



THE CHIEF CONSTABLE OF SURREY

Statement of Accounts for the year 2020/21

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Narrative Report

1. Introduction

The purpose of this narrative report is to provide a guide to the most significant matters reported in the 2020/21 Financial Statements for the Chief Constable for Surrey. The narrative report explains the purpose of the Financial Statements, a summary of the financial activities and the financial position as at 31 March 2021.

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 which is a notable flooding risk and 73% of the county is classified as 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 resident population is increased significantly by university students and the large numbers who visit, socialise in, or travel through the area each year. The Olympic legacy increased the sporting footprint, with national cycling competitions and Epsom Derby which is the country's largest one-day sporting event attracting over 100,000 racegoers each year.

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.

Covid-19 and a changing environment

The Covid-19 pandemic has changed the balance of demand upon the service significantly; reducing demand in some areas such as domestic burglary and serious violence, while increasing demand in others such as domestic abuse. In addition to operational demand, the pandemic has necessitated a range of new ways of working; changing the use of the Force's estate, and increasing the amount of remote working wherever possible. The Force has responded to these challenges, significantly accelerating the pace of development and roll-out of collaborative technology.

Surrey Police has worked closely with other forces and a range of local partners in response to the pandemic; with Sussex Police in a collaborated police response, and with local authority and health partners via the Local Resilience Forum and other partnership arrangements. These relationships – whether new partnerships forged in response to Covid-19, or existing partnerships that have been strengthened and refined – provide significant opportunities for Surrey Police, and the Force will continue to build on these.

Adapting to the Future

There can be no doubt that the Covid-19 pandemic has changed society permanently. While some ways of life will return to a pre-pandemic normality over time, other changes are unlikely to be reversed. In many ways, the pandemic has simply accelerated societal and technological changes that were already underway, but Surrey Police does not underestimate the ongoing implications for the Force and the community, and the inherent uncertainties in responding to the new normality. Surrey Police is actively adopting the best of the changes that it made to ways of working, and working with a range of partners and the public to understand the ongoing impact of the pandemic on Surrey and wider society.

Our Commitments

Recognising the need for staff and public to see and understand a clear vision and strategy for the Force – never more so than in the midst of the turbulence caused by the Covid-19 pandemic – in September 2020 Surrey Police set out its strategy as “Our Commitments” to our Communities, our Force, and our People. The Force will use this framework to focus activity over the next five years.

Surrey Police Commitments 2020/25 - Be safe, feel safe. They aim to ensure Surrey is a county that is safe, and feels safe as follows:

- **Our Force:**
 - **Prevention**
 - We will proactively tackle the causes of crime and disorder
 - We will spot problems early; acting promptly to make a difference, and avoiding quick fixes that don't last
 - All of our staff will use the same problem solving approach
 - **Partnership**
 - We will work with everyone who can help make our communities safer
 - We will continue to invest in the strength of our partnerships with Sussex Police and the region
 - Through trusted relationships, we will solve the problems that cause people most harm, and be judged on our outcomes
 - **Potential**
 - We will become a more diverse organisation in order to be better at what we do
 - We will invest in technology to get the very best out of our information
 - We will all take responsibility to protect the environment for future generations

- **Our Communities:**
 - **Prevent Crime**
 - We will be proactive in dealing with local issues
 - We will ensure every community has local officers tackling local problems
 - We will help communities protect themselves from harm
 - **Protect our communities**
 - We will work with others to help the vulnerable

- We will respond effectively to help people in crisis
 - We will protect communities from crimes and incidents that cause the most harm
- **Pursue offenders**
 - We will put victims first, and complete high quality investigations to bring more offenders to justice
 - We will target serious, harmful and persistent offenders; particularly those who prey on the vulnerable
 - We will minimise the number of known offenders at large in our communities
- **Our People:**
 - **Professional**
 - We will trust each other to do the right thing to give outstanding service
 - We will expect high standards and ethical behaviour
 - We will challenge ourselves, and each other, to innovate, learn and improve
 - **Proud**
 - We will take pride in our service to the public
 - We will work as a team, making the most of people's talents
 - We will celebrate our achievements
 - **Inclusive**
 - We will be kind, friendly, inclusive, and support our police families
 - We will respect, and reflect, the differences in communities we serve
 - We will value, and learn from, the different perspectives and experiences of others

Focus for the Force

In line with Our Commitments, Surrey Police's focus over the next year will be:

- Investigative capacity and capability
- Understanding demand
- Workforce wellbeing

Investigative capacity and capability

Surrey Police has a significant programme of work ongoing to improve its investigative capacity and capability, and recognises the need to continue to focus on this over the next year. We have a strong motivation to ensure that more victims of crime see justice done, and that we work effectively with criminal justice partners to keep crime levels low in Surrey. In 2020, the Force used Op Uplift and Precept investment to introduce the Incident Review Team, to improve the management of grade 3 incidents; providing an improved service to the public and reducing demand on Neighbourhood Policing Teams. In 2021, the Force has made further Op Uplift investment in investigative teams and has piloted changes to the way that the CID and Safeguarding Investigation Units operate; establishing dedicated Domestic

Abuse and Child Abuse investigation units, with these changes due to be implemented forcewide in June 2021. Further investment from both Op Uplift and Precept has been allocated to the establishment of Neighbourhood Policing Investigation Teams, which are being designed to manage certain volume crime investigations and detained persons, and are due to be established by the end of the calendar year.

Understanding demand

In 2020 Surrey Police invested in a dedicated demand analysis team of two analysts, and in 2021 the Force has restructured the Corporate Development Department, with an increase of three staff in the Strategic Governance Team and a commitment to create secondment opportunities to form an Insights Team. The Force is also developing the capability of its analytical tools, with an on-premise version of Power BI rolled out in 2020, and a project ongoing to implement a cloud-based PowerBI solution in 2021/22. Surrey Police is committed to maximising the opportunities presented by these investments to better understand its demand, and to embed processes whereby that enhanced understanding is used to improve the efficiency of the Force and its service to the public.

Workforce wellbeing

In 2019/20 Surrey Police and Sussex Police developed a joint wellbeing strategy, with forcewide and divisional/departmental wellbeing boards. Throughout the Covid-19 pandemic, the Force has prioritised the wellbeing of its staff; ensuring adequate supply of PPE, implementing changes to working practices to ensure staff safety, and focusing on staff welfare, including initiatives to maximise work/life balance. Surrey Police has undertaken a project to ensure that learning from the revised ways of working is captured and embedded in future plans, and this will be continued throughout the next year and used to further develop estates plans as part of the Force's *Building the Future* programme.

Our Commitments set out our strong ambitions for an organisation that is well equipped for future challenges and responsibilities; that is an inclusive, rewarding and energetic place to work; and that is determined to keep Surrey safe and feeling safe.

2. The Chief Constable & Police and Crime Commissioner

The Chief Constable and the Police and Crime Commissioner (PCC) are set up as separate corporation sole bodies. The Chief Constable is a 100% subsidiary of the PCC as set out under the Police Reform and Social Responsibility Act 2011. The 'Surrey Police Group' refers to both 'The Chief Constable of Surrey' and 'The Police and Crime Commissioner for Surrey' combined.

