	(400)	0	(3,200)
Cost of Change Reserve	(1,443)	(121)	0	(1,564)	(1,087)	0	(2,651)
COVID19 Reserve	0	(1,000)	0	(1,000)	(751)	0	(1,751)
Total Earmarked Reserves	(10,441)	(2,900)	1,960	(11,381)	(3,167)	3,111	(11,437)

The following table details the usable reserves and the purpose for which are held by Surrey Police:

Reserve		Level or Target
General		
General Reserves	<p>Provides a working balance to cover day to day cash flow requirements and to cover exceptional unforeseen financial and operational risks. The target level for the reserve is reviewed as part of the annual budget setting process.</p> <p>This includes a separately identified Chief Constable Operational Reserve to provide access to funding for immediate operational policing demands without need for further approval from the PCC. Prior to 2019/20 this reserve was previously included within the earmarked reserves category.</p>	3% of Net Revenue Expenditure Budget as at 31 March each year.
Contingency and Risk		
Police Officer Ill Health Pension Reserve	<p>This reserve provides for the self-funding of police officer ill health and injury payments not covered by the pension grant funding.</p> <p>This reserve is maintained to meet the capital charge made by the Home Office for each officer that retires due to ill health. A percentage of the police officer cost as recommended by the Home Office is added to this reserve and the level will fluctuate from year to year depending on the number of police officer retirees.</p>	Assessed as part of the medium term financial planning process.
Insurance Reserve	<p>Provides for the self-funding of certain uninsurable risks, such as payments of compensation or damages, or below the excess level such as motor claims. This Reserve is funded from revenue or transfers from other reserves and is adjusted annually, following an independent actuarial review, to reflect up to date management information on inflation and risk.</p> <p>To improve consistency in funding claims, there is a need to split claims between a provision on the Balance Sheet for the cost of claims received and outstanding; and funds held in the reserve to cover claims incurred but not received or quantified. Claims that have been reported and assessed as more likely to be settled are carried as a financial provision whilst known incidents where no claim has yet been made, are covered by the insurance reserve. The revenue account makes a contribution to the reserve each year that in-year liabilities, as they arise, are charged against. The level of the reserve is reviewed annually.</p>	Assessed as part of the annual insurance actuarial review.
Investment		
Capital Receipts Reserve	This reserve holds the proceeds from the sale of assets, and can only be used for financing capital expenditure in accordance with regulations.	Receipts from the sale of assets are taken to this reserve.
Capital Grants & Contributions Unapplied Reserve	This reserve holds unused elements of grant and other external funding to be spend in the following financial year in line with the conditions of the grant or external funding.	As determined by the closure of accounts process.

Single Use		
PCC Operational Reserve	This reserve was set up to facilitate transformational change that will deliver future savings and repay investment.	Assessed as part of the medium term financial planning process.
PCC Estate Strategy Reserve	This reserve was created to manage the transition costs involved in delivering the Estate Strategy which involves rationalising some of the current estate and building a new operational headquarters.	Assessed as part of the medium term financial planning process.
PCC Cost of Change Reserve	This reserve funds projects that enhance the policing in Surrey and/or deliver savings. In practice the proposal is that any under spend from the operational budget in excess of General Reserve requirements is transferred to this reserve at the year-end subject to PCC approval.	Assessed as part of the medium term financial planning process.
Covid 19 Reserve	This reserve was set up to facilitate additional cost pressures likely to arise in 2020/21 as a result of the Coronavirus pandemic.	Recommended by the closure of accounts process.

Note 8 - Taxation and Non-Specific Grant Income

The group credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2020/21:

2019/20		2020/21
£000		£000
(130,913)	Council tax income	(135,279)
(120,559)	Non-ringfenced government grants	(124,767)
(1,345)	Capital grants and contributions	(297)
(252,817)	Total	(260,343)

Note 9 - Grant Income

The Police and Crime Commissioner credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement:

Grant Income Credited to Taxation and non-specific Grant Income and Expenditure

31-Mar-20	31-Mar-20		31-Mar-21	31-Mar-21
PCC	Group		PCC	Group
£000	£000		£000	£000
(62,630)	(62,630)	Home Office Police Grant	(67,546)	(67,546)
(29,368)	(29,368)	DCLG Revenue Support Police Grant	(31,336)	(31,336)
(6,759)	(6,759)	Council Tax Support Grant	(6,759)	(6,759)
(2,461)	(2,461)	Council Tax Freeze Grant	(2,461)	(2,461)
(1,963)	(1,963)	Police Officer Pension Grant	(1,964)	(1,964)
0	0	Covid-19 Police Enforcement Grant	(751)	(751)
(17,378)	(17,378)	Home Office Grant Payable to cost of Retirement Benefits	(13,333)	(13,333)
0	0	Loss of Income Covid-19	(617)	(617)
(1,345)	(1,345)	Capital Grants and Contributions	(297)	(297)
(121,904)	(121,904)	Total Non-Specific Grants	(125,064)	(125,064)

Grants & Contributions Credited to Services

31-Mar-20	31-Mar-20		31-Mar-21	31-Mar-21
PCC	Group		PCC	Group
£000	£000		£000	£000
0	(955)	Counter Terrorism	0	(1,041)
(1,775)	(1,775)	Victims Services Commissioning Grant - Victims	(2,328)	(2,328)
0	(210)	HO Police Uplift Programme	0	(2,174)
0	(63)	Collaboration with other Forces	0	(67)
0	0	PPE Shortfall Element	0	(656)
0	0	Covid-19 Surge Enforcement Grant	0	(388)
0	0	Safer Streets	0	(445)
0	(100)	County Lines	0	(100)
0	0	Cyber Crime	0	(109)
0	(221)	Other Grants and Contributions	0	(266)
(1,775)	(3,324)	Total Specific Grants	(2,328)	(7,574)

The Police and Crime Commissioner has received a number of grants, contributions and donations that have yet to be recognised as income as they have conditions attached to them that will require the monies or property to be returned if not spent. The balances at the year-end are as follows:

Grants, contributions and donations received by the Police and Crime Commissioner that are yet to be recognised as income because they have conditions attached to them that will require the monies to property to be returned if not spent, are noted in the accounts as Grant Receipts in Advance.

The Police and Crime Commissioner does not currently hold any Grants Receipts in Advance or donated assets with conditions.

Counter Terrorism

A Home Office grant to cover the costs of specific counter terrorist and royalty protection posts.

Victim Support Grant

A grant provided by the Ministry of Justice to provide funding for organisations and charities who are supporting victims of crime.

Home Office grant payable to the cost of retirement benefits

A Home Office grant to cover the projected shortfall on the cost of police pensions under the new pensions financing arrangements which came into effect on 1st April 2006.

Council Tax Freeze Grant

Government funding to compensate for reduced Council Tax Revenue.

Note 10 - Capital Expenditure and Capital Financing

This table shows details of expenditure on capital items as defined within the Accounting Policies, together with the resources that have been used to finance it. Capital expenditure increases the asset worth of the Group, as shown in the Balance Sheet and associated Property, Plant and Equipment (Note 11).

Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Group, this results in an increase in the Capital Financing Requirement, a measure of capital expenditure incurred historically by the Group that has yet to be financed.

Capital Expenditure and Capital Financing

31 Mar 2020		31 Mar 2021	
£000		£000	
28,245	Opening Capital Financing Requirement	26,878	
	Capital Investment:		
7,561	Property Plant and Equipment	10,674	
1,846	Intangible Assets	2,651	
9,407	Total Capital Spending	13,325	
	Sources of Finance:		
(4,266)	Capital receipts	(3,575)	
(645)	Government Grants and other contributions	(297)	
	Sums set aside from revenue:		
(4,496)	- Direct revenue contributions	(8,714)	
(1,367)	- Minimum revenue provision	(1,070)	
(10,774)	Total Sources of Finance	(13,656)	
26,878	Closing Capital Financing Requirement	26,547	

Note 11 - Property, Plant and Equipment

The balance sheet shows assets at fair value by considering their initial valuation plus additions for capital expenditure in the year, revaluation adjustments less disposals and depreciation. This value is shown for the purposes of capital accounting requirements and does not purport to represent the market values of the assets. Changes in Non-Current Assets are summarised below:

Movements to 31 March 2021	Land and Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Surplus Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment £000
Cost or Valuation at 1 April 2020	87,947	44,135	20,493	10,585	163,160
Additions	352	5,660	570	4,149	10,731
Revaluation inc/(dec) recognised in Revaluation Reserve	3,882		(184)		3,698
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	130		(2,297)		(2,167)
De-recognition – disposals	(2,050)	(15,820)			(17,870)
Reclassifications and transfer	2,840	5,595	2,420	(10,466)	389
Assets reclassified (to)/from Investment Properties	(300)		(2)		(302)
Assets reclassified (to)/from Held for Sale	0		0		0
at 31 March 2021	92,801	39,570	21,000	4,268	157,639
Accumulated Depreciation and Impairment at 1 April 2020	(355)	(33,245)	(32)	0	(33,632)
Depreciation charge	(2,485)	(4,611)	(394)		(7,490)
Depreciation written out to the Revaluation Reserve	2,387		215		2,602
Depreciation written out to Revenue			164		164
De-recognition – disposals	57	15,639			15,696
Reclassifications and transfers		7			7
at 31 March 2021	(396)	(22,210)	(47)	0	(22,653)
Net Book Value at 31 March 2021	92,405	17,360	20,953	4,268	134,986
at 31 March 2020	87,592	10,890	20,461	10,585	129,528

Total downward revaluations of property, plant and equipment recognised in cost of services within the CIES (surplus)/deficit on provision of services is £2.003m. This is made up of cost revaluation increases/(decreases) of (£2.167m) and depreciation written out to revenue of £0.164m.

Total (surplus)/deficit on revaluation of property, plant and equipment recognised in Other CIES is (£6.300m). This is made up of cost increases of £3.698m and depreciation written out to the revaluation reserve of £2.602m.

MOVEMENTS TO 31 MARCH 2020 RESTATED AS AT 31 MARCH 2021	Land and Buildings	Vehicles, Plant, Furniture & Equipment	Surplus Assets	Assets Under Construction	Total Property, Plant and Equipment
	£000	£000	£000	£000	£000
Cost or Valuation					
at 1 April 2019	79,224	42,919	27,868	5,961	155,972
Additions		2,937		4,624	7,561
Revaluation increases/(decreases) recognised in the Revaluation Reserve	4,652		1,853		6,505
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(1,438)		(1,400)		(2,838)
De-recognition – disposals		(1,721)			(1,721)
Assets reclassified (to)/from Surplus Assets	5,877		(5,877)		0
Assets reclassified (to)/from Investment Properties			(1,355)		(1,355)
Assets reclassified (to)/from Held for Sale	(368)		(596)		(964)
at 31 March 2020	87,947	44,135	20,493	10,585	163,160
Accumulated Depreciation and Impairment					
at 1 April 2019	(773)	(30,665)	(117)	0	(31,555)
Depreciation charge	(2,307)	(4,129)	(903)		(7,339)
Depreciation written out to the Revaluation Reserve	2,737		217		2,954
Depreciation written out to Revenue			757		757
De-recognition – disposals		1,549			1,549
Rounding on transfer to Assets Held For Sale	1		1		2
Eliminated on transfer to Surplus Assets	(13)		13		0
at 31 March 2020	(355)	(33,245)	(32)	0	(33,632)
Net Book Value					
at 31 March 2020	87,592	10,890	20,461	10,585	129,528
at 31 March 2019	78,451	12,254	27,751	5,961	124,417

2020/21 Disposals

During the 2020/21 year an extensive data cleansing exercise took place to review the Fixed Asset Register with stakeholders and users across the business including detailed discussions with teams in estates, ICT and transport departments. This resulted in disposal of a large quantity of fully depreciated items not required on the Fixed Asset Register anymore as they are no longer in use or could no longer be located. Many of these disposals related to obsolete IT equipment replaced during the agile working initiative implementation.

Although disposal of the fully depreciated assets has no impact on the Balance Sheet or the total value of Property, Plant and Equipment (PPE) held by the PCC Group, it did mean that a total of £13.850m had to be written out of both the cost and accumulated depreciation figures within the PPE Note to the accounts to reflect the £Nil net book value disposal. At first glance this looks as though an unusually high level of disposals took place during the year, but the total impact of net disposals was only £2.174m which is in line with normal expectations.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated life of the asset. Although it is calculated on the estimated life of the specific individual asset concerned, the approximate average depreciation periods are as follows:

Buildings	25-60 years (as assessed by the valuer)
Plant, Furniture & Equipment	5 years (or as assessed by the business)
Vehicles	5 years (or as assessed by the Transport Manager)

Effects of Changes in Estimates

Assets are depreciated over useful lives that are dependent on assumptions about the level of repair and maintenance that will be incurred in relation to individual assets. If the useful life of an asset is reduced, depreciation increases and the carrying amount of the asset falls. It is estimated that the annual depreciation charge would increase by £1.8m for every year that the useful lives had to be reduced.

Land and Buildings

The entire Surrey Police estate was revalued for 2020/21 Statement of Accounts on 31 March 2021. Surrey Police carries out a rolling programme that ensures that all property, plant and equipment required to be measured at current value is revalued at least every five years.

The valuations were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institute of Chartered Surveyors (RICS) Valuations - Professional Standards 2014 (Revised 2015) & RICS Valuation – Global Standards 2017 ('The Standards'), International Financial Reporting Standards (IFRS) and Chartered Institute of Public Finance and Accounting Code of Practice on Local Authority Accounting ('The CIPFA Code'). The valuation was prepared by Guy Emmerson MRICS partner in Bruton Knowles who are an external organisation and have no ties to Surrey Police.

The significant assumptions applied in estimating the current values of property are:

- Operational purpose-built Police Buildings with integral active Custody to be valued to Depreciated Replacement Cost and Market Value – This reflects the specialised nature of these assets and that they are not traded in the open market – and that we need to identify any significant variation from DRC to MV.
- Operational purpose-built Police Buildings with non-integral active Custody to be valued to Depreciated Replacement Cost for Custody elements and Existing Use Value for non-Custody elements. – The DRC element reflects the specialised nature of these Custody assets and that they are not traded in the open market. The EUV elements reflects the continuing operational use of the assets but that they are no longer so specialised that they could not be traded in the open market.
- Operational purpose-built Police Buildings with closed Custody to be valued to Existing Use Value – This reflects the continuing operational use of the assets but that they are no longer so specialised that they could not be traded in the open market.
- Operational non-purpose-built Police Buildings to be valued to Existing Use Value - This reflects the continuing operational use of the assets but that they are not so specialised that they could not be traded in the open market.
- Residential Police Buildings to be valued to Existing Use Value - This reflects the continuing operational use of the assets but that they are not so specialised that they could not be traded in the open market.
- Surplus buildings to be valued to Market Value - This reflects that the assets could be traded in the open market.