The Chief Constable

The primary function of the entity headed by the Chief Constable is the exercise of operational policing duties under the Police Act 1996. The Chief Constable holds office under the Crown, but is appointed by the PCC and has responsibility for:

- Operational independence to deliver the operational policing plan
- Direction and control over the force's officers and staff
- Managing the operational delivery budget; and
- Appointing a qualified person to act as chief finance officer

The Chief Constable incurs all operating costs (excluding those relating to the Office of the PCC) and receives any associated operating income, the net of which is funded directly by the PCC. The Chief Constable accounts for all pension costs, including the associated pension liability that is shown in the Chief Constable's Balance Sheet.

The Police and Crime Commissioner

The Primary function of the PCC is to secure the maintenance of an efficient and effective police force in Surrey, and to hold the Chief Constable to account for the exercise of operational policing duties under the Police Act 1996.

The PCC is responsible for the finances of the whole Group and controls all assets, liabilities and reserves. The PCC incurs costs relating to the Office of the Police and Crime Commissioner (OPCC) and receives all income and funding and makes all the payments for the Group from the overall Police Fund. In turn the Chief Constable of Surrey fulfils his functions under the Act within an annual budget (set by the PCC in consultation with the Chief Constable). A Scheme of Consent is in operation between the two bodies determining their respective responsibilities, as well as local arrangements in respect of the use of The PCC's assets and staff.

Accounting Arrangements

Each Public Body has a statutory responsibility to prepare its own accounts to present fairly its operations during the year. They must be prepared in accordance with proper practices as set out in the Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

This Statement of Accounts includes all the financial transactions incurred during 2020/21 relating to the Chief Constable. The consolidated Group position including the Chief Constable and PCC, have been prepared in a separate Statement of Accounts.

3. The Statement of Accounts

The Financial Statements for 2020/21, 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 the Chartered Institute of Public Finance & Accountancy (CIPFA) and comprise of:

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).

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 year on the different reserves, analysed into 'useable' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves.

Balance Sheet

This shows the value the assets and liabilities held by the Chief Constable 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 Chief Constable during the reporting period. The Chief Constable does not manage any of these transactions and accordingly the net cash impact is £Nil in these accounts. Movements of monies are included in the PCC's Statement of Accounts and only the net deficit on the provision of services and adjustments for non-cash movements are included in the Chief Constables cash flow statement.

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.

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).

Governance

The accounts are subject to detailed review by an independent external auditor. The audit provides assurance that the accounts provide a true and fair view of the financial position, are prepared correctly, that proper accounting practices have been followed and that

arrangements have been followed and that arrangements have been made for securing economy, efficiency and effectiveness in the use of resources.

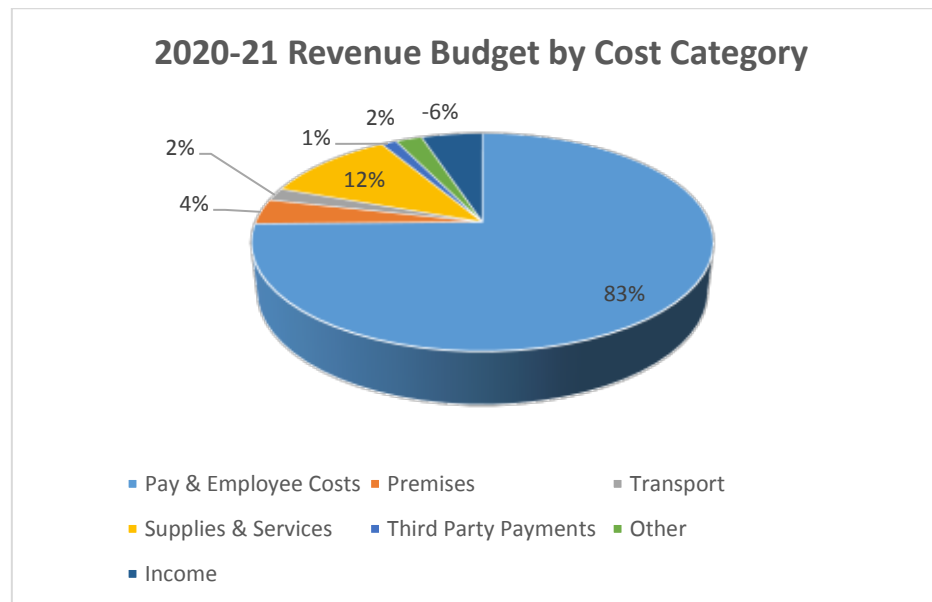
The Accounts and Audit (England) Regulations 2015 require that the Annual Governance Statement (AGS) should accompany the Statement of Accounts. The Chief Constable's AGS is included within this Statement of Accounts and explains the governance processes and procedures in place to enable the Chief Constable to carry out functions effectively by highlighting the internal control environment, commenting on effectiveness and identifying issues for future work.

4. Financial Arrangements

Setting the Budget

The Chief Constable delivers the operational policing against a delivery plan and net budget approved by the Police and Crime Commissioner (PCC). The PCC Group net revenue budget (or operating budget) for 2020/21 was set at £250.0m (2019/20 £235.1m) of which £247.9m (2019/20 £233.0m) was attributed to policing under the direction of the Chief Constable for the year, the remaining gross revenue budget being attributed to the cost of administering the Office of the PCC.

The following chart shows a summary of the annual revenue budget by types of subjective expenditure.

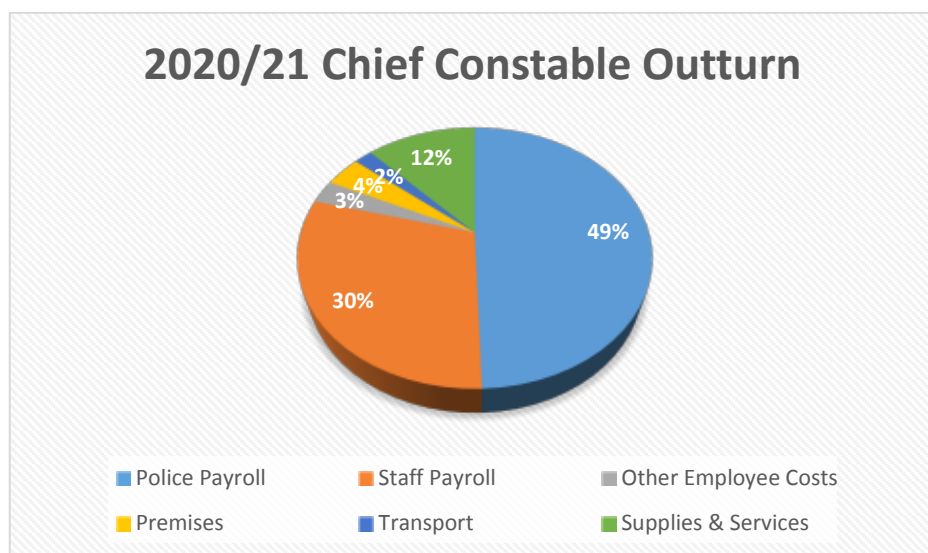


The capital budget included planned expenditure and receipts from sales in line with the Estates Strategy, improvements to IT infrastructure, replacement programmes for fleet and operational equipment and major projects including digital policing.

Final Revenue Outturn

Actual net expenditure attributable to policing under the direction of the Chief Constable was £246.4m (2019/20 £231.6m), against a budget of £247.9m (2019/20 £231.9m) resulting in underspend of £1.5m for the current year.

The following chart shows the actual expenditure for the Chief Constable, along with a table comparing actual expenditure to budget for 2020/21 by cost type for the year.



Expenditure & Income Categories	2020/21		
	Actual £	Budget £	Variance £
Police Officer Pay	118	120	(2)
Police Officer Overtime	6	5	1
Police Staff Pay	74	74	(0)
Police Staff Overtime	2	1	1
PO Injury, Ill Health & Death Pensions	2	2	0
Other Employee Expenses	2	2	1
Temporary or Agency Staff	3	1	2
Restructure, Training & Conference Costs	2	2	(1)
Total Employee Costs	208	207	1
Premises	10	10	(1)
Transport	5	5	(0)
Supplies & Services	31	32	(1)
Financing	10	6	4
Grants & Income	(18)	(13)	(5)
TOTAL	246	248	(2)

The operational response to the COVID 19 pandemic resulted in additional unplanned costs for police officers and staff salary costs, employee overtime, premises, lost income and supplies & services, with the most significant cost for the Personal Protective Equipment (PPE). Forces recovered the costs of PPE, lost income and additional Covid relief from Home Office grants, which amounted to £4.2m for Surrey. The Home Office also awarded Surrey £0.4m from the £30m Covid Surge Fund allocated to police forces, with a further £0.8m being awarded from an additional £58m for policing towards the end of the year. The force mitigated remaining additional costs with savings across the force, including savings in training and staff travel where costs were lower than expected due to the ongoing pandemic.

Total costs for the response to the Covid-19 pandemic are summarised in the following table:

Expenditure & Income	Covid-19 Costs £'000
National PPE	2,275
Local PPE	489
Other Local Costs	3,867
Total Costs	6,631
Income	(4,229)
Net Expenditure	2,402
Total PPE cost	2,764

Precept & uplift investments were received towards an additional 156.5 posts, of which 142.5 were recruited by March 2021.

The Chief Constable establishment for police officers for the year was under the original budget plan which resulted in underspend of £2m which was offset additional costs for police staff, other employee costs and temporary staff and agency costs. Total employee costs were £1.2m over budget, £0.6m of other staff costs overspend related directly to covid-19 work.

Premises related expenditure was below budget by £0.5m due to the Building the Future Project for the new HQ at Leatherhead and Transport costs came in under budget by £0.3m due to reduced insurance premiums and savings in fuel costs. Savings on software licenses/support, telephone and consultancy contribute to underspend of £0.4m in Supplies & Services for the year. These areas of underspend together with additional income and grants received in year in relation to the Covid Surge Fund, PPE, Surrey Camera Partnership and income from property rentals and secondment of employees resulted in the overall group underspend of £1.6m.

The 2020/21 underspend will be used in accordance with the approved Medium Term Financial Plan and 2020/21 outturn report. The Chief Constable proposed to carry forward a total of £0.3m to fund additional investments.

Comprehensive Income and Expenditure Statement (CIES)

Actual expenditure for the year ended for the year ended 31 March 2021 compared against the previous year can be seen in the CIES. The Comprehensive Income and Expenditure Statement measures the financial performance for the year in terms of resources consumed over period and the funding provided to finance these resources. The accounting basis used to calculate net expenditure funded from the Home Office grants and local taxation. The CIES includes all net expenditure funded from grant and taxation plus notional (non-cash) amounts that are required by accounting regulations e.g. depreciation and changes in the value of property assets, interest charges on leased assets, and calculations of movements in police officer and police staff pension liabilities.

The following table reconciles Chief Constable's net operational expenditure to the position reported in the CIES. The table shows how the management accounts are adjusted for accounting regulations and statutory adjustments to arrive at the deficit on provision of services reported in the Comprehensive Income and Expenditure Statement.

2019/20 CC £m	Operational Delivery Expenditure	2020/21 CC £m
231.6	Actual net Expenditure per revenue outturn report 2020/21	245.9
	<i>Reserve and Provision transfers excluded from (Surplus)/Deficit on Provision of Services:</i>	
(2.6)	Usable Reserves	0.0
(6.6)	Financial year end accounting adjustments	5.3
	<i>Amounts in the CIES not in the outturn report:</i>	
11.2	Depreciation & Amortisation	11.5
27.2	Pensions	21.7
260.8	Net Cost of Services	284.4
(251.3)	Intra-group Adjustment from PCC to CC for resources consumed at the request of the Chief Constable	(261.8)
53.1	Financing and Investment Income & Expenditure including Pension Interest costs and expected return on pension assets	45.9
0.5	Levies & other operating expenditure	0.0
63.1	Deficit on the provision of services	68.5
0.0	(Surplus) on revaluation of Property, Plant and Equipment	0.0
(193.3)	Re-measurement of the net defined benefit liability/asset	79.9
(130.2)	Total Comprehensive Income and Expenditure	148.4

2019/20 Net Expenditure £m	Summary of Chief Constables CIES	2020/21 Net Expenditure £m
260.8	Cost of Services	284.4
	Other Operating Expenditure	
0.5	Levies	0.0
(251.3)	Intra-Group Funding	(261.8)
	Financing and Investment Income & Expenditure	
53.1	Pension Interest Cost	45.9
	Other Comprehensive Income and Expenditure	
(193.3)	Re-measurement of the net defined benefit liability/asset	79.9
(130.2)	Total Comprehensive Income and Expenditure	148.4

The total net expenditure shown in the Comprehensive Income and Expenditure Statement 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. A summary of the Comprehensive Income and Expenditure Statement is shown below. 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.

Capital Expenditure Budget

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 Chief Constable receives a budget from the PCC for day-to-day management and running of the estate on behalf of the Surrey Police Group. The Police and Crime Commissioner retain ownership of all assets and therefore all assets are included on the Balance Sheet of the PCC and Group accounts but not the accounts of the Chief Constable.

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)

Balance Sheet

The balance sheet shows the value of the recognised assets and liabilities. The net liabilities are matched by the reserves held.