Assets under Construction (AUC)

When an asset is initially purchased it is coded to a Capital Project and classed as AUC until complete. For example when a new car is purchased it has to have livery added and any additional equipment installed. Once that is done and the car is operational the asset is transferred from AUC to the Vehicles category. The same principle is true for other classes of PPE including IT projects and Equipment.

AUC for the 2020/21 year of £4.3m, comprised of £2.3m Vehicles, £1.0m Land & Buildings and £1.0m ICT.

Physical Assets Held

Physical assets excluding furniture and equipment owned by the PCC as at 31 March 2021 comprised:

	2019/20	2020/21
	No	No
Operational Buildings*	16	15
Police Houses	40	40
Police Vehicles	859	849
Total	915	904

*Operational Buildings comprise police stations and officers, including custody

Note 12 - Intangible Assets

The Police and Crime Commissioner classifies computer software and systems development as intangible assets, to the extent that the software is not an integral part of a particular IT system or accounted for as part of the hardware of the asset which is classified under Property, Plant and Equipment.

Intangible assets expenditure during the year include purchased computer software and systems development, the PCC for Surrey does not currently have any internally generated assets capitalised. All intangible assets are given a finite useful life and amortised on a straight-line basis over the economic life of the investment to reflect the pattern of consumption of benefits.

The useful lives are assessed on an individual basis and are generally for 3 years (or as assessed by the business).

Amortisation of £1.0m (2019/20 £1.8m) was charged to the Net Expenditure of Services within the Comprehensive Income and Expenditure Statement in 2020/21.

The movement on Intangible Asset balances during the year is illustrated in the following table.

31 March 2020			31 March 2021		
Other Assets	Intangible Assets Under Development	Total	Other Assets	Intangible Assets Under Development	Total
£000	£000	£000	£000	£000	£000
4,303	1,928	6,231	4,919	3,158	8,077
(2,687)	0	(2,687)	(4,463)	0	(4,463)
1,616	1,928	3,544	456	3,158	3,614
Net carrying amount at start of year			Net carrying amount at start of year		
Additions:			Additions:		
0	1,846	1,846	0	2,594	2,594
0	0	0	(1,924)		(1,924)
616	(616)	0	5,265	(5,654)	(389)
0	0	0	(959)	0	(959)
(1,776)	0	(1,776)	(987)	0	(987)
0	0	0	1,924	0	1,924
0	0	0	(6)	0	(6)
456	3,158	3,614	3,769	98	3,867
Net carrying amount at end of year			Net carrying amount at end of year		
Comprising:			Comprising:		
4,919	3,158	8,077	8,260	98	8,358
(4,463)	0	(4,463)	(3,532)	0	(3,532)
0	0	0	(959)	0	(959)
456	3,158	3,614	3,769	98	3,867
Total			Total		

Note 13 - Debtors

31 March 2020		Category of Debtor	31 March 2021	
PCC £000	Group £000		PCC £000	Group £000
751	751	Trade Receivables	545	545
7,213	7,213	Prepayments	5,500	5,500
13,356	16,466	Other Receivable Amounts	16,269	16,379
21,320	24,430	TOTAL DEBTORS	22,314	22,424

The following tables provide further detail on items included within the debtor categories above.

Analysis of Other Receivable Amounts:

31 March 2020			31 March 2021	
PCC £000	Group £000		PCC £000	Group £000
889	889	Collaboration	3,916	3,916
2,553	2,553	Council Tax Debtors	2,311	2,311
877	877	Other	827	827
-	110	Restructuring Provision	-	110
428	428	Partnership Monies	529	529
5,293	8,293	Payroll/Pension	3,342	3,342
780	780	Secondments	37	37
2,536	2,536	VAT	2,017	2,017
-	-	Property Sale	2,500	2,500
-	-	Home Office Grants	790	790
13,356	16,466	Total Other Receivable Amounts	16,269	16,379

Analysis of Prepayments:

31 March 2020			31 March 2021	
PCC £000	Group £000		PCC £000	Group £000
2,081	2,081	Estates	94	94
937	937	Insurance/Legal/Property	730	730
732	732	Other	249	249
3,463	3,463	Payroll/Pension	3,535	3,535
-	-	IT Costs-Leases	892	892
7,213	7,213	Total Prepayments	5,500	5,500

Note 14 - Cash and Cash Equivalents

The balance of Cash and Cash Equivalents is made up of the following elements:

31 Mar 2020		31 Mar 2021
£000		£000
(5,023)	Cash and Bank balances	1,038
17,431	Short Term Investments	11,642
12,408	Total Cash and Cash Equivalents	12,680

The Group's treasury management function is carried out in conjunction with Surrey County Council. Daily transfers of cash are made between the PCC and Surrey County Council in the form of loans.

Note 15 - Assets Held for Sale

During the year, 2 properties (2 police houses) were sold within the asset held for sale and one plot of land was reclassified as investment property as the land was decided to be retained as an investment property. The following chart summarises the transactions that took place in 2020/21 and the chart shows the closing balance as of 31 March 2021:

31-Mar-20		31-Mar-21
£000		£000
0	Balance outstanding at start of year	964
	Assets newly classified as held for sale:	
964	Property, plant and equipment	0
0	Net gains/losses from fair value adjustments	(2)
0	Asset sold	(822)
0	Transfer	(140)
964	Balance outstanding at start of year	0

Note 16 – Investment Properties

Surrey Police sold 1 property (1 plot of land - Land at Regional Control Centre, Fosterdown Godstone) from its investment property portfolio.

These properties are held for the purpose of capital appreciation. Therefore they fall under the definition of investment properties as per the CIPFA code of Practice whereby they are used solely to earn rentals or for capital appreciation or both.

The following table summarises the movements within the investment properties as of 31 March 2021.

Current		Current	
31 March 2020		31 March 2021	
£000		£000	
0	Balance outstanding at start of year	1,355	
	Asset newly classified as Investment properties:		
1,355	Property, plant and equipment	300	
0	Surplus assets	2	
0	Asset Held for Sale	140	
0	Net gains/losses from fair value adjustments	(44)	
0	Asset sold	(550)	
0	Transfer	0	
1,355	Balance outstanding at year end	1,203	

Note 17 - Creditors

31 March 2020		Category of Creditor	31 March 2021	
PCC £000	Group £000		PCC £000	Group £000
(136)	(136)	Trade Payables	(413)	(413)
(25,307)	(26,360)	Other Payables	(25,180)	(27,131)
(25,443)	(26,496)	TOTAL CREDITORS	(25,593)	(27,544)

The following table provide further detail on items included within the "Other Payables" creditor category above:

31 March 2020		Other Payables	31 March 2021	
PCC £000	Group £000		PCC £000	Group £000
(1,785)	(1,785)	Capital	(546)	(546)
(2,841)	(2,841)	Collaboration	(1,632)	(1,632)
(2,083)	(2,083)	Council Tax Debtors	(4,387)	(4,387)
(694)	(694)	Estates	(443)	(443)
(1,903)	(1,903)	Forfeiture Monies	(1,926)	(1,926)
(88)	(88)	Insurance/Legal/Property	(263)	(263)
(4,402)	(4,402)	Other	(3,308)	(3,308)
(3,895)	(3,895)	Partnership Monies	(5,468)	(5,468)
0	(1,052)	Holiday Pay	0	(1,951)
(3,661)	(3,661)	Payroll/Pension	(2,794)	(2,794)
(3,955)	(3,955)	Tax	(4,413)	(4,413)
(25,307)	(26,359)	Total Other Payables	(25,180)	(27,131)

Note 18 - Provisions

Provisions held at 31 March 2021 are as follows:

Current Provisions

2020/21	Restructuring Provision	Insurance Provision	Total
	£000	£000	£000
Opening Balance	(110)	(998)	(1,108)
Increase in provision during year	0	(1,932)	(1,932)
Closing Balance	(110)	(2,930)	(3,040)

2019/20	Restructuring Provision	Insurance Provision	Total
	£000	£000	£000
Opening Balance	(109)	(720)	(829)
Increase in provision during year	0	(278)	(278)
Rounding	(1)	0	(1)
Closing Balance	(110)	(998)	(1,108)

Restructuring Provision

The restructuring provision has been created for restructuring costs in accordance with Strategic Change Programmes that had formal plans or supporting business cases as at the 31 March 2021. These change programmes are either in the process of being implemented or will be implemented during 2021/22. This provision is held in the Chief Constable's balance sheet and is shown here as part of the Group position.

Insurance Provision

The insurance provision is to cover the anticipated costs of reported claims in line with Group estimates and the actuarial report produced by Gallagher (Arthur J. Gallagher Insurance Brokers Ltd). This provision is held in the PCC's balance sheet and is shown here as part of the Group position.

Note 19 - Usable Reserves

Movements in the Group's usable reserves are detailed in the Movements in Reserves Statement. The balances are as follows:

31 March 2020 £000	Usable Reserves	31 March 2021 £000
(8,120)	General Fund Balance	(8,327)
(11,381)	Earmarked General Fund Balance	(11,437)
(197)	Capital Receipts Reserve	0
(2,946)	Capital Grants Unapplied	(1,863)
(22,644)	Total Usable Reserves	(21,627)

31 March 2020 £000	Capital Receipts Reserve	31 March 2021 £000
(3,996)	Balance 1 April	(197)
(467)	Capital Receipts in year	(3,378)
4,266	Capital Receipts used for financing	3,575
(197)	Balance 31 March	0

This reserve comprises net proceeds arising from the sale of capital assets e.g. houses & vehicles. The use of these receipts is limited by regulation (Part 1 of the Local Government Act 2003 and the Local Authorities Regulations 2003, Capital Finance and Accounting, England). The receipts can only be used to finance capital expenditure or the repayment of debt.

31 March 2020 £000	Capital Grants Unapplied	31 March 2021 £000
(1,317)	Balance 1 April	(2,946)
(645)	Capital grants recognised in year	(297)
645	Capital grants and contributions applied	297
(1,629)	Other movements	1,083
(2,946)	Balance 31 March	(1,863)

The Capital Grants Unapplied balance represents capital grants or contributions that have been recognised as income in the Comprehensive Income and Expenditure Statement, but the expenditure to be financed from those grants or contributions has not been incurred.

Note 20 - Unusable Reserves

31 March 2020		Unusable Reserves	31 March 2021	
PCC £000	Group £000		PCC £000	Group £000
(45,005)	(45,005)	Revaluation Reserve	(47,921)	(47,921)
(64,164)	(64,164)	Capital Adjustment Account	(66,174)	(66,174)
1,403	2,027,958	Pension Reserve	2,461	2,176,507
(410)	(410)	Collection Fund Adjustment Account	2,076	2,076
0	1,053	Accumulated Absences Account	0	1,951
(108,176)	1,919,432	TOTAL UNUSABLE RESERVES	(109,558)	2,066,439

Revaluation Reserve

31 March 2020		31 March 2021
£000		£000
(36,881)	Balance 1 April	(45,005)
(10,053)	Upward revaluation of assets	(8,815)
712	Downward revaluation of assets and impairment losses not charged to the Surplus or Deficit on the Provision of Services	2,515
(9,341)	Surplus or deficit on revaluation of non-current assets not charged to the Surplus or Deficit on the Provision of Services	(6,300)
1,216	Difference between fair value depreciation and historical cost depreciation	1,347
0	Accumulated gains on assets sold or scrapped	2,037
1,216	Amount written off to the Capital Adjustment Account	3,384
1	Other movements	
(45,005)	Balance 31 March	(47,921)

The Revaluation Reserve contains the gains made by the Police and Crime Commissioner arising from increases in the value of its Property, Plant and Equipment and Intangible Assets.

The Revaluation Reserve balance is reduced when assets with accumulated gains are:

- re-valued downwards or impaired and the gains are lost
- used in the provision of services and the gains are consumed through depreciation, or
- disposed of and the gains are realised.

The Revaluation Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account

This reserve records the accumulated gains on non-current assets held by the Group and equity loans to police officers to assist in the purchase of their properties.

Capital Adjustment Account

31 March 2020		31 March 2021	
£000			£000
(63,700)	Balance 1 April		(64,164)
7,339	Charges for depreciation and impairment of non-current assets		7,493
2,081	Revaluation losses on non-current assets		2,003
1,776	Amortisation of intangible assets		987
0	Impairment of intangible assets		959
164	Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement		3,542
11,360	Reversal of Items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement		14,984
(1,216)	Adjusting Amounts written out of the Revaluation Reserve		(3,384)
10,144	Net written out amount of the cost of non-current assets consumed in the year		11,600
(4,266)	Use of Capital Receipts Reserve to finance new capital expenditure		(3,575)
(645)	Capital Grants and Contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital financing		(297)
(1,366)	Statutory provision for financing of capital investment charged against the General Fund		(1,070)
(4,496)	Capital expenditure charged against the General Fund and HRA balances		(8,714)
(10,773)	Capital financing applied in year:		(13,656)
0	Movements in the market value of investment properties debited or credited to the Comprehensive Income and Expenditure Statement		46
165	Other movements		0
(64,164)	Balance 31 March		(66,174)

The Capital Adjustment Account accumulates the write down of the historical cost of non-current assets as they are consumed by depreciation and impairments, or written off on disposal. The written down historical cost is offset by the resources that have been set aside to finance capital expenditure. The account balance will reflect the timing difference between the cost of non-current assets consumed and the capital financing set aside to pay for them.

Pension Reserve

31 March 2020			31 March 2021		
PCC	Group		PCC	Group	
£000	£000		£000	£000	
0	2,156,930	Balance 1 April	1,403	2,027,958	
1,414	0	Transfer from CC to PCC	0	0	
1,414	2,156,930	Revised Balance 1 April	1,403	2,027,958	
(152)	(191,999)	Re-measurements of the net defined benefit (liability)/asset	924	80,784	
224	113,404	Reversal of items relating to retirement benefits debited or credited to Surplus/Deficit on the Provision of Services in the CIES	247	117,180	
(83)	(50,377)	Employer's pensions contributions and direct payments to pensioners payable in the year	(113)	(49,415)	
1,403	2,027,958	Balance 31 March	2,461	2,176,507	

The pension reserve is an accounting reserve included in the Group Accounts that equals the total pension liability (Police Officers and Police Staff).

The Pensions Reserve reflects the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions [Statutory Instrument No. 2010/454]. The group accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned, to be financed as the Group make employer contributions to pension funds, or eventual payment of any pensions for which it is directly responsible.

Where the pension payments made for the year in accordance with the scheme requirements do not match the change in the Group's recognised liability for the same period, the recognised cost of pensions will not match the amount to be raised in taxation. This is represented by an appropriation to or from the pension reserve, which equals the net change in the pension liability recognised in the Group Comprehensive Income and Expenditure Statement.

The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid. Actuarial gains and losses are also recognised as movements on reserve above.