Chief Constable's Balance Sheet			
	31 March 2021	31 March 2020	Movement
	£m	£m	£m
Current Assets	0.1	0.1	0.0
Current Liabilities	(2.1)	(1.2)	(0.9)
Long term Liabilities	(2,174.0)	(2,026.5)	(147.5)
Net Liabilities	(2,176.0)	(2,027.6)	(148.4)
Financed by			
Pensions Reserves	2,174.0	2,026.5	147.5
Accumulated Absences Account	2.0	1.1	0.9
Total Reserves	2,176.0	2,027.6	148.4

The movement between years was £148.4m. This is predominantly due to an increase in the long term pension liability of £147.5m as a result of the annual actuarial review and changes in assumptions used to estimate future pension cost (due to decreasing bond yields and higher projected pension costs). The only other minor movement relates to the Accumulated Absences accrual provision.

6 Employee Pension Schemes

The Chief Constable operates separate pension schemes for Police Officers and Police Staff. Police Staff can join the Local Government Pension Scheme (LGPS) and police officers can join the Police Pension Scheme. They are both defined benefit schemes but differ in their operation. A fuller explanation is provided in the Notes to the Financial Statements.

Although benefits from these schemes will not be payable until an officer or staff member retires, the Chief Constable and PCC Group is required to disclose this future commitment based on the full cost calculated based on the time employees become eligible to retire. This future net liability and annual current cost are calculated by an independent actuary in accordance with International Standards (IAS19).

Accounting for this commitment has a substantial impact on the net worth of the Balance Sheet, resulting in a negative reserves on the Balance Sheet totalling £2,176.0m (2019/20 £2,027.6m). The police officer pension scheme has the majority share of the deficit at £1,956.9m (2019/20 £1,896.1m). Statutory arrangements are in place to fund this deficit which means the Chief Constable maintains a healthy financial position and can continue to operate on a going concern basis.

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.

For the police officers pension fund the employer's contribution rate for the 2020/21 year was set at 31.0%. In 2020/21 costs in excess of the employer's contribution were met by the Home Office by way of the Pension Top-Up Grant and an additional grant of £2.0m.

7 Further Information

Surrey Police continues to undertake significant change activity through the Policing Together programme with Sussex Police, and also with other forces in the South-East region, in order to meet financial challenges, increase resilience and improve service delivery. The full savings programme and budget reductions for 2020/21 of £1.4m was taken at the beginning of the financial year and is shown by portfolio as follows:

- Specialist Crime £0.2m
- ICT £0.5m
- Other £0.7m

Budget holders unable to make any of the savings were required to detail reasons in an exception report for consideration and approval. Whilst the savings were incorporated into the budget setting process and effectively removed at the start of the year, ICT did not identify their savings of £0.5m which will be carried forward and will require the identification of permanent savings in 2021/22. The Strategic Change Board reviews the savings profile over the medium term on an ongoing basis.

Within the organisation we continue to develop innovative working practices to maximise our efficiency. This includes investing in better technology, managing digital evidence and sharing information more effectively.

We are monitoring the effectiveness of our digital investments and have, for example, seen huge benefits to officers using Mobile Data Terminals (MDTs) while out in the community. We are equipping all employees with the right skills and tools to work in a modern way, whilst they face increasingly complex policing challenges, and provide increased visibility and reassurance to the community.

With further investment we can further strengthen our position – prevent more crimes, catch more criminals, protect more victims, solve more crimes and keep Surrey even safer.

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.

Surrey Police are committed to continuous improvement in their arrangements for programme, project and financial management as demonstrated through a number of key initiatives and programmes, including;

Financial Excellence: Surrey Police is 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. So far, this has included implementation of accounts closure software to enable code compliant production of statutory financial statements more promptly, development of Finance Business Partners, and an independent review of financial management arrangements.

Regional collaboration continues with five police forces (Thames Valley, Hampshire, Sussex, Surrey and Kent) working together on counter terrorism and tackling serious and organised crime. This is governed by a joint regional oversight board which the five PCCs chair in rotation. During the year development continued on a Western Hub for the South East Regional Organised Crime Unit.

The site for a new Force headquarters was purchased at Leatherhead. The project is expected to take at least four to five years to complete, including plans to dispose of current outdated and costly buildings and creating a modern and cost-effective estate that will allow the Force to meet the challenges of modern policing.

All police forces are inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and Surrey Police was rated overall as good for effectiveness, efficiency and legitimacy. HMICFRS noted the extent to which the force is effective at reducing crime and keeping people safe is good. The force was found to be outstanding at preventing crime and anti-social behaviour, engaging well with its communities and partner organisations to understand and solve neighbourhood problems and working effectively with partners to identify and protect vulnerable people. HMICFRS noted the extent to which the force treats the public and its workforce is also good and that room for improvement was noted in the extent to which the force operates efficiently and sustainably.

New 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 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.

8 Financial Outlook

The financial statements are prepared on the assumption that the legal entity of the Chief Constable of Surrey Police is a going concern, meaning that it will continue to operate for the foreseeable future and will be able to realise assets and discharge liabilities in the normal course of operations.

The key accounting concept of a going concern assumes that an organisation, its functions and services will continue in operational existence for the foreseeable future. Where this is not the case, particular care will be needed in the valuation of assets. An ability to apply the going concern concept can have a fundamental impact on the financial statements.

The Local Government Accounting Code makes it clear that government changes should not be seen as having a detrimental impact on the Chief Constable continuing as a going concern. In addition to this a policing body cannot be created or dissolved without statutory prescription, and accordingly must prepare their financial statements on a going concern basis of accounting.

Unusable reserves on the balance sheet include the large negative pension reserve which is mainly due to the police pension schemes being unfunded i.e. with no fund assets to offset future liabilities when existing police officers have all retired. The statutory arrangements for funding the liability mean that the Chief Constable's financial position remains sound.

Usable reserves are a key part of budget setting and financial planning, such reserves are held by the PCC, with the general reserves strategy being to maintain a balance that does not fall below 3% of the budget. A number of earmarked revenue reserves are also held for specific purposes or activities. The use of general reserves assists in financial planning to mitigate any short term predicted funding gaps.

The financial resilience and sustainability of the Force is monitored by the production and review of the Medium Term Financial Plan (MTFP). The MTFP supports the Force Business Plan incorporating all known financial and business assumptions along with developing a number of planning scenarios for consideration by the Chief Officer Group.

The annual revenue budget for 2020/21 was set by the PCC at £261.7m (2020/21 £250.0m) of which the Chief Constable's budget amounted to £259.0m (2019/20 £247.9m). In 2021/22, the force will receive extra funding for an extra 72 police officers (2020/21: 78 police officers) as part of the government's programme to increase numbers nationally by 20,000 over the three year period.

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, appearing to read 'Peter Gillett', with a horizontal line underneath.

Peter Gillett CPFA

Executive Director of Commercial and Finance Services,
Chief Finance Officer to the Chief Constable of Surrey

Date: 18 MARCH 2022

External Auditor's Report

INDEPENDENT AUDITOR'S REPORT TO THE CHIEF CONSTABLE OF SURREY

Opinion

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

- Chief Constable of Surrey Movement in Reserves Statement;
- Chief Constable of Surrey Comprehensive Income and Expenditure Statement;
- Chief Constable of Surrey Balance Sheet;
- Chief Constable of Surrey Cash Flow Statement
- the related notes 1 to 23; and
- Chief Constable of Surrey Pension Fund Account.