Collection Fund Adjustment Account

31 March 2020		31 March 2021
£000		£000
(321)	Balance 1 April	(410)
(89)	Amount by which council tax and non-domestic rates income credited to the CIES differs from council tax income calculated for the year in accordance with statutory requirements	2,486
(410)	Balance 31 March	2,076

The Collection Fund Adjustment Account reflects the differences arising from the recognition of council tax income in the Comprehensive Income and Expenditure Statement for the PCC and Group as it falls due for council tax payers, compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

Accumulated Absences Account

31 March 2020		31 March 2021
£000		£000
908	Balance 1 April	1,053
(908)	Settlement or cancellation of accrual made at the end of the preceding year	(1,053)
1,053	Amounts accrued at the end of the current year	1,951
145	Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in year in accordance with statutory requirements	898
1,053	Balance 31 March	1,951

The Accumulated Absences Account reflects the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account. The above figures are for the Group and come from the Chief Constable accounts as the PCC had no balances for accumulated absences at the end of the 2020/21 year.

Note 21 - Collaborations

The Police and Crime Commissioner and the Chief Constable for Surrey continues to develop joint working arrangements with other agencies principally with other south east region Police and Crime Commissioners and in particular the Sussex Police and Crime Commissioner and Chief Constable.

The Police and Crime Commissioners and Chief Constables of Surrey and Sussex Police have entered into a legal arrangement (section 22A agreement) to provide a number of services jointly with other police forces. Each of these services is managed by one of the forces and includes a mix of staff from both forces. The net cost of each service agreed to be provided jointly under the Section 22A agreement, which cannot be directly attributable to each force, are shared on a formula basis of Surrey 45%; Sussex 55%.

In 2020/21 the services provided jointly, included the Operations and Specialist Crime departments along with a number of support functions and projects. The Police and Crime Commissioners and Chief Constables for Sussex, Surrey and Thames Valley Police delivery of a joint project to procure and implement a new Enterprise Resource Planning system (ERP) was brought to a close during the 2020/21 financial year.

Each Force accounts for their share of total income and expenditure and assets in the Comprehensive Income and Expenditure Statement and Balance Sheet respectively. The table below illustrates the Surrey share of the collaborated service costs.

Surrey Share 2019/20 £m	Collaboration Area	Surrey Share 2020/21 £m
0.6	Change Delivery	0.7
0.4	Chief Officers	0.5
1.8	Enterprise Resource Planning (ERP) Project	2.1
1.0	Finance	1.0
0.2	Estates Projects	0.2
0.1	Insurance	0.1
4.9	IT	7.5
1.3	IT Projects	2.4
0.2	Procurement	0.3
0.9	Transport	1.3
16.1	Operations Department	18.9
0.1	Operations Projects	0.4
0.1	Health & Safety	0
17.6	Specialist Crime Department	18.6
3.3	People Services	3.6
0.7	Digital Enablement	0.9
0.4	Vetting	0.3
0	Corporate Development	0.3
49.7	Total	59.1

Note 22 - Leases

The Group as a Lessee

As at the 31 March 2021 the Group had the following future obligations in respect of operating leases:

Vehicles, Plant, Furniture and Equipment

The Group entered into a new operating leases for this category during 2021/22. Payments due in 2021/22 total £0.45m (2020/21 £0.1m).

Land and Buildings

The Group terminated one lease and renewed 3 leases for this category in 2020/21. For these and existing arrangements held under operating leases during 2020/21 rental payments were £1.13m (2019/20 £1.03m).

Commitments Under Operating Leases

The Group was committed at 31 March 2021 to making payments for premises of £1.09m under 13 operating leases in 2021/22, £4.04m payment commitment for 8 operating leases that will take place in the period from 2022/23 to 2025/26, and £5.7m payment commitment for 7 operating leases that will be taking place from 2026/27 to 2038/39, therefore the Group has future commitments of £10.8m for leasing premises for policing purposes:

Authority as Lessee - Operating Leases

The future minimum lease payments due under non-cancellable operating leases in future years are set out below:

31 March 2020 £000		31 March 2021 £000	
1,211	Not later than one year	1,544	
4,436	Later than one year and not later than five years	5,146	
6,625	Later than five years	5,793	
12,272	Total	12,483	

The Group as a Lessor

The Group leases sites under operating lease arrangements to other public organisations and/or partnerships such as Surrey County Council and Highways England. In addition to that the Group received rental income of £230k in 2020/21 from the Leatherhead site. This rental income will reduce as the Group builds the new headquarter offices on that site.

The group is expecting a rental income from his sites of £62k in 2021/22, £29K in 2022/23 and £63k within the period from 2022/23 to 2034/35.

Authority as Lessor - Operating Leases

31/03/2020 £000			31/03/2021 £000
355	Not later than one year		62
155	Later than one year and not later than five years		29
-	Later than five years		63
510	Total		154

The minimum lease payments receivable do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. There were no contingent rents receivable by the Group 2020/21 (2019/20 £Nil).

Note 23 - Service Concession Arrangements

The Group has no assets recognised under a PFI arrangement and therefore has no outstanding contractual commitment with external organisations.

Note 24 - Joint Audit Committee

Under the governance arrangements for policing, the Chief Constable and the PCC have a Joint Audit Committee to provide independent and effective assurance about the adequacy of financial management and reporting. The Committee help to raise the profile of internal control, risk management and financial reporting issues within Surrey Police and provide a forum for discussion with internal and external auditors.

Members' Allowances for the Joint Audit Committee are:

Members' Allowances £1,798.53 per annum

Chair Allowance £2,500.00 per annum

Note 25 - Officers' Remuneration

The Accounts and Audit Regulations 2015 requires the disclosure of remuneration details for police officers and police staff whose gross remuneration exceeded £50,000. In addition, remuneration details for senior employees, those earning a salary of over £150,000 and those in command of the Police and Crime Commissioner for Surrey organisations are also required to be disclosed.

Remuneration is defined, by the regulations, as all sums subject to income tax, including expenses, but excluding employer pension contributions. This includes payments of accrued overtime, as well as annual increments, allowances, bonuses and pay awards.

There are a small number of employees included that are seconded to other agencies. These costs are fully recovered.

The table below shows the numbers of police officers and police staff with remuneration in excess of £50,000. This table excludes the senior employee positions which are shown separately further in this note.

No. Employees 31 March 2020	Gross Remuneration £	No. Employees 31 March 2021
269	50,000 to 54,999	319
130	55,000 to 59,999	173
79	60,000 to 64,999	118
22	65,000 to 69,999	20
15	70,000 to 74,999	19
7	75,000 to 79,999	11
7	80,000 to 84,999	8
4	85,000 to 89,999	7
5	90,000 to 94,999	7
4	95,000 to 99,999	4
1	100,000 to 104,999	0
1	105,000 to 109,999	0
0	110,000 to 114,999	1
1	115,000 to 119,999	1
2	120,000 to 124,999	1
0	125,000 to 129,999	1
1	130,000 to 134,999	1
1	150,000 to 154,999	0
0	155,000 to 159,999	1
549	Total	692

Remuneration paid to senior employees during 2020/21:

Position	Position Start Date	Position End Date	Salary, Fees & Allowances	Employers Pension Contribution	Benefit in kind	Annual Leave not yet taken	Total Remuneration
			£	£	£	£	£
Police Officers							
Chief Constable (G Stevens)	20/01/2019	07/06/2020	156,548	47,035		5,879	209,462
Deputy Chief Constable	23/09/2019		134,977	38,804		4,851	178,632
Assistant Chief Constable	07/10/2019		118,401	33,424		4,311	156,136
Temporary Assistant Chief Constable	16/12/2019		121,729	33,021		3,880	158,630
Temporary Assistant Chief Constable	20/01/2019		21,263	5,066			26,329
Chief Superintendent	09/06/2014		95,635	28,153		3,519	127,307
Chief Superintendent	02/01/2018		97,740	23,413			121,153
Temporary Chief Superintendent	14/10/2019		92,545	26,597			119,142
Temporary Chief Superintendent	16/12/2019		90,257	26,594			116,851
Police Staff							
Head of Corporate Communications	16/07/2018	26/02/2021	75,838	11,738		2,673	90,249
Chief Information Officer	03/12/2018		128,384	19,043		-	147,427
TOTAL CHIEF CONSTABLE			1,133,317	292,888	-	25,113	1,451,318
Officers of the PCC							
PCC	12/05/2016		73,074	11,781			84,855
PCC Chief Executive Officer	27/09/2010		73,536	13,625			87,161
PCC Chief Finance Officer	01/04/2020		81,037	13,293			94,330
TOTAL PCC			227,647	38,699	0	0	266,346
TOTAL GROUP			1,360,964	331,587	-	25,113	1,717,664

Remuneration paid to senior employees during 2019/20:

Position	Position Start Date	Position End Date	Salary, Fees & Allowances	Employers Pension Contribution	P11D Benefit	Comp for Loss of Office'	Accrued Annual Leave not yet taken	Total Remuneration
			£	£	£	£		£
Chief Constable-G Stevens	20/01/2019		152,710	22,556	4,171		2,868	182,305
Temporary Deputy Chief Constable	20/01/2019	23/09/2019	64,421	17,991			2,366	84,778
Deputy Chief Constable	23/09/2019		64,102	19,973	1,689			85,764
Assistant Chief Constable	07/05/2017	22/09/2019	54,420	16,661	627		1,976	73,684
Temporary Assistant Chief Constable	07/10/2019		50,723	9,160	625			60,508
Chief Superintendent	18/10/2017	06/10/2019	46,106	13,820	625			60,551
Temporary Assistant Chief Constable	16/12/2019		64,084	18,398				82,482
Chief Superintendent	01/12/2018	15/12/2019	31,949	9,339				41,288
Chief Superintendent	07/01/2013	27/05/2020	13,750	4,148	64			17,962
Temporary Assistant Chief Constable	20/01/2019		100,951	27,230	1,233		1,717	131,131
Chief Information Office	03/12/2018		132,533	16,646			1,717	150,896
Head of Corporate Communications	16/07/2018		73,774	9,821			200	83,795
Chief Superintendent	01/04/2017	29/07/2019	28,129	7,225				35,354
Chief Superintendent	09/06/2014		91,494	27,466	2,013			120,973
Chief Superintendent	02/01/2018		92,482	27,054			310	119,846
Temporary Chief Superintendent	14/10/2019		40,871	11,561				52,432
Temporary Chief Superintendent	16/12/2019		25,285	7,612	792		1,627	35,316
Assistant Chief Officer	27/08/2013	31/12/2019	113,348	12,949		93,538		219,835
Head of Finance & Services	01/09/2010		99,048	12,248			1,296	112,592
PCC	12/05/2016		78,288	10,353			1,304	89,945
PCC Temporary Chief Executive	01/04/2019	31/03/2020	90,404	12,255				102,659
PCC Chief Executive	27/09/2010		34,499	11,820			1,800	48,119
PCC Treasurer	09/05/2005	31/03/2020	66,208	17,135			643	83,986
GROUP TOTAL			1,609,579	343,421	11,839	93,538	17,824	2,076,201

The permanent Chief Executive of the PCC was on maternity leave for most of this Financial Year

In line with Trade Union (Facility Time Publication Requirements) Regulations 2017 (SI 2017/328) the Chief Constable has an obligation to report annually on paid time off provided to trade union representatives for trade union duties and activities. The

following details relate to 2020/21. There were 11 employees who were union officials during the period (6.5 full time equivalents) The total cost of this facility time was £93,837 which represents 0.11% of the total pay bill.

Exit Packages

The 2020/21 Code requires disclosure of the number and cost of exit packages agreed, including:

- Number of packages agreed (in bands of £29k up to £100k and £50k thereafter)
- Analysis between compulsory redundancies and “other” agreed departures
- Total cost for each band

Exit Packages

Exit package cost band (including special payments)	Total number of exit packages by cost band		Total cost of exit packages in each band (£)	
	2019/20	2020/21	2019/20	2020/21
£0-£20,000	7	2	75,741	21,063
£20,001 - £40,000	1	1	30,770	21,155
£40,001 - £60,000	1	0	50,000	0
£150000- £200000	2	0	345,656	0
Total	11	3	502,167	42,218

For the numbers and total amounts of exit packages paid to employees of the Group shown in the table above, all payments were voluntary redundancies.

There were no exit packages paid to employees of the PCC.

Note 26 - Defined Benefit Pension Scheme

As part of the terms and conditions of employment of its officers and other employees, the Group offers retirement benefits. Although these benefits will not actually be payable until employees retire, the Group has a commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement. These commitments are included in the Chief Constable's Accounts and consolidated into the Group Accounts.

The Group participates in separate pension schemes for police staff and police officers:

- **The Local Government Pension Scheme (LGPS) for police staff employees**, administered locally by Surrey County Council – this is a funded defined benefit scheme, meaning that the Group and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets. Up to 31 March 2014 the scheme was based on final salary but from 1 April 2014 the scheme has been based on career average.
- **The Police Pension Scheme for police officers** – this is an unfunded defined benefit final salary scheme, the funding arrangements of which are contained in the Police Pension Fund Regulations 2007 (SI 2007/1932). The Group and employees pay contributions into the fund during the year, but there is no investment assets built up to meet the pension liabilities and payments as they fall due. The regulations require that if the pension fund does not have enough funds to meet the cost of pensions in any year, the amount required to meet the deficit must be transferred from the Group to the pension fund. Subject to Parliamentary scrutiny and approval, up to 100% of this amount is then recouped by the Group in the form of a top-up grant paid by Central Government. Conversely, if the police pension fund is in surplus for the year, the surplus is required to be transferred from the pension fund to the Group, which in turn is required to pay the amount to central Government.

The costs of retirement benefits are recognised in the Net Cost of Services when they are earned by employees, rather than when the benefits are eventually paid as pensions. In accordance with IAS 19 requirements, the amount includes current and past service costs, curtailments and settlements, together with the gains/losses on the police injury pension. The current service cost and valuation of the Schemes as at 31 March 2019 have been produced by actuaries. The following transactions reflect the total charges in the Chief Constable's Comprehensive Income and Expenditure Statement. Although these benefits will not actually be payable until employees retire, the Group has a commitment to make the payments for those benefits and to disclose them at the time the employee earns them.

McCloud / Sargeant judgement

The Chief Constable of Surrey, along with the other Chief Constables and the Home Office, currently has a number of claims lodged against them with the Central London Employment Tribunal. The claims are in respect of alleged unlawful discrimination arising from the Transitional Provisions in the Police Pension Regulations 2015.

The McCloud and Sargeant judgements concerned the introduction of career average revalued earnings (CARE) pension schemes to replace the former final salary based pension schemes as part of the Hutton recommendation to reform public service pension schemes. Under the changes introduced to each scheme, members were required to transfer to the new schemes from the transition date of the new schemes, this was 1 April 2014 for the police staff scheme (LGPS) and 1 April 2015 for the Police pension scheme.

There was protection provided for older members under each scheme known as 'transitional protection'. The McCloud and Sargeant judgements have upheld the claimants' cases that the method of implementation of the new schemes discriminated against younger members. The government was refused leave to appeal the McCloud and Sargeant Judgements on 27 June 2019. This means various parties return to the respective employment tribunals to formulate a remedy which will resolve the age discrimination of the pension changes.

In respect of the Police pension schemes, a case management was held in October 2019 resulted in an Order including an interim declaration that claimants are entitled to be treated as if they had been given full transitional protection and had remained in their existing scheme after 1 April 2015. The Government later issued a Ministerial Statement on 25 March 2020 that non-claimants would also be treated in the same way. On 16 July 2020, HM Treasury issued a consultation on transitional arrangements for public sector pensions to eliminate discrimination identified via McCloud/Sargeant cases. This meant that members of the pension scheme on or before 31 March 2012 and on or after 1 April to be eligible for the remedy.

On 4 February 2021, HM Treasury issued a response to the consultation confirming remedy arrangement requirements that were set out in the consultation with members being given a choice as to whether they retain benefits from their legacy pension scheme, or their new scheme, during the remedy period of 2015 to 2022 so as not to disadvantage any of those members. This choice will be deferred for members until retirement which creates further uncertainty of impact for employers. The legacy pension schemes will then be removed from April 2022 and replaced by the new pension schemes originally introduced in 2015 as it was only the transitional arrangements that were found to be discriminatory, not the actual new pension schemes.

IAS 19 pension actuarial reports include these impacts and provide for them within the 2020/21 accounts of the PCC Group for both police and staff pension schemes.

General Fund Transactions

2019/20				2020/21				
PCC LGPS £000	CC LGPS £000	Police Officers £000	Total £000		PCC LGPS £000	CC LGPS £000	Police Officers £000	Total £000
Comprehensive Income and Expenditure Statement								
Cost of Services								
207	20,410	54,660	75,277	Service cost comprising:				
(18)	(1,054)	(13,950)	(15,022)	Current service cost	213	17,786	53,250	71,249
				Past service cost	0	0	0	0
				Financing and Investment Income				
				and expenditure:				
35	4,154	48,960	53,149	Net interest expense	34	3,077	42,820	45,931
224	23,510	89,670	113,404	Total charged to Surplus and Deficit on Provision of Services	247	20,863	96,070	117,180
Other post-employment benefits charged to the Comprehensive Income and Expenditure Statement								
£000	£000	£000	£000		£000	£000	£000	£000
				Re-measurement of the net defined benefit liability comprising:				
387	41,563	0	41,950	Return on plan assets (excluding the amount included in the net interest expense)	(688)	(72,255)	0	(72,943)
(20)	(26,633)	(33,160)	(59,813)	Actuarial gains and losses - experience	(32)	(4,322)	(219,050)	(223,404)
(519)	(54,522)	(61,100)	(116,141)	Actuarial gains and losses -arising on changes in demographic assumptions	73	7,087	0	7,160
0	(11,095)	(46,900)	(57,995)	Actuarial gains and losses -arising on changes in financial assumptions	1,571	146,210	222,190	369,971
(152)	(50,687)	(141,160)	(191,999)	Total charged to Other CIES	924	76,720	3,140	80,784
72	(27,177)	(51,490)	(78,595)	Total charged to the CIES	1,171	97,583	99,210	197,964

2019/20					2020/21			
PCC LGPS	CC LGPS	Police Officers	Total		PCC LGPS	CC LGPS	Police Officers	Total
Movement in Reserves Statement								
£000	£000	£000	£000		£000	£000	£000	£000
(224)	(23,510)	(89,670)	(113,404)	Reversal of net charges made to the Surplus or Deficit on the Provision of Services	(247)	(20,863)	(96,070)	(117,180)
				Actual amount charged against the general fund balance for pensions in the year:				
83	9,724	40,570	50,377	Employers' contributions payable to scheme	113	10,942	38,360	49,415
(141)	(13,786)	(49,100)	(63,027)	Total movements between accounting and funding basis	(134)	(9,921)	(57,710)	(67,765)

2019/20				Pensions Assets and Liabilities Recognised in the Balance Sheet	2020/21			
PCC LGPS	CC LGPS	Police Officers	Total		PCC LGPS	CC LGPS	Police Officers	Total
£000	£000	£000	£000		£000	£000	£000	£000
(3,972)	(403,072)	(1,896,060)	(2,303,104)	Present value of the defined obligation	(5,903)	(575,908)	(1,956,910)	(2,538,721)
2,569	272,577	0	275,146	Fair value of plan assets	3,442	358,772	0	362,214
(1,403)	(130,495)	(1,896,060)	(2,027,958)	Net (liability) / asset arising from the defined benefit obligation	(2,461)	(217,136)	(1,956,910)	(2,176,507)

Movements in the Value of Scheme Assets								
PCC LGPS	CC LGPS	2019/20 Police Officers	Total		PCC LGPS	CC LGPS	2020/21 Police Officers	Total
£000	£000	£000	£000		£000	£000	£000	£000
0	304,175	0	304,175	Opening fair value of scheme assets	2,569	272,577	0	275,146
2,867	(2,867)	0	0	Transfer to PCC	0	0	0	0
2,867	301,308	0	304,175	Revised Opening Balance	2,569	272,577	0	275,146
69	7,312	0	7,381	Interest income	60	6,352	0	6,412
				Re-measurement gain / (loss):				
(387)	(41,563)	0	(41,950)	- The return on plan assets, excluding the amount included in the net interest expense	688	72,255	0	72,943
83	9,724	40,570	50,377	Contributions from employer	113	10,942	38,360	49,415
47	3,172	9,050	12,269	Contributions from employees into the scheme	56	3,614	9,760	13,430
0	0	460	460	Transfers in	0	0	280	280
(110)	(7,376)	(50,080)	(57,566)	Fair value of plan assets	(44)	(6,968)	(48,400)	(55,412)
2,569	272,577	0	275,146	Net (liability) / asset arising from the scheme assets	3,442	358,772	0	362,214

2019/20				Movements in the Value of Scheme Liabilities	2020/21			
PCC LGPS	CC LGPS	Police Officers	Total		PCC LGPS	CC LGPS	Police Officers	Total
£000	£000	£000	£000		£000	£000	£000	£000
0	(472,985)	(1,988,120)	(2,461,105)	Opening balance at 1 April	(3,972)	(403,072)	(1,896,060)	(2,303,104)
(4,281)	4,281	0	0	Transfer to PCC	0	0	0	0
(4,281)	(468,704)	(1,988,120)	(2,461,105)	Revised Opening Balance	(3,972)	(403,072)	(1,896,060)	(2,303,104)
(207)	(20,410)	(54,660)	(75,277)	Current service cost	(213)	(17,786)	(53,250)	(71,249)
(104)	(11,466)	(48,960)	(60,530)	Interest cost	(94)	(9,429)	(42,820)	(52,343)
(47)	(3,172)	(9,050)	(12,269)	Contributions from scheme participants	(56)	(3,614)	(9,760)	(13,430)
				Re-measurement gains and losses:				
20	26,633	33,160	59,813	- Actuarial gains / (losses) experience:	32	4,322	219,050	223,404
519	54,522	61,100	116,141	- Actuarial gains / (losses) from changes in demographic assumptions	(73)	(7,087)	0	(7,160)
0	11,095	46,900	57,995	- Actuarial gains / (losses) from changes in financial assumptions	(1,571)	(146,210)	(222,190)	(369,971)
18	1,054	13,950	15,022	Past service cost	0	0	0	0
0	0	(460)	(460)	Transfers in	0	0	(280)	(280)
110	7,376	50,080	57,566	Benefits / transfers paid	44	6,968	48,400	55,412
(3,972)	(403,072)	(1,896,060)	(2,303,104)	Net (liability) / asset arising from the scheme liabilities	(5,903)	(575,908)	(1,956,910)	(2,538,721)

LGPS – Pension Scheme – Assets comprised of:

Fair value of scheme assets

2019/20 PCC £000	2019/20 CC £000		2020/21 PCC £000	2020/21 CC £000
EQUITY SECURITIES				
73	7,778	Consumer	75	7,771
55	5,806	Manufacturing	37	3,914
20	2,110	Energy and Utilities	7	756
43	4,590	Financial Institutions	45	4,675
44	4,694	Health and Care	32	3,288
84	8,897	Information Technology	104	10,860
1	155	Other	0	0
320	34,030	Subtotal EQUITY SECURITIES	300	31,264
DEBT SECURITIES				
145	15,412	UK Government	160	16,628
145	15,412	Subtotal DEBT SECURITIES	160	16,628
PRIVATE EQUITY				
206	21,807	All	236	24,611
206	21,807	Subtotal PRIVATE EQUITY	236	24,611
REAL ESTATE				
129	13,643	UK Property	125	13,007
56	5,989	Overseas Property	61	6,337
185	19,632	Subtotal REAL ESTATE	186	19,344
INVESTMENT FUNDS & UNIT TRUSTS				
1,352	143,428	Equities	2,038	212,417
299	31,726	Bonds	434	45,247
1,651	175,154	Subtotal INVESTMENT FUNDS & UNIT TRUSTS	2,472	257,664

DERIVATIVES				
(26)	(2,740)	Foreign Exchange	10	1,095
(26)	(2,740)	Subtotal DERIVATIVES	10	1,095
CASH and CASH EQUIVALENTS				
88	9,282	All	78	8,166
88	9,282	Subtotal PRIVATE EQUITY	78	8,166
2,569	272,577	Total Assets	3,442	358,772

The significant LGPS assumptions used by the actuary have been:

2019/20	LGPS	2020/21
Actual rate of return on assets		
11.0%	Based on actual Fund returns	28.5%
Mortality assumptions – current pensioners		
22.1	Men	22.3
24.3	Women	24.7
Mortality assumptions – future pensioners		
22.9	Men	23.4
25.7	Women	26.4
Financial assumptions		
2.0%	Rate of inflation	2.9%
2.7%	Rate of increase in salaries	3.7%
1.8%	Rate of increase in pensions	2.8%
2.3%	Rate for discounting scheme liabilities	2.1%

Investment returns have been significantly greater than expected (compared to last year's accounting discount rate assumption), this results in an increase of £72.9m compared to a prior year decrease of £41.9m on the 'Return on assets excluding amounts included in net interest expense' line within the Balance Sheet movements in the Value of Scheme Assets table on page 112.

2019/20	Police Officer Pension Schemes		2020/21
Mortality assumptions			
Longevity at retirement for 65 year old current pensioners	21.9	Men	22.0
	23.6	Women	23.7
Longevity at retirement for 45 year old future pensioners at 65	23.6	Men	23.7
	25.2	Women	25.3
Other assumptions			
	2.0%	Rate of inflation	2.4%
	4.0%	Rate of increase in salaries	4.2%
	2.0%	Rate of increase in pensions	2.4%
	2.3%	Rate for discounting scheme liabilities	2.0%

Impact of assumptions on the LGPS obligation:

2019/20 Increase by 0.5%	2019/20 Increase by 0.5%	LGPS	2020/21 Increase by 0.5%	2020/21 Increase by 0.5%
PCC £000	CC £000		PCC £000	CC £000
106	4,976	Rate of increase in salaries	143	6,759
424	44,545	Rate of increase in pensions	633	65,948
(538)	(49,907)	Rate for discounting scheme liabilities	(797)	(74,176)

Impact of assumptions on the police pension fund obligation:

2019/20 Increase by 0.5%	Police Officers		2020/21 Decrease by 0.5%
£000	Assumption		£000
27,000	Rate of increase in salaries		28,000
157,000	Rate of increase in pensions		189,000
(197,000)	Rate for discounting scheme liabilities		(202,000)
Increase by 1 year	Police Officers		Decrease by 1 year
£000	Assumption		£000
54,000	Longevity		68,000

We recognise the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of post-employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement. The transactions in the preceding table have been made in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year.

The liabilities show the underlying commitments that the Group has in the long run to pay retirement benefits. The total liability of £2.177m has a substantial impact on the net worth of the Group as recorded in the Balance Sheet, resulting in a negative overall balance of £2.045m. However statutory arrangements for funding the deficit mean that the financial position of the Group remains healthy.

The deficit on the Local Government Pension Scheme will be made good by increased contributions over the remaining working life of employees, as assessed by the Scheme actuary.

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

Finance is only required to be raised to cover police pensions when the pensions are actually paid and is restricted to the level of employers' contribution payable by the Chief Constable and funded by the PCC.

Note 27 - External Audit Costs

2019/20				2020/21		
CC £000	PCC £000	Group £000		CC £000	PCC £000	Group £000
11.6	29.8	41.4	Fees payable to Ernst & Young with regard to external audit services carried out by the appointed auditor for the year	11.6	29.8	41.4
10.7*	0	10.7*	VFM Significant risks	0	0	0
22.3	29.8	52.1	Total	11.6	29.8	41.4

*The additional fee of £10,735 incurred recorded in 2019/20 related to audit work undertaken during 2018/19. This variation was agreed with Chief Officers but required approval from PSAA and was therefore not included within the 2018/19 statutory accounts.

Note 28 - Related Parties

The Police and Crime Commissioner is required to disclose material transactions with related parties - bodies or individuals that have the potential to control or influence the Police and Crime Commissioner or to be controlled or influenced by the Police and Crime Commissioner. Disclosure of these transactions allows readers to assess the extent to which the Police and Crime Commissioner might have been constrained in her ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Police and Crime Commissioner.

Officers of the Police and Crime Commissioner for Surrey and Chief Constable of Surrey

Officers of the Police and Crime Commissioner have direct control over financial and operating policies.

Details of all related party transactions are recorded in the Register of Members' Interest. Officers and Chief Officers of the Force and the Police and Crime Commissioner are required to declare whether they or any member of their immediate family,

have had any related party transactions (i.e. significant financial dealings) with the Police and Crime Commissioner for Surrey and or the Chief Constable's Force during the financial year.

The Chief Executive has written to all Officers and Chief Officers of the Force and the Police and Crime Commissioner to collect this information. Responses were received from all recipients of the letter and the following related party transactions are disclosed for the 2020/21 year in respect of the Police and Crime Commissioner and Group.

Legal services are provided to the Surrey Police Group of circa £1.1m (2019/20: £1.3m) by Weightmans LLP Solicitor in the normal course of business during the year, Ms Hannah Walsh (Solicitor to the Surrey Police from 1 April 2017) is employed by Weightmans LLP.

Central Government and Other Public Organisations

The Police and Crime Commissioner also has business relationships with the Government and a number of other public organisations such as some local authorities in Surrey.

These include the Home Office, the Department for Communities and Local Government, and Surrey County Council.

Central Government has effective control over the general operations of the Police and Crime Commissioner for Surrey as it is responsible for providing the statutory framework within which the Police and Crime Commissioner operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Police and Crime Commissioner has with other parties (e.g. Precept regimes).