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 Chief Constable of Surrey 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 Chief Constable for Surrey 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 chief constable'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 chief constable'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 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 Chief Constable 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.

Responsibilities of the *Chief Finance Officer*

As explained more fully in the Statement of Responsibilities set out on page 27, 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 Chief Constable'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 Chief Constable either intends to cease operations, or have no realistic alternative but to do so.

The Chief Constable 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 Chief Constable 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 Chief Constable 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 Chief Constable 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 reading the Chief Constable's committee minutes, through enquiry of employees to confirm the Chief Constable'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 Chief Constable'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 risk to be management override of controls.

- 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 Chief Constable 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 Chief Constable 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 Chief Constable 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 Chief Constable of Surrey 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 Chief Constable'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 Chief Constable'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 the Chief Constable of 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 Chief Constable of 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

Statement of Responsibilities

This section explains the responsibilities for managing the financial affairs of the Chief Constable of Surrey.

Responsibilities of the Chief Constable:

The Chief Constable is required:

- To make arrangements for the proper administration of the Chief Constable of Surrey's financial affairs and to ensure that one of its officers (the Chief Finance Officer) has the responsibility for the administration of those affairs. That officer is the Executive Director of Commercial and Finance Services;
- 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 Executive Director of Commercial & Finance Services

as Chief Finance Officer to the Chief Constable of Surrey:

The Chief Finance Officer is responsible for:

- Preparation of the Statement of Accounts for the Chief Constable of Surrey 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 Chief Constable of Surrey.
- 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.



Gavin Stephens
Chief Constable
Dated: 18 MARCH 2022

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Chief Constable of Surrey 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.



Peter Gillett CPFA
Executive Director of Commercial and Finance Services
Dated: 18 MARCH 2022



Surrey Police

Chief Constable's Annual Governance Statement 2020-21

1 Introduction

- 1.1 This annual governance statement sets out how Surrey Police has complied with the corporate governance framework set out in the Code of Corporate Governance for the Surrey Police and Crime Commissioner (PCC) and the Chief Constable¹ in place for the year ended 31 March 2021. It also details areas of improvement to further enhance governance arrangements that the force plans to progress during 2021-22.
- 1.2 It is designed to complement the annual governance statement of the Surrey PCC, 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 In response to Covid-19

- 2.1 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 2020-21. 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.
- 2.2 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.
- 2.3 As part of the Coronavirus Bill 2020 two new powers were given to the police to reduce the spread of the coronavirus and guide how we are policing them to keep the public safe:
 - Powers Relating to Potentially Infectious Persons – Schedule 20;
 - Powers to Issue Directions Relating to Events, Gathering and Premises – Schedule 21In Surrey Police these powers are used only on the express direction of specific individuals.
- 2.4 The Police adopted a “four-phase” approach to coronavirus restrictions in which enforcement is “the last resort”:
 - Engage: officers speak to people and try to establish their “awareness and understanding of the situation”.
 - Explain: officers “try to educate people” about the coronavirus risks.
 - Encourage: officers encourage people to “act reasonably”.
 - Enforce: officers may “as a last resort, remove a person to the place where they live, using reasonable force only if it is a necessary and proportionate means of ensuring compliance”.
- 2.5 Operation Titan, a ‘gold command’ governance group (formerly known as Op Apollo, but combined during 2021 with the response to the EU Exit and potential issues from severe winter weather) set up to respond to the challenges of Covid-19 as they were publicly announced, maintained a robust control environment to

¹ [Code of Corporate Governance](https://www.Surrey-pcc.gov.uk/media/4781/code-of-corporate-governance-v9-2020.pdf) <https://www.Surrey-pcc.gov.uk/media/4781/code-of-corporate-governance-v9-2020.pdf>

capture issues, assess capacity and capability, manage stakeholder engagement, make decisions and coordinate the Surrey Police response to Covid-19.

- 2.6 Extensive internal and external communications, managed via Operation Titan issued the latest information and guidance to staff and officers daily to include; briefings, operational guidance, intelligence updates, personal guidance, line manager advice, staff impact and wellbeing resources.
- 2.7 Activation of 'social distancing' policies and business continuity plans were invoked early on:
- Employees were instructed to avoid unnecessary travel and non-essential physical contact;
 - Familiarity with PPE guidance promoted in recognition of inevitable physical contact in policing
 - NHS hygiene advice made available to all staff and officers;
 - Managers encouraged to support remote/home working for non-operational staff;
 - Face to face meetings, wherever possible were moved to teleconference or alternative virtual meeting space e.g. Skype;
 - Non-urgent meetings, events and conferences cancelled or postponed in consultation with stakeholders.
- 2.8 Instruction was given mid-March 2020 for all staff to work from home where possible in line with restrictions on public life made by the UK Government to slow the effects of Coronavirus and protect NHS resources. Regular updates were issued throughout the year to reflect changes in restrictions.
- 2.9 Other changes to governance arrangements as a result of Covid-19 include:
- Force command structure across Surrey Police and Sussex Police changes to increase resilience around the policing response;
 - Redeployment of staff to support the front-line workforce and Operation Titan;
 - Redeployment of officers to changes in priorities and crime demands arising from Covid-19;
 - Frequent dialogue maintained with government officials and key stakeholders on the financial impact on policing resulting from Covid-19;
 - Monitoring and approval process through Operation Apollo to deal with additional costs e.g. pay related costs, personal protective equipment (PPE) for frontline staff, IT investment to allow people to work from home and income losses;
 - More flexible use of Government Procurement Cards and increased local floats to facilitate urgent purchases.
- 2.10 Since 31 March 2020 the following governance issues arose relating to Covid-19:
- National procurement contribution towards personal protective equipment (£5m Surrey Police & Sussex Police) requiring legal and procurement expertise and cash flow management;
 - Strategic review of budgets, existing projects and capital programmes with a view to mitigate costs arising from Covid-19 and support financial sustainability;
 - Supply chain management including immediate payment of suppliers and/or exceptional payments in advance to mitigate risk of failure by essential suppliers;
 - Greater likelihood of borrowing requirement due to additional costs and potential reductions in income during the year were largely mitigated by government grants covering costs in relation to Covid-19. However the longer term impacts on the economy will impact on medium term financial planning.

3 Scope of Responsibilities

- 3.1 The Chief Constable and the PCC are responsible for ensuring business is conducted in accordance with the law and proper standards, and that public money is safeguarded and is properly accounted for.
- 3.2 Under the Policing Protocol 2011 the PCC has responsibility for the delivery of efficient and effective policing, management of resources and expenditure by the police force. The PCC has a statutory responsibility to obtain views from the community and victims of crime about the policing of the Force area and must take into account the views of responsible authorities. These views inform the PCC's Police and Crime Plan which sets the strategic direction and priorities for the Force.