Details of grants received from government departments are set out in the subjective analysis Grant Income Note 9. Details of Joint working arrangements are included in the Collaboration Arrangements Note 21.

Note 29 - Contingent Liabilities

Although the accounts include (through the establishment of provisions and creditors) known liabilities faced by the Group at 31 March 2021, they exclude potential costs where the liability is not yet established and/or the amounts are uncertain.

At 31 March 2021, the Police and Crime Commissioner and Chief Constable of Surrey Group had the following contingent liability issues:

- **Police Regulations On-call Payments**

The Chief Constable for Surrey Police, along with other Chief Constables has a contingent liability following successful claims in the court case Allard v Devon and Cornwall Police for unpaid overtime following recalls to duty.

This case arises from under-cover officers in Devon and Cornwall Police claiming under Police Regulations that they were entitled to on-call payments arising from having to take telephone calls throughout the course of their duties and outside of their normal working hours. This case was upheld against Devon and Cornwall at the High Court and the judge has selected a number of test cases to consider all of the issues arising in these claims against forces across the country.

Whilst the outcome of the legal case is not in doubt, the timings and amount of any payments due to the claimants are yet to be ascertained. Work remains ongoing by all forces to identify all claims and the quantum of each payment that is due. For these reasons no provision has been made in the 2020/21 Statement of Accounts.

- **Forensic Service Uncertainty**

The validity of evidence provided by a forensic testing company to the police service is currently under investigation and is an issue impacting on policing across England & Wales. Re-testing is still underway and it is reasonable to anticipate that some people may have been convicted of offences based on flawed data, and that conviction will have had a significant impact on their personal circumstances. As a result some kind of litigation may be forthcoming. At this point in time it is not possible to assess the number of likely claims or the financial exposure arising from them.

Note 30 - Contingent Assets

The Group has no contingent assets to disclose at 31 March 2021.

Note 31 - Financial Instruments

Non-Current Financial Assets

	Debtor		Total	
	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21
	£000	£000	£000	£000
Amortised Cost	586	586	586	586
Total financial assets	586	586	586	586
Non - financial Assets	134,498	137,053	134,498	137,053
Total non-current financial assets	135,084	137,639	135,084	137,639

Current Financial Assets

	Debtor		Cash		Total	
	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21
	£000	£000	£000	£000	£000	£000
Amortised Cost	830	633	12,408	12,680	13,238	13,313
Total financial assets	830	633	12,408	12,680	13,238	13,313
Non - financial Assets	25,536	22,887	-	-	25,536	22,887
Total current assets	26,366	23,520	12,408	12,680	38,774	36,200

Non-Current Financial Liabilities

	Borrowing		Total	
	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21
	£000	£000	£000	£000
Amortised Cost	(15,084)	(14,562)	(15,084)	(14,562)
Total financial liabilities	(15,084)	(14,562)	(15,084)	(14,562)
Non - Financial Liabilities	(2,027,958)	(2,176,507)	(2,027,958)	(2,176,507)
Total non-current liabilities	(2,043,042)	(2,191,069)	(2,043,042)	(2,191,069)

The loan from the PWLB Board was borrowed for capital purposes in line with the CIPFA Prudential Code for Capital Finance.

The year-end balance represents totals for long term finance borrowing and loans.

- For the loan from the Public Works Loan Board (PWLB), premature repayment rates from the PWLB have been applied to provide the fair value under PWLB debt redemption procedures.
- Estimated interest rates at 31 March 2021 for loans from the PWLB are based on a loan rate of 2.34% discounted at a rate of 1.04%.

- No early repayment or impairment is recognised.

The fair value of the PWLB loan is calculated at £17.0m as at 31 March 2021.

The fair values of short term trade payables and receivables, cash and cash equivalents are assumed to equal the book values. These are exempt from IFRS13.

The fair value of the PWLB loan is higher than the carrying amount because the fixed rate loan's interest rate payable is higher than the prevailing rates at the Balance Sheet date. This shows a notional future loss (based on economic conditions at 31 March 2021) arising from a commitment to pay interest to lenders above current market rates.

Short term debtors and creditors are carried at cost as this is a fair approximation of their value.

Assets and Liabilities are measured at fair value using the IFRS13 Fair Value market approach which uses prices and other relevant information (inputs) generated by market transactions involving similar assets or liabilities. The IFRS on Fair Value includes a fair value hierarchy that categorises the inputs to valuation techniques used to measure fair value into three input levels as follows:

- Level 1 Inputs – quoted prices (unadjusted) in active markets for identical assets or liabilities that the authority can access at the measurement date.
- Level 2 Inputs – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 Inputs – unobservable inputs for the asset or liability.

We have therefore categorised the valuations of the long term PWLB borrowing as a Level 1 input in the IFRS 13 fair value hierarchy.

	Current Financial Liabilities			
	Creditors		Total	
	31-Mar-20	31-Mar-21	31-Mar-20	31-Mar-21`
	£000	£000	£000	£000
Fair Value through profit & loss	0	0	0	0
Amortised Cost	(136)	(413)	(136)	(413)

Total financial assets	(136)	(413)	(136)	(413)
Non - Financial Liabilities	(27,468)	(30,171)	(27,468)	(30,171)
Total non-current financial liabilities	(27,604)	(30,584)	(27,604)	(30,584)

Note 32 - Nature and Extent of Risks Arising from Financial Instruments

The Group's activities expose it to a variety of financial risks:

- Credit Risk – the possibility that other parties might fail to pay amounts due to the Group
- Liquidity Risk – the risk that the Group might not have funds available to meet its commitment to make payments
- Market Risk/Interest Rate Risk – the possibility that financial loss might arise for the Group as a result of changes in such measures as interest rates and stock market movements.
- Market Failure Risk – the risk that financial loss might arise as a result of a failure in financial markets.

The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund services. The Chief Accountant is responsible for implementing the Group's approved Treasury Management Strategy which specifies the arrangements for specific areas such as interest rate risk, credit risk and the investment of surplus cash.

Day-to-day treasury management activity is undertaken on behalf of the Group by Surrey County Council under the terms of a service level agreement.

Credit and Counterparty Risk

A prime objective of the Group's treasury management activities is the security of the principal sums it invests. The Group maintains a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements, which includes all organisations included on Surrey County Council's counterparty lists.

The Group's only direct counterparty in relation to treasury management is Surrey County Council. All investments made by Surrey County Council are made in accordance with that Council's investment policies and prevailing legislation and regulations.

If the list of counterparties and their time or value limits need to be revised, amendments are presented to the Surrey County Council Audit & Governance Committee. It is considered that these arrangements minimise the risk in this area.

The maximum exposure to credit risk at the Balance Sheet date was as follows: trade receivables £0.6m (2019/20 £0.8m), and cash and temporary loan investments £12.6m (2019/20 £12.4m). The Group does not have any material exposure to concentrations of credit risk with any single counterparty.

Liquidity Risk

The Group aims to ensure that it has adequate but not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it to have the level of funds available to it that are necessary to achieve the objectives stated in its Policing Plan.

Day-to-day cash balances are monitored on behalf of the Group under a service level agreement by Surrey County Council, whose remit is to aggregate and invest any surpluses with its own balances, and to pay interest based on its quarterly internal borrowing rate.

The Group has had sufficient available cash balances to meet its daily requirements. In March 2019 The PCC entered into an external Loan with PWLB for £15.6m in order to purchase land for Building the Future.

All trade and other payables are due to be paid in less than one year.

Interest Rate Risk

The Group aims to protect itself against the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the Group's finances.

Since the Group investment activity is undertaken by Surrey County Council, fixed and variable rate exposure limits are set so as not to conflict with that Council's prevailing limits. In order to achieve this, both fixed and variable rate upper and lower exposure limits have been set at 100% and 0% respectively.

Surrey County Council employs a treasury consultant to advise on treasury strategy, provide economic data and interest rate forecasts. This information feeds into the Group's annual budget setting process, and allows for any adverse changes to be accommodated.

As at 31 March 2021, the Group has borrowing of £14.6m (2019/20 £15.1m) and hold £11.6m in variable rate loan investments (2019/20 £17.4m).

Note 33 - Financing and Investment Income and Expenditure

2019/20			2020/21		
PCC	Group		PCC	Group	
£000	£000		£000	£000	
293	293	Interest payable and similar charges	336	336	
35	53,149	Net interest on the net defined benefit liability (asset)	34	45,931	
(206)	(206)	Interest receivable and similar income	(9)	(9)	
122	53,236	Total	361	46,258	

Note 34 - Other Operating Expenditure

2019/20			2020/21		
PCC	Group		PCC	Group	
£000	£000		£000	£000	
0	522	Levies	392	392	
(14)	(14)	Gains/losses on the Disposal of Non-Current Assets	164	164	
0	0	Other	0	0	
(14)	508	Total Other Operating Expenditure	556	556	

Note 35 - Cash Flow from Operating Activities

The cash flows for operating activities include the following items:

31 March 2020			31 March 2021		
PCC	Group		PCC	Group	
£000	£000		£000	£000	
(206)	(206)	Interest received	(9)	(9)	
293	293	Interest paid	370	370	
87	87	Total	361	361	

The surplus or deficit on the provision of services has been adjusted for the following non-cash movements:

31 March 2020			31 March 2021		
PC	Group		PCC	Group	
£000	£000		£000	£000	
(7,339)	(7,339)	Depreciation	(7,490)	(7,490)	
(2,081)	(2,081)	Impairment and downward valuations	(3,006)	(3,006)	
(1,776)	(1,776)	Amortisation	(987)	(987)	
77	77	(Increase)/decrease in creditors	(1,048)	(1,945)	
2,876	2,876	Increase/(decrease) in debtors	(2,006)	(2,006)	
504	504	Increase/(decrease) in inventories	124	124	
(141)	(63,027)	Movement in pension liability	(134)	(67,765)	
(164)	(164)	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	(3,546)	(3,546)	
(230)	(375)	Other non-cash movements charged to the surplus or deficit on provision of services	(515)	(515)	
(8,274)	(71,305)	Total	(18,608)	(87,136)	

The surplus or deficit on the provision of services has been adjusted for the following items which are investing and financing activities:

31 March 2020			31 March 2021		
PCC	Group		PCC	Group	
£000	£000		£000	£000	
73	73	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	3,379	3,379	
1,345	1,345	Any other items for which the cash effects are investing or financing cash flows	297	297	
1,418	1,418	Total	3,676	3,676	

Note 36 - Cash Flow from Investing Activities

31 March 2020			31 March 2021		
PCC	Group		PCC	Group	
£000	£000		£000	£000	
9,408	9,408	Purchase of property, plant and equipment, investment property and intangible assets	13,325	13,325	
(73)	(73)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(3,379)	(3,379)	
(1345)	(1345)	Other receipts from investing activities	(297)	(297)	
7,990	7,990	Net cash flows from investing activities	9,649	9,649	

Note 37 - Cash Flow from Financing Activities

31 March 2020		31 March 2021	
PCC	Group	PCC	Group
£000	£000	£000	£000
89	89	0	0
Other receipts from financing activities			
89	89	0	0
Net cash flows from financing activities			

Note 38 - Reconciliation of Liabilities Arising from Financing Activities

Reconciliation of Liabilities Arising from Financing Activities

	1 April 2020	Financing cash flows	Non-cash changes	Other non-cash changes	31 March 2021
	£000	£000	Acquisition	£000	£000
Long-term borrowings	(15,084)	0	0	0	(14,563)
Total liabilities from financing activities	(15,084)	0	0	0	(14,563)

	1 April 2019	Financing cash flows	Non-cash changes	Other non-cash changes	31 March 2020
	£000	£000	Acquisition	£000	£000
Long-term borrowings	(15,635)	0	0	0	(15,084)
Total liabilities from financing activities	(15,635)	0	0	0	(15,084)

Note 39 - Accounting Policies

General Principles

The Statement of accounts summarises the organisation's transactions for the financial year and its position at the year-end of 31 March. The organisation is required to prepare an annual statement of accounts by the Accounts and Audit Regulations 2015, which require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

The financial statements have been prepared in accordance with the Code, issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and reviewed by the Financial Reporting Advisory Board (FRAB). The Code is based on approved accounting standards issued by the International Accounting Standards Board (IASB) and interpretations of the International Financial Reporting Interpretations Committee, except where these are inconsistent with specific statutory requirements. The Code also draws on approved accounting standards issued by the International Public Sector Accounting Standards Board (IPSAS) and the UK Accounting Standards Board (ASB) where these provide additional guidance.

Following the passing of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner for Surrey (PCC) and the Chief Constable of Surrey (CC) were set up as two 'corporation sole' bodies. Both bodies are required to prepare separate Statement of Accounts.

The Financial Statements (Statement of accounts) included here represent the accounts for the PCC and also those for the PCC Group. The term 'Group' is used to indicate individual transactions and policies of PCC and CC for the year ended 31 March. Under the Police Reform and Social Responsibility Act 2011 the powers and responsibilities attributed to the PCC as the holding organisation identifies the requirement to produce group accounts.

The accounting convention adopted in the statement of accounts is principally historical cost, modified by the revaluation of certain categories of non-current asset and financial instruments.

Fundamental Accounting Policies

The Statement of Accounts has been prepared in accordance with the following accounting concepts and principles:

- **Accruals** – the accrual basis of accounting establishes that the non-cash effects of transactions are reflected in the accounting period in which those effects occur, even if the resulting cash receipts and payments occur in a different period.
- **Going Concern** – the Accounts have been prepared on the assumption that the functions of the Group will continue in operational existence for the foreseeable future. This means in particular that the Comprehensive Income and Expenditure Statement and Balance Sheet assume no intention to curtail significantly the scale of operation.
- **Understandable** – to ensure that the Statements of Accounts produced can be understood by readers who have a reasonable knowledge of business and economic activities.
- **Relevance** – to ensure that the information provided about the Group’s financial position, performance and cash flow is useful for assessing stewardship of public funds and for making economic decisions.
- **Materiality** – provides a threshold or cut-off point to ensure that the information included in the Financial Statements is of such significance as to justify its inclusion. Omissions or misstatements of items are material if they could, individually or collectively, influence users decisions or assessment of the Financial Statements.
- **Reliability** – to ensure that the financial information provided accurately reflects the substance of the transactions and other events that have taken place.
- **Comparability** – the information contained in the Financial Statements has been prepared so that it can be readily compared with similar information about the same entity for different accounting periods and with similar information about other entities.
- **Primacy of Legislative Requirements** – the PCC derives powers from statute and the financial and accounting framework is closely controlled by primary and secondary legislation. Where specific legislative requirements and accounting principles conflict, the legislative requirement is applied. However, the Code deals with such conflicts by showing the position required by the Code’s accounting requirements in the Comprehensive Income and Expenditure Statement, and the effect of the legislative requirements in the Movement in Reserves Statement.

The following sections set out the Group’s principal accounting policies that have been reviewed and adopted in 2020/21.

Income & Expenditure Recognition

Revenue (Income) is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods or services provided in the normal course of business less discounts and VAT.

Revenue is recognised when goods are delivered and title has passed. The provision of services contains many accounting aspects and revenue is only recognised when all related work has been completed or when the percentage of completion of the transaction can be reliably measured and it is probable that economic benefits or service potential associated with the transaction will flow to the PCC and group. Whilst all income is received by the PCC and all expenditure is paid for by the PCC including wages of police staff and officers, the actual recognition in the respective Police and Crime Commissioner and Chief Constable Accounts is based on economic benefit.

Supplies are recorded as expenditure when they are consumed – where there is a gap between the date on which supplies are received and when they are consumed, they are carried as inventories or stocks on the Balance Sheet.

Income and Expenditure are credited and debited to the relevant revenue account, unless they properly represent capital receipts or capital expenditure. Works of a capital nature are charged as capital expenditure when they are completed, before which they are carried as Assets Under Construction on the Balance Sheet.

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received, thus the accounts reflect the normal accruals concept for both capital and revenue. Exceptions to this can be made for utilities (gas, electricity, telephones, etc.), where invoices may be accounted for in the year they fall, providing that only four quarterly or twelve monthly invoices are charged in any one year.

Where revenue or expenditure have been recognised by cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Creditors are included within the Balance Sheet for goods and services received and risks and rewards of ownership transferred, but not paid for at the year end. Debtors are included within the Balance Sheet where services have been provided but not yet reimbursed at the year end.

The above recognition policy complies with IFRS 15 *Revenue from Contracts with Customers*.

Cash & Cash Equivalents

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. All investments due in 1 day or less are therefore treated as "cash and cash equivalents", and are not therefore included within Investments.

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in one day or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value. Investments held by Surrey County Council on behalf of the Group are classified as cash equivalents as they are low risk, short term and readily available.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand.

Prior Period Adjustments, Changes in Accounting Policies, Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Police and Crime Commissioner's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

Events after the Balance Sheet Date

Events after the Balance Sheet reporting date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period the Statement of Accounts is adjusted to reflect such events
-
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

Government Grants and Contributions

Government grants and third party contributions are recognised as income at the date the Group satisfies the conditions of entitlement to the grant or contribution and where there is reasonable assurance that the monies will be received.

Net expenditure is expressed before deducting government grants in support of the overall expenditure of the Group, e.g. specific police grants, revenue support grants and national non domestic rates. Other smaller revenue grants are shown as income in arriving at net expenditure, and can be matched against specific items of expenditure.

Amounts recognised as due to the PCC are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution has been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution, are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ring-fenced revenue grants and all capital grants)

in the Comprehensive Income and Expenditure Statement. Grants and contributions in excess of £20,000 are considered material.

Funding of Capital Expenditure to purchase Non-Current Assets

Capital expenditure is funded by government grants, capital receipts, revenue contributions, third party contributions and borrowing.

Capital contributions and grants are accounted for in the Comprehensive Income and Expenditure Statement on an accruals basis (unless the grant or contribution has an unsatisfied condition); they are then transferred to the Balance Sheet as follows:

- When a capital grant or contribution has been recognised in the Comprehensive Income and Expenditure Statement, and the expenditure to be financed from that grant or contribution has been incurred, the grant or contribution is transferred from the General Fund to the Capital Adjustment Account, reflecting the application of capital reserves to finance expenditure.
-
- When a grant or contribution has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Account, reflecting its status as a capital resource available to finance expenditure. Amounts in the Capital Grants Unapplied reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.
-
- When a capital grant or contribution has been received with conditions that the Group has not met, the grant or contribution is recognised in the Balance Sheet as Capital Grants Receipts in Advance. Once the condition has been met, the grant or contribution is transferred from the Capital Grants Receipts in Advance Account and recognised as income in the Comprehensive Income and Expenditure Statement and accounted for as above depending on whether expenditure has been incurred.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement.

At the year end the Police and Crime Commissioner reviews all material grants and considers whether any existing conditions are outstanding, and the appropriate accounting policy treatment is then applied accordingly. Capital grants and contributions in excess of £20,000 are considered material.

Non-Current Assets – Property, Plant and Equipment

Assets that have physical substance, are used to supply services and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

The cost of acquisition, creation or enhancement of Property, Plant and Equipment is capitalised, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Police and Crime Commissioner for a period of more than one year, and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred. When a component is replaced, restored or enhanced, the carrying amount of the old component is de-recognised, and the new component reflected in the carrying amount.

The Police and Crime Commissioner has the following de-minimis limits for capitalisation whereby items above these amounts must be capitalised:

- Land and buildings £100,000
- ICT and other equipment £25,000
- Vehicles £Nil

Measurement

Items of Property, Plant and Equipment are initially measured at cost, comprising all expenditure that is directly attributable to bringing the assets into working condition for their intended use.

The Police and Crime Commissioner does not capitalise its borrowing costs.

The Code stipulates that assets and liabilities should be measured and disclosures provided in accordance with IFRS 13 *Fair Value Measurement*. There are no adaptations to IFRS 13 for the public sector context. However, section 4 of the Code adapts IAS 16 to require that items of property, plant and equipment that are operational and therefore providing service potential

for the authority are measured for their service potential at existing use value or depreciated replacement cost, and not fair value. Surplus assets of property, plant and equipment are measured at fair value.

Property, plant and equipment assets are therefore measured at current value as follows:

- Assets under construction - depreciated historical cost
- Land and Buildings - current value, determined using the following bases:
 - Operational properties – Existing Use Value (EUV) in accordance with RICS valuation standards
 - Operational specialised properties such as police custody centres – Depreciated Replacement Cost (DRC)
 - Non-operational properties such as police houses – Fair Value (based on Market Value)
 - All other assets – (EUV)

Depreciated Replacement Cost (DRC) is used for assets where there is no market-based evidence of current value and/or the asset is specialised.

Non-property assets that have short useful lives or low values (or both) are valued using the depreciated historical cost basis (DHC) as a proxy for current value. This is on the assumption that the useful life is a realistic reflection of the life of the asset and the depreciation method used is a realistic reflection of the consumption of that asset class.

Assets included in the Balance Sheet at fair value are re-valued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year-end, but as a minimum every five years.

Increases in valuations are recognised in the Revaluation Reserve to recognise unrealised gains unless the increase is reversing a previous impairment loss in which case it would be charged to the Comprehensive Income and Expenditure Statement. Decreases in valuations are recognised in the Revaluation Reserve to the extent of previous revaluation increases recognised in the Revaluation Reserve in respect of that asset, and decreases in excess of that amount are recognised in the Comprehensive Income and Expenditure Statement.

Component Assets

The Police and Crime Commissioner recognises and records component assets separately from the main asset with which they are associated where the component life differs significantly. The Police and Crime Commissioner has agreed an accounting policy stating that for accounting purposes, the value of the component must be above a minimum material level of £200,000

and the value of the component constitutes more than 20% of the main asset category value. Where a component asset is identified it is written down on a straight line basis over its useful economic life in line with the depreciation policy for that class of asset.

Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Examples of events and changes in circumstances that indicate impairment may have incurred include:

- Significant decline in a specific asset's carrying amount during the period;
- Evidence of obsolescence or physical damage of an asset;
- Commitment by the Group to undertake a significant reorganisation
- Significant adverse change in the statutory or other regulatory environment in which the Group operates.

Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and all impairment losses are recognised in the Revaluation Reserve up to the amount in the Revaluation Reserve for each respective asset and thereafter written down against the relevant service line in the Comprehensive Income and Expenditure Statement.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (e.g. freehold land), assets that are not yet available for use (i.e. assets under construction) and assets held for sale.

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

Approximate average depreciation periods are as follows:

- Buildings 25-60 years (or as assessed by the valuer)

- | | | |
|--------------------------------|-----------|--|
| • Plant, Furniture & Equipment | 5 years | (or as assessed by the business) |
| • Vehicles | 3-5 years | (depending on vehicle type as assessed by the Transport Manager) |
| • Intangibles | 3 years | (or as assessed by the business) |

Revaluation gains are depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

Disposal

When a non-current asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet is written off to the Comprehensive Income and Expenditure Statement. Disposal proceeds are credited to the Comprehensive Income and Expenditure Statement and netted off against the asset's carrying value. The resulting balance represents either the gain or loss on disposal. Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Receipts in excess of £10,000 from the sale of non-current assets are defined as capital receipts and are used to fund future capital expenditure. These receipts are transferred to the Capital Receipts Reserve via the Movement in Reserves Statement. Individual receipts of less than £10,000 remain in the Comprehensive Income and Expenditure Statement.

The disposal value is not a charge against council tax, as the cost of non-current assets is fully provided for under a separate arrangement for capital financing. Amounts are appropriated to the Capital Adjustment Account from the Movement in Reserves Statement.

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

Assets Held for Sale

Non-current assets are classified as Held for Sale only if they meet all of the following criteria:

- The asset must be available for immediate sale in its present condition;
- The sale must be highly probable. This means the appropriate level of management within the Group must be committed to a plan to sell the asset and an active programme to locate a buyer and complete the plan must have been initiated.
- The asset must be actively marketed for sale at a price that is reasonable in relation to its current fair value.
- The sale should be expected to qualify for recognition as a completed sale within one year from the date of classification and actions required to complete the plan should indicate that it is unlikely that significant changes to the plan will be made or that the plan will be withdrawn.

The asset is re-valued immediately before reclassification and then carried at the lower of carrying value and fair value less costs to sell. Fair Value for Assets Held for Sale is the market value.

If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as held for sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale, and their recoverable amount at the date of the decision not to sell.

Assets Held for Sale are not depreciated.

Inventories (Stock) and Long Term Contracts

Inventories are included in the Balance Sheet at cost. All other expenditure on stock and stores is charged to the revenue account in the year of purchase.

This policy is a departure from the IFRS standard IAS2 which requires inventories to be valued at the lower of cost or net realisable value. For many inventory items, particularly uniforms, net realisable value would be minimal and does not accurately reflect the value to the Group of holding these items. The variation from IAS2 does not have a material impact on these financial statements.

Long term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the value of works and services received under the contract during the financial year.

Investment Property

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods or is held for sale.

Investment properties are measured initially at cost and subsequently at fair value, being the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date, this is assessed using the IFRS13 Fair Value market approach. As a non-financial asset, investment properties are measured at highest and best use.

Properties are not depreciated but are re-valued annually according to market conditions at the year-end. The IFRS13 Fair Value market approach uses prices and other relevant information (inputs) generated by market transactions involving similar properties and applies the valuer's professional judgement in accordance with RICS valuation (professional standards published by the Royal Institution of Chartered Surveyors).

The IFRS on Fair Value includes a fair value hierarchy that categorises the inputs to valuation techniques used to measure fair value into three input levels as follows:

- Level 1 Inputs – quoted prices (unadjusted) in active markets for identical assets or liabilities that the authority can access at the measurement date.
- Level 2 Inputs – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 Inputs – unobservable inputs for the asset or liability.

Property market conditions in the South East of England are such that similar properties are actively purchased and sold and the level of observable inputs are significant. We have therefore categorised the valuations of the investment portfolio as Level 2 inputs in the IFRS 13 fair value hierarchy.

Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General

Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

Jointly Controlled Operations and Jointly Controlled Assets

Joint operations are arrangements where the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangement. Activities undertaken in conjunction with other joint operators involve the use of the assets and resources of those joint operators. In relation to its interest in a joint operation, the PCC/Group recognises the following as a joint operator:

- Its assets, including its share of any assets held jointly
- Its liabilities, including its share of any liabilities incurred jointly
- Its revenue from the sale of its share of the output arising from the joint operation
- Its share of the revenue from the sale of the output by the joint operation
- Its expenses, including its share of any expenses incurred jointly

Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Group as a result of past events (e.g. software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Group.

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being available) and the Group will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset and is restricted to that incurred during the development phase (research expenditure cannot be capitalised).

Intangible assets are included in the Balance Sheet at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service revenue accounts in the Comprehensive Income and Expenditure Statement. Useful life of intangible assets is generally 3 years or as assessed by the business. An asset is tested for impairment whenever there is an indication that the asset might be impaired - any losses recognised are posted to the relevant service

revenue accounts in the Comprehensive Income and Expenditure Statement. Any gains or losses arising on the disposal or abandonment of an intangible asset are posted to Other Operating Expenditure in the Comprehensive Income and Expenditure Statement. Gains or losses are not permitted to have an impact on the General Fund Balance therefore they are moved out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

Charges to Revenue for Non-Current Assets

The Group is not permitted to raise council tax to cover charges for depreciation, impairment losses or amortisation. However it is required to make an annual provision from revenue towards the repayment of borrowing, known as the Minimum Revenue Provision (MRP).

Depreciation, impairment losses and amortisation are reversed from the General Fund via the Movement in Reserves Statement and MRP is charged as a contribution to the Capital Adjustment Account.

Debts Outstanding

Income is accounted for on an accruals basis. Debts that cannot be collected are written off via the Comprehensive Income and Expenditure Statement to the command team or department that raised the debt. The level of any bad debt provision is reviewed annually.

The writing off of bad debt can be authorised by either the PCC's CFO or the CC's Executive Director of Commercial & Finance Services in respect of their own corporations up to a value of £10,000 for individual bad debt cases and £25,000 cumulatively in any one financial year. The write off of bad debts greater than these limits requires the approval of both CC's Executive Director of Commercial & Finance Services and PCC's CFO up to a maximum of a cumulative value of £50,000 in any one financial year. The PCC will approve where appropriate the writing off of debts in excess of the CFOs delegated authority.

Reserves

The Group maintains reserves to finance future commitments, unforeseen circumstances, fluctuations in annual grant settlements and council tax precepts and emergency expenditure which cannot be contained within the approved budget. The approved Reserves Policy sets a target for the level of General Reserve of 3% of net budgeted expenditure.

Certain reserves are kept to manage the accounting processes for non-current assets, retirement benefits and other employee benefits and do not represent usable resources for the Group.

The nature and purpose of each reserve set up by the Group is described in the Notes to the Financial Statements.

The classification of reserves is consistent with the CIPFA Code of Practice and is reviewed annually by the Police and Crime Commissioner.

Overheads and Support Services

The costs of overheads and support services are charged to the Comprehensive Income and Expenditure Statement in accordance with the PCC/Group arrangements for accountability and financial performance.

Provisions and Contingent Liabilities

Provisions

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation, but where the timing of transfer is uncertain. Provisions are recognised on the Balance Sheet.

Contingent Liabilities

A contingent liability arises where an event has taken place that gives the Group a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Group.

Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

Precept Income

Precept income from relevant local authorities is fixed for the year and not subject to revision.

VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

A single VAT return is submitted on behalf of the Group.

Leases

Leases are classified as either finance leases or operating leases based on risks and rewards of ownership.

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases. Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The Police and Crime Commissioner as Lessee

Finance Leases

Property, Plant and Equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor.