- 3.3 The Chief Constable has a statutory responsibility for the control, direction and delivery of operational policing services provided by Surrey Police (the Force), having regard to the strategic direction and priorities set by the PCC in the Police and Crime Plan. In discharging this overall responsibility, the Chief Constable is responsible for establishing and maintaining appropriate risk management processes, governance arrangements and ensuring that there is a sound system of internal control, which facilitates the effective exercise of these functions.
- 3.4 Surrey Police continues to follow the principles of the CIPFA Framework: ‘Delivering Good Governance in Local Government’² and the guidance notes for policing bodies (revised 2016)³.
- 3.5 This statement explains how the Force has complied with the principles and also meets the requirements of regulation 6 of the Accounts and Audit Regulations 2015 in relation to the publication of a statement on internal control.
- 3.6 The Force’s financial management arrangements conform to the governance requirements of CIPFA’s Statement on ‘The role of the Chief Finance Officer of the Police and Crime Commissioner and the Chief Finance Officer of the Chief Constable (July 2012)’⁴. CIPFA’s new document for ‘The Role of CFO’s in Policing’ was published in March 2021 and will be used as a reference going forward.

4 The Purpose of the Governance Framework

- 4.1 The governance framework comprises the systems, processes, culture and values by which the Force is directed and controlled, together with its activities through which it accounts to and engages with the community.
- 4.2 It enables the Force to monitor the achievement of its strategic objectives, as set out by the PCC in the Police and Crime Plan⁵ and the Strategic Policing Requirement⁶, and to consider whether those objectives have led to the delivery of appropriate, cost-effective services, including achieving value for money.
- 4.3 The fundamental function of good governance in the public sector is to ensure that intended outcomes are achieved whilst acting in the public interest at all times.

5 The Governance Framework

- 5.1 The Chief Constable of Surrey Police is responsible for operational policing matters, direction and control of police personnel, and for putting in place proper arrangements for the governance of the Force. The PCC is required to hold him/her to account for the exercise of those functions and those of the persons under his/her direction and control. It therefore follows that the PCC must be assured that the Force has appropriate mechanisms in place for the maintenance of good governance and that these operate in practice.
- 5.2 A governance framework, collectively known as the Scheme of Corporate Governance, has been in place for the year ended 31 March 2021 and includes the Code of Corporate Governance, Memorandum of Understanding, Decision-making Framework, Scheme of Delegation, Financial Regulations and Contract Standing Orders. The Force system of internal control, based on a framework of policies and procedures, is a significant part of the Force governance framework and is designed to manage risk to a reasonable and

² “Delivering Good Governance in Local Government” <http://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-in-local-government-framework-2016-edition>

³ “Delivering Good Governance in Local Government” and the guidance notes for policing bodies (revised 2016) <http://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-guidance-notes-for-policing-bodies-in-england-and-wales-2016-edition>

⁴ The role of the Chief Finance Officer of the Police and Crime Commissioner and the Chief Finance Officer of the Chief Constable (July 2012) <http://www.cipfa.org/policy-and-guidance/reports/cipfa-statement-on-the-role-of-the-chief-financial-officer-of-the-police-and-crime-commissioner-and-the-chief-finance-officer-of-the-chief-constable>

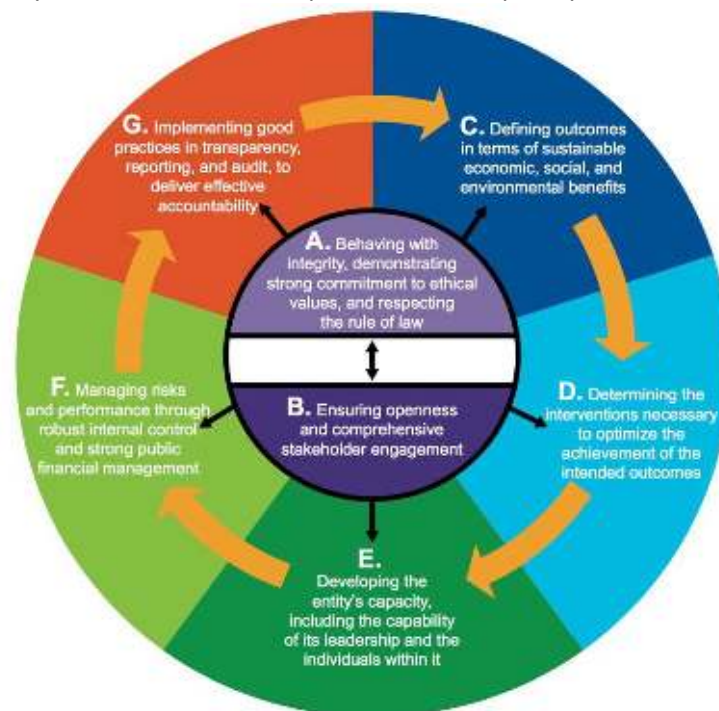
⁵ Police and Crime Plan: [Police & Crime Plan](#)

⁶ [Strategic Policing Requirement](https://www.gov.uk/government/publications/strategic-policing-requirement): <https://www.gov.uk/government/publications/strategic-policing-requirement>

foreseeable level. The Force cannot eliminate all risk of failure to achieve policies, aims and objectives; it can only provide reasonable but not absolute assurance of effectiveness.

5.3 The Code of Corporate Governance for the Surrey Police and Crime Commissioner and Chief Constable for Surrey Police and all strategic governance documents that comprise the Scheme of Corporate Governance were reviewed in 2020-21 (except the Contract Standing Orders due to anticipated legislative changes later in the year) as part of the annual review of governance documentation and are available on the PCC's website⁷. The joint Code provides a summary of governance arrangements setting out responsibilities. The Code also details a diarised programme for the regular review of policies. A key element of this is the identification and management of risk.

5.4 Governance arrangements for both the Force and the PCC follow the seven principles as set out in the revised Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales (2016 Edition). The diagram below illustrates the various principles of good governance in the public sector and how they relate to each other. A summary of how the force complies with these principles is detailed below.



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

To achieve this, the Chief Constable has:

- ensured that officers and staff carry out their respective roles in a climate of openness, support and respect;
- developed standards of conduct and personal behaviour which are defined and communicated through appropriate codes of conduct and protocols and the policing Code of Ethics;
- communicated that all managers and supervisors at all levels of the Force should set a good example and challenge any behaviour that does not meet the Code of Ethics and to clearly communicate the Force's values, standards, expectations and priorities;
- continued the Ethics Committee with an Independent Chair and Vice-chair to provide advice to the Force on ethical dilemmas raised by individuals or departments, with Information Management process in place to ensure policies and procedures are consistent and developed in consultation with subject matter experts including diversity and staff associations;
- in place arrangements for the reporting of all financial irregularities to senior managers and Section 151 officers via the Financial Regulations;

⁷ Governance Documents: <https://www.surrey-pcc.gov.uk/transparency/key-responsibilities/>