Lease payments are apportioned between a charge for the acquisition applied to write down the lease liability and the interest costs of the lease are charged to the Comprehensive Income and Expenditure Statement.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement on a straight-line basis over the life of the lease.

The Police and Crime Commissioner as Lessor

Operating Leases

Where the Police and Crime Commissioner grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

Employee Benefits Payable During Employment

Short-term employee benefits are those due to be settled wholly within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current

employees and are recognised as an expense for services in the year in which employees render service to the Police and Crime Commissioner. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement to the short term accumulated absences reserve so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits / Exit Packages

Termination benefits are amounts payable as a result of a decision by the Group to terminate a member of staff's employment before the normal retirement date or an officer's decision to accept voluntary redundancy. Termination benefits are charged on an accruals basis to the appropriate service line in the Comprehensive Income and Expenditure Statement when the Group is demonstrably committed to the termination of the employment of a staff member or group of staff members or making an offer to encourage voluntary redundancy.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Group to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Long-term Employee Benefits – Pension Arrangements

The Chief Constable operates, on behalf of the Group, three pension schemes for police officers and a single scheme for police staff:

- The Police Pension Scheme (PPS), regulated under the Police Pensions Act 1976
- The New Police Pension Scheme (NPPS), regulated under the Police Pension Regulations 2006
- The Police Pension Scheme 2015 (the 2015 scheme)
- The Local Government Pensions Scheme (LGPS), administered by Surrey County Council

All police schemes are contributory occupational pension schemes with officers making contributions.

A Police Pension Account was set up on 1st April 2006 to administer the police pension schemes. All police schemes are unfunded schemes which are treated as defined benefit schemes and provide defined benefits to members (retirement lump sums and pensions), earned as employees worked.

All police pension schemes are unfunded schemes which are treated as defined benefit schemes paid from revenue (without managed pension assets). Accrued net pension liabilities have been assessed on an actuarial basis in accordance with IAS19 Employee Benefits, the net liability and a pensions reserve for both Pension Schemes has been recognised on the Balance Sheet, as have entries in the CIES for movements in the asset/liability relating to the defined benefit scheme. Transfers into and out of the Scheme representing joining and leaving police officers, are recorded on a cash basis in the Pension Fund, because of the length of time taken to finalise the sums involved.

Following the Code's requirements, IAS19 has been fully recognised in the Chief Constable and Group accounts.

- The liabilities of the police schemes attributable are included in the Balance Sheet on an actuarial basis using the projected unit method - i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc. and projections of projected earnings for current employees
- Liabilities are discounted to their value at current prices, using a discount rate based on the indicative rate of return on high quality corporate bond

Police Staff are eligible to join the Local Government Pension Scheme (LGPS) administered by Surrey County Council. This is a funded scheme. The employer's contribution rate is determined by the Fund's actuary based on valuations every three years.

Additional contributions are payable to cover the cost of any early retirements except those due to ill-health. In addition the Chief Constable is responsible for all pension payments relating to any added years' benefits, together with the related increases.

- The assets of the LGPS attributable to Surrey Police are included in the Balance Sheet at their fair value:

- quoted securities - current bid price
- unquoted securities - professional estimate
- unitised securities - current bid price
- property - market value

The change in the net pension liability is analysed into seven components:

- **current service cost** - the increase in liabilities as a result of years of service earned this year allocated in the CIES to the services for which the employees worked
- **past service cost** - the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years - debited to the Surplus or Deficit on the Provision of Services in the CIES as part of Non Distributed Costs
- **interest cost** - the expected increase in the present value of liabilities during the year as they move one year closer to being paid - debited to the Financing and Investment Income and Expenditure line in the CIES
- **expected return on assets** - the annual investment return on the fund assets attributable to the Group, based on an average of the expected long-term return - credited to the Financing and Investment Income and Expenditure line in the CIES
- **gains or losses on settlements and curtailments** - the result of actions to relieve the Group of liabilities or events that reduce the expected future service or accrual of benefits of employees - debited or credited to the Surplus or Deficit on the Provision of Services in the CIES as part of Non Distributed Costs
- **actuarial gains and losses** - changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions - debited to the Pensions Reserve
- **contributions paid to the pension fund** - cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense

In relation to retirement benefits, statutory provisions require the General Fund balance to be charged with the amount payable by the Group to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Discretionary Benefits

The Police and Crime Commissioner has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the relevant Pension Scheme.

The Police and Crime Commissioner also has restricted powers to make material payments in relation to injury awards. Any liabilities estimated to arise as a result of an award to any member of staff or police officer are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the relevant pension scheme.

Fair Value Measurement of non-financial assets

The Police and Crime Commissioner measures some non-financial assets, surplus assets and assets held for sale at fair value at each reporting date using the IFRS13 Fair Value market approach. Fair value is the price that would be received to sell an asset or be paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The Police and Crime Commissioner uses External Valuers to measure the fair value of an asset or liability using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

This fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The Valuers use valuation techniques that are appropriate to the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

The Police and Crime Commissioner follows the fair value hierarchy prescribed by IFRS13 to increase consistency and comparability in fair value measurements and related disclosures. This hierarchy categorises into three levels the inputs to valuation techniques used to measure fair value as follows:

- Level 1 Inputs – quoted prices (unadjusted) in active markets for identical assets or liabilities that the authority can access at the measurement date.
- Level 2 Inputs – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 Inputs – unobservable inputs for the asset or liability.

Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the PCC becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For the PCC borrowings held, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the CIES is the amount payable for the year according to the loan agreement.

The Group has adopted CIPFA's Treasury Management in the Public Services: Code of Practice and has set treasury management indicators to control key financial instrument risks in accordance with CIPFA's Prudential Code.

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cash flow characteristics. There are three main classes of financial assets measured at:

- amortised cost
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI) if or when any financial instruments are held at fair value through other comprehensive income or has designated assets as such financial instruments. The PCC doesn't currently hold any FVOCI assets.

The authority's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (i.e. where the cash flows do not take the form of a basic debt instrument).

Financial Assets Measured at Amortised Cost

Financial assets measured at amortised cost are recognised on the Balance Sheet when the PCC becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the CIES for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the financial assets held by the PCC, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

Soft Loans are offered at less than market rates, where an objective would justify the authority making a concession. The authority does not hold any soft loans.

Expected Credit Loss

The authority will recognise material expected credit losses on all of its financial assets held at amortised cost [or where relevant FVOCI], either on a 12-month or lifetime basis.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

Financial Assets Measured at Fair Value through Profit of Loss

Financial assets that are measured at FVPL are recognised on the Balance Sheet when the authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Fair value gains and losses are recognised as they arrive in the Surplus or Deficit on the Provision of Services.

The fair value measurements of the financial assets are based on the following techniques:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis.

The inputs to the measurement techniques are categorised in accordance with the following three levels:

- Level 1 inputs – quoted prices (unadjusted) in active markets for identical assets at the measurement date.
- Level 2 inputs – inputs other than quoted prices included within Level 1 that are observable for the asset, either directly or indirectly.
- Level 3 inputs – unobservable inputs for the asset.

Any gains and losses that arise on the de-recognition of the asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Financial Assets Measured at Fair Value through Other Comprehensive Income

Financial assets that are measured at FVOCI are recognised on the Balance Sheet when the authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Movements in amortised cost are recognised in the Surplus or Deficit on the Provision of Services, but movements in the fair value are recognised as Other Comprehensive Income and Expenditure.

Interest is credited to the Surplus or Deficit on the Provision of Services using the effective interest rate method. Movements in impairment loss allowances are recognised in the Surplus or Deficit on the Provision of Services, with a compensating amount to Other Comprehensive Income and Expenditure to offset the movements against gains/losses on fair value (i.e. not against the carrying amount of the asset).

Loans and Receivables

Loans and receivables are recognised on the Balance Sheet when the PCC becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. The Police and Crime Commissioner does not currently make any soft loans.

Foreign currency translation

Where transactions are entered into that are denominated in a foreign currency, the transactions is converted into sterling at the exchange rate applicable on the date the transaction was effective. Where amounts in foreign currency are outstanding at the year-end, they are reconverted at the spot exchange rate at 31 March. Resulting gains or losses are recognised in the financing and investment income and expenditure line in the Comprehensive Income and Expenditure Statement.

Interests in Companies and Other Entities

All the financial transactions incurred during the year for policing Surrey have been recognised and recorded within the Statement of Accounts of the PCC for Surrey, which sets out the overall financial position of the PCC and Chief Constable Group for the year ended 31 March.

The Group position therefore reflects the consolidated accounts of the PCC and its 100% subsidiary the Chief Constable. Where the Group position differs from the PCC position this is made clear within the statements and notes. Separate statutory accounts are prepared for the Chief Constable.

The Group has no other subsidiaries, associates or joint ventures.

Note 40 - Accounting Standards issued but not yet adopted

A number of future accounting policy changes will need to be reported with effect from 1 April 2021.

Paragraph 3.3.2.13 of the 2020/2021 code requires changes in accounting policy to be applied retrospectively unless alternative transitional arrangements are specified in the Code.

Paragraph 3.3.4.3 requires an authority (including police bodies) to disclose information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted by the Code for the relevant financial year. Disclosure requirements are expected to be included in a subsequent edition of the Code.

Paragraph 3.3.4.3 and Appendix C of the Code adapt IAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* on an annual basis to limit the impact of standards that have been issued but not yet adopted to those listed in Appendix C of the Code in the relevant year of account (in this case the 2021/22 Code). This adaptation has been in place since the inception of the IFRS based Code in 2010/11. Additional clarification confirming this adaptation has been included in the 2021/22 Code. This clarification has not changed the Code's requirements in this area.

This means the requirements for IAS 8 for standards that have been issued but not yet adopted exclude IFRS 16 *Leases* and IFRS 17 *Insurance Contracts* from being necessary in these reporting requirements.

The standards introduced by the 2021/22 Code and relevant for additional disclosures that will be required in the 2020/21 Financial Statements in accordance with the requirements of paragraph 3.3.4.3 of the Code are:

- Definition of a Business: Amendments to IFRS 3 Business Combinations
- Interest Rates Benchmark Reform: Amendments to IFRS 9, IAS 39, and IFRS 7
- Interest Rates Benchmark Reform – Phase 2: Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16.

The CIPFA LASAAC Local Authority Accounting Code Board has agreed to defer the implementation of IFRS 16 *Leases* in the Code until the 2022/23 financial year. This aligns with the decision at the Government's Financial Reporting Advisory Board to establish a new effective date of 1 April 2022 for implementation of IFRS 16.

It is not expected that any of these amendments other than IFRS 16 will have a material impact on the information provided in the financial statements for any of the Surrey Police group accounts.

Police Pensions Fund Account Statements as at 31 March 2021

These statements show the contributions and benefits payable for the year. The Chief Constable is responsible for administering the Police Pension Fund in accordance with the Police Reform and Social responsibility Act 2011. During the year all payments and receipts are made to and from the PCC Police Fund. This standalone statement shows income and expenditure for the police pension schemes and does not form part of the Chief Constable or the PCC Group's statement of accounts.

Surrey Police Pension Fund Account Statement

As at March 2020			As at March 2021	
£000	£000		£000	£000
(21,078)		Contributions Receivable	(22,794)	
(80)		From Employer:	(576)	
(9,048)		- Normal	(9,761)	
		- Early Retirements		
		From Members		
	(30,206)			(33,131)
	(460)	Transfers In		(287)
		Individual Transfers in From Other Schemes		
	(30,666)	Total Inflows		(33,418)
38,899		Benefits Payable	40,335	
8,846		Pensions	5,629	
133		Commutations and Lump Sums	0	
117		Lump Sum Death Benefits	595	
	47,995	Lump Sum Ill-health Benefits		46,559
49		Payments To and On Account of Leavers	42	
0		Refund of Contributions	150	
	49	Individual Transfers Out To Other Schemes		192
	48,044	Total Outflows		46,751
	17,378	Net amount payable for the year from the Group (equal to deficit amount)		13,333
	(17, 378)	Additional contribution from the Group to fund the deficit for the year *		(13,333)
	0	Net Amount Payable for the Year		0

* The annual deficit on the Police Pensions Account is funded by the Home Office Pension's Top-up grant. This income is shown in the PCC and Group Income and Expenditure account.

Police Pension Fund Net Assets Statement

2019/20	Net Current Assets And Liabilities	2020/21
£000		£000
	Current Assets:	
0	Contributions due from the PCC	0
0	Recoverable overpayments of pensions	0
	Current Liabilities:	
0	Unpaid pensions benefits	0
0	Surplus for the year owing to the PCC	0
0	Net Assets / (Liabilities)	0

Police Pension Funds - Notes

Accounting Policies

The Police Pension Account Statements have been prepared to meet the requirements of Regulation 7(1) (d) of the Accounts and Audit Regulations 2003, which states that Chief Constables are obliged to include the police pensions account in their statement of accounts. They also meet the requirements of the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 based on International Financial Reporting Standards IAS19, as last amended on 16 June 2011. The Accounts have been prepared on an accruals basis. The statements do not take account of liabilities to pay pensions and other benefits in the future. This is reported upon separately in the Actuary's statement.

Explanatory Notes to the Police Pension Fund Account Statements

The Chief Constable is required to include a separate police pension account in their Statement of Accounts and is responsible for paying the pension of its former police officers. The Pension Fund is administered by the Chief Constable in accordance with the Police Pension Fund Regulations 2007 (SI 2007 No 1932).

On 1 April 2006 new arrangements came into being for funding and accounting for the Police Pension Schemes. Before 1 April 2006 these pensions were paid from the Revenue Account and the Authority (preceding the Police Reform and Social Responsibility Act 2011 creating the two corporation sole bodies; the Police and Crime Commissioner for Surrey and the Chief Constable of Surrey) received funding from central government as part of the general funding formula to support payments of pensions. Prior to 1 April 2006, there were no employer contributions based on pensionable pay and no top-up grants.

From 1 April 2006 pensions are paid from a separate local police pensions account, rather than direct from the Income and Expenditure Account. Overall the change to the financial arrangements for police officer pensions is intended to be 'cost neutral' with no impact on either the national or local council tax payer.

There are currently three Police Officer pension schemes. Officers in the 'old scheme' currently contribute between 14.25% and 15.05% depending upon level of basic annual salary (prior to 1 April 2012 officers in the 'old scheme' contributed 11% of pensionable pay). Officers in the 'new scheme' currently contribute between 11.0% and 12.75% depending upon level of basic annual salary (prior to 1 April 2012 officers in the 'new scheme' contributed 9.5% of earnings or 6% if ineligible for ill-health benefits). From 1 April 2015 the Police Pensions Scheme 2015 came into effect and all current active members were transferred to this scheme – with the exception of those qualifying for protections allowing them to remain in their current scheme. Officers contribute between 12.44% and 13.78% depending on their basic salary. The Chief Constable makes an employer's contribution of 31% of pensionable pay. Employee's and Employer's contribution levels are based on percentages of pensionable pay set nationally by the Home Office and are subject to triennial revaluation by the Government Actuary's Department. The Police Pension scheme has no assets to cover its liabilities, therefore the total payments to pensioners in any year must be paid for by current officer and employer contributions.