- ensured that an Equality, Diversity and Human Rights (EDHR) strategy is in place, overseen by the EDHR Board to link EDHR aims, objectives and outcomes with Force vision and priorities;
- continued to emphasise to staff the importance of crime data integrity, compliant with the national standards for crime recording, to ensure effective crime investigation and prevention (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) undertook an inspection of crime data integrity in Surrey Police⁸ and assessed the Force as "Good");
- ensured ethical application of Home Office Counting rules via the Strategic Crime and Incident Recording Group monitoring via the Data Quality Action Plan:
- ensured a policy on anti-fraud, bribery and corruption is in place (updated Jan 2021)⁹ which clearly sets out the procedures to be operated and which is designed to encourage prevention, promote detection and identify a clear pathway for the investigation of fraudulent and/or corrupt practices or behaviour;
- ensured that the Force is compliant with all relevant anti money laundering legislation;
- ensured accessible, appropriate and long established whistle-blowing arrangements and processes in place and that these are regularly reviewed e.g. "Anonymous Contact" confidential and independent web based reporting system;
- ensured that the requirements of the Policing and Crime Act 2017 relating to police conduct reforms were implemented (effective from February 1st 2020), establishing procedures for dealing with and investigating complaints which are in line with legal requirements and national guidelines;
- ensured that Surrey Police remains proactive in preventing and responding to cases involving "Abuse of Authority", which includes raising awareness for staff, two new joint Surrey and Sussex policies are being developed in 2020 to give clear guidance on standards of sexual integrity expected entitled "Abuse of Authority for Sexual and Emotional Gain" and "Professional Boundaries and Appropriate Personal Relationships and Behaviours in the Workplace" via bespoke NCALT training package;
- ensured that officers and staff have easy reference to key information that relates to integrity accessible through the Force intranet;
- ensured that media engagement policy is in place relating to media relations, integrity and use of social media;
- ensured that staff and officers have been provided with and understand training in unconscious bias;
- regularly published chief officer expenses, gifts and hospitality (received and declined) and outside business interests of senior officers and staff with quarterly reports subject to oversight by Joint Audit Committee, Head of Professional Standards Department and the PCC;
- ensured there is a Force policy regarding use of force, and that it is compliant with Independent Office of Police Conduct (IOPC), (formerly the Independent Police Complaints Commission), report recommendations¹⁰, which includes the responsibility to fully document at the earliest opportunity the extent and method of force used, and the rationale for that force;
- considers divisional and IOPC reports published by the Professional Standards Department detailing results and lessons learnt from complaints and investigations to provide further guidance to all employees;
- ensured that the Force has met its equality and diversity obligations as set out in the Equality Act 2010 and the Public Sector Equality Duty 2011;
- a force Criminal Justice team responsible for keeping the Force up to date with changes in national criminal justice and legislation, with the Force Policy and Procedure team overseeing appropriate policies.
- continued to develop the work of the Legitimacy and Ethics Board (formed jointly with Sussex Police in 2017), to ensure that both forces are compliant with relevant Authorised Professional Practice and forces' policies and to improve the scrutiny and governance arrangements in relation to key aspects of policing in Surrey and Sussex, including Stop and Search, Use of Force and the use of body worn video.

⁸ HMIC Crime Data Integrity inspection report 2018 Surrey Police: <https://www.justiceinspectors.gov.uk/hmicfrs/publications/surrey-crime-data-integrity-inspection-2018/>

⁹ Anti-Fraud, Bribery and Corruption Policy: <https://www.surrey.police.uk/SysSiteAssets/foi-media/surrey/policies/anti-fraud-corruption-and-bribery-policy.pdf>

¹⁰ IOPC Use of Force: https://www.policeconduct.gov.uk/sites/default/files/Documents/research-learning/IPCC_Use_Of_Force_Report.pdf

In 2018-19 HMICFRS assessed Surrey Police through the PEEL (police effectiveness, efficiency and legitimacy) programme of inspections and assessed Surrey as “Good” for Legitimacy, confirming that Surrey Police works hard to promote a no-blame, ethical, learning culture¹¹.

5.6 **Principle of Good Governance: B Ensuring openness and comprehensive stakeholder engagement.**

To achieve this, the Chief Constable has:

- meetings with the PCC every 6 weeks for alternate public webcast, and private scrutiny, meetings to report on progress against the PCC’s Police and Crime Plan;
- ensured that Force engagement with the public takes place on many levels, from daily street contact and phone calls through to contact via social media (Facebook, Twitter etc.), on line interaction via the force website and formal surveys in relation to service priorities;
- encouraged the public to sign up to ‘In the Know’ receipt of regular updates from Surrey Police;
- ensured use of social media accounts at a corporate and local neighbourhood level to provide updates, crime prevention advice and opportunities for engagement with all key news stories, including proactive transparency on negative issues involving the force such as officer misconduct, with monthly review of public information effectiveness to promote improvement, and social media training delivered in year to frontline staff including the Contact Centre;
- held regular meetings with local communities offering local people a chance to be heard, to discuss issues that affect them, to agree local action to tackle these issues and agree priorities;
- worked with partner organisations - through community safety partnerships and a range of others to tackle crime, disorder, anti-social behaviour and to reduce re-offending;
- engaged with Independent Advisory Groups, whose membership reflect different sections of the community, to encourage the active involvement of people from diverse groups;
- maintained Surrey Police information sharing agreements with partners and other organisations to manage information, working closely with County, Borough and District Councils via a centralised communications group which meets quarterly to share key messages.
- ensured that user satisfaction surveys across a range of victim groups (beyond the statutory requirement) are conducted to a high standard, providing the Force with information about the quality of service these groups have received from the police service e.g. quarterly neighbourhood survey, monthly Victim Satisfaction surveys for Anti-Social Behaviour and Crime, and ad hoc public surveys via social media;
- in place an engagement guide explaining to stakeholders and interested members of the public what they can expect from the force, supported by local engagement plans, policies and procedures;
- ensured that the Surrey Police website was further developed having joined the national initiative “Single On-line Home”, which offers an enhanced self-service feature for the public, greater consistency of advice and guidance and an improved user experience;
- ensured there is an up to date Freedom of information Act 2000 publication scheme;

5.7 **Principle of Good Governance: C Defining outcomes in terms of sustainable economic, social and environmental benefits.**

To achieve this, the Chief Constable has:

- A Chief Constable’s ‘Plan on a Page’ set out the force vision and purpose in accordance with the PCC’s Police and Crime Plan and the Surrey Police Business Plan 2017-2025¹². Recognising the need for staff and public to see and understand a clear vision and strategy for the Force, in September 2020 Surrey Police set out its strategy as “Our Commitments” to our Communities, our Force and our People. The Force will use this framework to focus activity over the next five years¹³;

¹¹ HMICFRS PEEL assessment: <https://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2018/surrey/>

¹² Surrey Business Plan: <https://www.surrey.police.uk/SysSiteAssets/media/downloads/surrey/about-us/business-plan-2017.pdf>

¹³ Surrey Chief Constable’s ‘Our Commitment’ vision: <https://www.surrey.police.uk/our-commitments>