Under the current financing arrangements the Pension Account is balanced to nil at the end of the year. In the event that the Pension Account is in deficit, the Home Office partially reimburse the Police and Crime Commissioner and the remaining amount required to balance it to nil is met from the Police Operating Account.

The Net Asset Statement does not include liabilities to pay pensions and other benefits after the balance sheet date.

Liabilities to pay future pension benefits have been disclosed separately at Note 17 in accordance with IAS 19 'Employee Benefits'.

The New Police Pension Scheme (NPPS) applies to police entrants who joined the service on or after 6 April 2006 up to 31 March 2015, or who chose to transfer from the previous Police Pension Scheme (PPS) to the NPPS. The Police Pensions Scheme 2015 applies to all current active members who do not qualify for any protections allowing them to remain in their original scheme. Benefits payable under all three schemes are shown in tabular form below:

	Police Pension Scheme (PPS) (1987)	New Police Pension Scheme (NPP) (2006)	Police Pensions Scheme 2015
What is maximum pension	2/3 final salary, with option to exchange part of the pension for a lump sum	½ final salary plus fixed lump sum of 4 times the pension, with option to exchange part or all of lump sum for extra pension	Pension at retirement is the sum of each of the accrued pension pots, subject to revaluation at a rate of CPI +1.25% per year
Final salary basis	Pensionable remuneration is normally the average remuneration in the employee's final year	Earnings over the last ten years are taken into account via best average over 3 consecutive years	Scheme is a Career Average Revalued Earnings scheme
Length of service for maximum pension	30 years	35 years	No maximum length of membership
Earliest age to receive pension	Age 50 after 25 years of service Any age after 30 years of service Age 55 for less than 25 years of service Age 60 if leave service before compulsory retirement age with less than 25 years of service	Age 55 if remain in police service until that age Age 65 if leave police service before age 55 or opting out of the scheme	Age 60 if remain in police service until that age. State pension age if leave police service before age 60.
Pension increases	All pensions in payment, deferred pensions and children's pensions are increased annually in line with the Consumer Price Index.	All pensions in payment, deferred pensions and children's pensions are increased annually in line with the Consumer Price Index.	All pensions in payment, deferred pensions and children's pensions are increased annually in line with the Consumer Price Index.
How is pension accumulated	1/60 of final salary for first 20 years of service, plus 1/30 for final 10 years of service up to a maximum pension entitlement of 40/60.	1/70 of final salary for each year of service up to a maximum 50% of final pensionable after 35 years of service.	1/55.3th of pensionable earnings each year is added to the members' pension pot for each year of membership.

Glossary of Accounting Terms

ACCRUAL

An accrual is a liability for expenditure relating to goods and services that have been received or supplied but are not invoiced until the following financial year.

ACCRUED INCOME

Income earned in the financial year which has not yet been received.

ACTUARIAL GAINS AND LOSSES (PENSIONS)

For a defined benefit pension scheme, the changes in actuarial deficits or surpluses that arise because, either events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses), or the actuarial assumptions have changed.

AMORTISATION

An annual charge made to the overall PCC budget, reducing the value of an asset to zero, over a period of time.

ASSET

Tangible or intangible resources owned by the force and which have future economic value that can be measured and can be expressed in pounds.

BILLING AUTHORITY

The local authority is responsible for administering the collection fund. These are district and borough councils in Surrey.

CAPITAL EXPENDITURE

Expenditure spent on the acquisition of a non-current asset or expenditure which adds to, and not merely maintains, the value of an existing non-current asset.

CAPITAL PROGRAMME

A statement of proposed capital and revenue investment projects for current and future years. Included in this category are the purchase of land and buildings, the erection of new buildings and works, design fees and the acquisition of vehicles and major equipment items.

CAPITAL RECEIPTS

Proceeds of not less than £10,000 received from the disposal of buildings or other assets. They cannot be used to finance normal day to day revenue spending.

CC

Chief Constable

CIPFA

The Chartered Institute of Public Finance and Accountancy is one of the professional accountancy bodies in the UK. CIPFA specialises in the public services and has responsibility for setting accounting standards for these services. More details can be found on the CIPFA website: www.cipfa.org.uk

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

The main revenue fund of the PCC receiving the precept, government grants and other income receipts, and from which the costs of providing services are met.

CREDITORS

Individuals or organisations, to whom money is owed at the end of the financial year.

CODE

These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom (The Code) and the Service Reporting Code of Practice, both issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), and supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 7 of the 2011 Regulations. More details can be found on the CIPFA website: www.cipfa.org.uk

COLLECTION FUND

A fund administered by each Billing Authority. Council tax monies are paid into the fund whilst part of the net revenue spending of the Police and Crime Commissioner, County, Unitary Authority and District Councils are met from the fund.

CONTINGENCY PROVISION

An amount set aside for exceptional budget requirements in the financial year.

COUNCIL TAX

Council tax payable locally is based upon house values. Each dwelling is valued and placed into one of eight bands, which determines the level of Council Tax payable.

CURRENT SERVICE COST (PENSIONS)

The increase in the present value of a defined benefit scheme's liabilities expected to arise from employee service in the current period.

CURTAILMENT (PENSIONS)

For a defined benefit scheme, an event that reduces the expected years of future service of present employees or reduces for a number of employees the accrual of defined benefits for some or all of their future service. Curtailments include:-

- Termination of employees' services earlier than expected, and
- Termination of or amendment to the terms, of a defined benefit scheme so that some or all future service by current employees will no longer qualify for benefits or will qualify only for reduced benefits.

DEBTORS

Individuals or organisations, who owe the PCC money at the end of the financial year.

DEFINED BENEFIT SCHEME (PENSIONS)

A defined benefit scheme is a pension or other retirement benefit scheme other than a defined contribution scheme. Usually, the scheme rules define the benefits independently of the contributions payable, and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded.

DEFINED CONTRIBUTION SCHEME (PENSIONS)

A pension or other retirement benefit scheme into which an employer pays regular contributions fixed as an amount or as a percentage of pay and will have no legal or constructive obligation to pay further contributions if the scheme does not have sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

DEPRECIATION

The measure of the cost, or re-valued amount of the benefit, of a non-current asset, that has been consumed during the period. Consumption includes the wearing out, using up or other reduction in the useful life of a non-current asset, whether arising from the use, passage of time or obsolescence through either changes in technology or demand for the goods and services produced by the asset.

EXPECTED RATE OF RETURN ON PENSION ASSETS

For a funded defined benefit scheme, the average rate of return, including both income and changes in fair value but net of scheme expenses, expected over the remaining life of the related obligation on the actual assets held by the scheme.

EXPENSE

Money spent or cost incurred by the force to police and protect the county, representing the cost of policing.

FAIR VALUE

The fair value of an asset is the price at which it could be exchanged in an arm's length transaction less, where applicable, any grants receivable towards the purchase or use of the asset. For land and buildings, fair value is the amount that would be paid for the asset in its existing use.

FINANCE LEASE

A finance lease is one that transfers substantially all of the risks and rewards of ownership of a non-current asset to a lessee.

FIXED ASSET (NON-CURRENT ASSET)

The value of fixed (non-current) assets for capital accounting purposes represents depreciated replacement cost or open market value for land and buildings and the depreciated historic cost of other assets.

GENERAL FUND BALANCES

Accumulated surpluses maintained to meet expenditure, pending the receipt of income, and to provide a cushion against expenditure being higher, or income lower, than expected.

GOING CONCERN

The concept that the PCC will remain in operational existence for the foreseeable future, in particular that the revenue accounts and Balance Sheet assume no intention to curtail significantly the scale of the operations.

GOVERNMENT GRANTS

Assistance by government and inter-government agencies and similar bodies, whether local, national or international, in the form of cash or transfers of assets in return for past or future compliance with certain conditions relating to the activities of the PCC.

IAS19

International Accounting Standard 19 (IAS19) for Employee Benefits sets out the accounting treatment and disclosure for employee benefits and pensions.

IFRS

International Financial Reporting Standards

IMPAIRMENT

A reduction in the value of a non-current asset below its carrying amount on the Balance Sheet due to a significant decline in its market value during the period, evidence of obsolescence or significant physical damage to the non-current asset or a significant adverse change in the statutory or regulatory environment in which the PCC operates.

INCOME

Income is money (or some equivalent value) that the force, usually receives in exchange for providing a police service.

INTANGIBLE ASSETS

Intangible assets occur when capital expenditure does not result in the acquisition of a non-current asset, for example software licenses and training for development purposes etc.

INTEREST COSTS (PENSIONS)

For a defined benefit scheme, the expected increase during the period in the present value of the scheme liabilities because the benefits are one period closer to settlement.

INVESTMENTS (PENSION FUND)

The investments of the pensions fund will be accounted for in the statement of that fund. However, authorities are also required to disclose, as part of the disclosures relating to retirement benefits, the attributable share of pension scheme assets associated with their underlying obligations.

JOINT AUDIT COMMITTEE (JAC)

The JAC is an independent Joint External Audit Committee of the Surrey Police and Crime Commissioner and the Chief Constable of Surrey providing a key component of corporate governance arrangements for both corporations sole.

LAAP

The Local Authority Accounting Panel issues LAAP Bulletins to assist practitioners with the application of the requirements of the Code of Practice on Local Authority Accounting and Prudential Code, and to provide advice on emerging or urgent accounting issues. Bulletins provide influential guidance that is intended to be best practice, but are not prescriptive and do not have the formal status of the Code or Prudential Code.

LEVIES

A levy is an amount of money a local authority is compelled to collect (and include in its budget) on behalf of another organisation – for example, a government agency – and which appears as a separate item on the council tax bill.

LIABILITY

An obligation that legally binds an individual or company to settle a debt.

LIQUID RESOURCES

Current asset investments that are readily disposable by the PCC without disrupting its business and are either readily convertible to known amounts of cash at or close to the carrying amount or traded in an active market.

MINIMUM REVENUE PROVISION (MRP)

The statutory minimum amount set aside on an annual basis, as a provision to redeem debt.

NATIONAL NON DOMESTIC RATE (NNDR) – or BUSINESS RATES

The rate in the pound charged on non-domestic properties. It is the same for all businesses in England and is set annually by Government, on whose behalf it is collected by billing authorities. The Police and Crime Commissioners then receive a share of the national pool as part of its resources used to meet Total Net Expenditure.

NET BOOK VALUE

The amount at which non-current assets are included in the Balance Sheet, i.e. their historic cost or current value less the cumulative amounts provided for depreciation.

NET CURRENT REPLACEMENT COST

The cost of replacing an asset or the nearest equivalent asset, adjusted to reflect the current condition of the existing asset.

NET OPERATING EXPENDITURE

The total net expenditure before financing from Central Government grants or local Council Tax and before the movements shown in the Statement of Movement on the General Fund Balance.

NON-CURRENT ASSETS (FIXED ASSETS)

Tangible assets that yield benefits to the PCC and the services it provides for a period of more than one year.

OPERATING LEASE

An operating lease is a lease other than a finance lease.

PAST SERVICE COSTS (PENSIONS)

For a defined benefit scheme, the increase in the present value of the scheme liabilities related to employee service in prior periods arising in the current period as a result of the introduction of, or improvement to, retirement benefits.

PCC

Police and Crime Commissioner

POLICE GRANT

A specific grant paid to the PCC by the Home Office to support its revenue expenditure. It is a fixed sum calculated by the Government on an assumed needs basis.

PRECEPT

An amount determined by the PCC (the preceptor) which is collected on its behalf by the local District Councils (the billing authorities) as part of the Council Tax.

PREPAYMENT

Any amounts that have been paid for goods and services not received by the end of an accounting period are shown as prepayments in the debtors section of the balance sheet.

PROJECTED UNIT METHOD

A Projected Unit Method is an accrued benefits valuation method in which the scheme liabilities make allowance for projected earnings. An accrued benefits valuation method is a valuation method in which the scheme liabilities at the valuation date relate to:

- The benefits for pensioners and deferred pensioners (i.e. individuals who have ceased to be active members but are entitled to benefits payable at a later date) and their dependants, allowing where appropriate for future increases; and
- The accrued benefits for member in service on the valuation date.

PROVISION

An amount set aside to provide for a liability which is likely to be incurred but the exact amount and the date on which it will arise is uncertain.

RELATED PARTIES

Two or more parties are related parties when at any time during the financial period:

- one party has direct or indirect control of the other party, or
- the parties are subject to common control from the same source, or

- one party has influence over the financial and operational policies of the other party to an extent that the other party might be inhibited from pursuing at all times its own separate interests, or
- the parties, in entering a transaction, are subject to influence from the same source to such an extent that one of the parties to the transaction has subordinated its own separate interests.

RELATED PARTY TRANSACTION

A related party transaction is the transfer of assets or liabilities or the performance of services by, to or for a related party irrespective of whether a charge is made.

RESERVE

An amount set aside for a specific purpose and carried forward to meet expenditure in future years. General reserves represent accumulated balances which may be used to support future spending. Earmarked reserves are those reserves set aside to meet specific policy purposes.

RESIDUAL VALUE

The residual value is the net realisable value of an asset at the end of its useful life. Residual values are based on prices prevailing at the date of acquisition (or revaluation) of the asset and do not take account of expected future price changes.

REVENUE BUDGET

The Revenue Budget estimates annual income and expenditure requirements, and sets out the financial implications of the PCC Group policies and the basis of the annual precept to be levied on collection funds.

REVENUE SUPPORT GRANT

Central Government grant supporting the cost of public services.

SCHEME LIABILITIES (PENSIONS)

The liabilities of a defined benefit scheme for outgoings due after the valuation date. Scheme liabilities measured using the projected unit method reflects the benefits that the employer is committed to provide for service up to the valuation date.

SETTLEMENT (PENSIONS)

An irrevocable action that relieves the employer (or the defined benefit scheme) of the primary responsibility for a pension obligation and eliminates significant risks relating to the obligation and the assets used to effect the settlement. Settlements include:-

- a lump sum cash payment to scheme members in exchange for their rights to receive specified pension benefits
- the purchase of an irrevocable annuity contract sufficient to cover vested benefits, and
- the transfer of scheme assets and liabilities relating to a group of employees leaving the scheme.

SPECIFIC GRANTS

Central Government grants towards specific services, usually on a fixed percentage for a particular service such as Police. These are included as income on the Income & Expenditure Account.

TOTAL NET EXPENDITURE

Total net spending requirement after deducting specific grants and other local income is financed by Central Government grants and local Council Tax

WORK IN PROGRESS/ASSETS UNDER CONSTRUCTION

Completed and continuing work required on an incomplete project.