- published a Force Management Statement¹⁴ detailing demand for police services and Surrey Police resourcing to meet these demands, together with details of identified areas to be addressed through investment;
- a five year Medium Term Financial Plan which is regularly reviewed and supported by robust, sustainable multi-year budgets to deliver the Force Business Plan and consider external factors such as inflation, borrowing and funding;
- decided how the quality of service for users is to be measured and ensured that the information needed to regularly and effectively review service quality is available;
- established a robust performance framework that ensures that the Chief Constable is informed of progress against key indicators;
- has continued to review the key functions, departments and activities, to ensure that the delivery of all elements of policing are effective and efficient;
- actively pursued joint working opportunities at a local, regional and national level, which has resulted in a number of policing services being delivered in collaboration with other organisations and bodies, particularly with the Sussex PCC and Sussex Police;
- established with Sussex Police a Change Delivery function which recognises the importance of strategic planning and integration to incorporate national, regional and local change, business change/adoption and change assurance;
- a robust mechanism to record and respond to recommendations and findings from external review, including HMICFRS and the IOPC, which is overseen by the Organisational Reassurance Board (ORB), chaired by the Deputy Chief Constable.

5.8 ***Principle of Good Governance D: Determining the interventions necessary to optimise the achievement of the intended outcomes.***

To achieve this, the Chief Constable has:

- undertaken an annual review of the corporate governance framework and key high level governance documents, including the Code of Corporate Governance ensuring the Code is aligned with the CIPFA guidance published in 2016;
- ensured that there is a risk management strategy and policy in place to ensure that threats to the achievement of the Force's organisational objectives and regional and national responsibilities are identified and managed effectively via the Organisational Reassurance Board (ORB), with regular risk updates reviewed by the Joint Audit Committee and at the PCC's Performance meeting;
- established a performance framework based on force priorities/strategic objectives, with an increased focus on qualitative assessment of behaviours and performance and root-cause analysis of issues - these changes have been aligned with the findings from the Irene Curtis review into the use of targets in policing¹⁵;
- subjected key strategic projects to specific oversight arrangements, including frequent review of the level of intervention required by the PCC and CC;
- ensured that there is robust scrutiny of the Force's 'Policing in Your Neighbourhood' and other change programmes to ensure that significant and complex change programmes are monitored, reviewed and delivered effectively;
- ensured regular and focussed communication with the public via a communication planner regarding communication strategies supporting force priorities and alignment of public campaigns with those priorities;
- used monthly victim satisfaction surveys to monitor service delivery outcome satisfaction and compliance with the Victim Code.
- developed the governance related to change to better prioritise and drive delivery and better enable decision-making – this change governance process is supported by three levels of governance boards:

¹⁴ Surrey police Force Management Statement 2018: https://www.Surrey.police.uk/SysSiteAssets/foi-media/Surrey/other_information/Surrey-police-force-management-statement-2019.pdf
https://www.surrey.police.uk/SysSiteAssets/media/downloads/surrey/about-us/sp_forcemanagementstatement.pdf

¹⁵ The use of targets in policing:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/466058/Review_Targets_2015.pdf

Change Engagement Meeting; Change Assessment Board and Strategic Change Board which continue to work well for the organisation;

- ensured post implementation reviews have been undertaken of key change programmes to provide assurance of benefit delivery, with processes in place for follow up on the completion of any additional actions.

In 2018-19 HMICFRS assessed Surrey Police through the PEEL programme of inspections and assessed Surrey as “Requires Improvement” for Efficiency, identifying that the force “needs to analyse data more effectively to understand demand (including hidden demand) to better serve the public” and recommended that the force should gain a better understanding of how it uses and prioritises resources to meet current demand.

5.9 **Principle of Good Governance E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it.**

To achieve this, the Chief Constable has:

- established clear roles and responsibilities for each of the Force’s senior officers;
- developed a workforce plan introduced across Surrey Police and Sussex Police and reviewed quarterly, which identifies the future workforce mix and profile requirements, this is reviewed at the DCC’s Strategic Board and quarterly at the Workforce Capability and Capacity Board and the Surrey Resource Management meeting attended by business representatives and used to understand and review priorities;
- undertaken a skills audit for officers and staff to establish the current level of leadership skills with the force and enabling better planning of training which more effectively meets the needs of officers and staff e.g. work is underway for core skills for Response (Prevention and Detectives to follow);
- used the skill product “Licence to Police” to baseline essential skills for all police officers;
- introduced a new process from July 2018 for individual performance review and management – “Focus”, which sets out a new approach for regular constructive feedback on performance and areas for improvement;
- introduced in 2019-20 a Succession Planning Framework, known as Future Focus, which enables line managers to undertake career planning with staff and officers, identifying talent at the same time as succession planning for critical roles within departments and putting in place plans to minimise risks if this is required;
- ensured local talent pools are embedded in the Force to develop and support future leaders in conjunction with Future Focus;
- developed a leadership strategy and framework based on the national Competency and Values Framework as part of the leadership programme aiming to increase capability in good leadership for officers and staff across Surrey Police and Sussex Police, this includes the First Line Leaders Development (FLLD) pathway to unblock barriers and develop skills, and the Second Line Leaders Development Programme aimed at Inspectors/Chief Inspectors and staff equivalents;
- ensured that Force capability continues to be monitored at the Capacity, Capability and Performance Board (CCPB) which was relaunched in June 2019 with revised terms of reference;
- ensured specific work was undertaken to address the gap in detectives the Force is experiencing with the Heads of Crime Investigative Improvement Programme (HocIIP), including a fast track detective degree holder entry programme;
- promoted an ethos of continuous improvement across the Force and been proactive in promoting innovative practice in order to reduce organisation costs and improve performance, including ensuring that staff have every opportunity to help shape organisational change and service improvement, with an intranet Development Hub to support officers and staff via a central point of reference to Leadership Development programmes, Continuing Professional Development (CPD) and national tools;
- continued to work with Unison, the Police Federation and the Superintendent’s Association using the seven point plan (launched Feb 2017) to enable a consistent approach to how assaults on staff and officers are dealt with;
- developed the work of the Wellbeing Board, attended by representatives from Surrey Police and Sussex Police as well as staff associations, allowing workforce concerns to be raised and acted upon;

- established a Wellbeing Strategy and Action Plan, revised every year to factor in emerging and identified needs, which defines the meaning of “wellbeing” and why it is important.

5.10 **Principle of Good Governance F: Managing risks and performance through robust internal control and strong public financial management.**

To achieve this, the Chief Constable has:

- ensured that all decision making is carried out in accordance with the governance framework as set out in the Code of Corporate Governance;
- continued to work to embed ethical decision making at all levels following the National Decision Model (NDM), which has at its centre the policing Code of Ethics;



- NDM is explained on dedicated intranet pages and posters promoting principles of the Code of Ethics. NDM is included in all learning material, selection/promotion processes, on investigators notebooks and pocket books as an aid to regular use and decision making process;
- set strategic direction and priorities via the Chief Officer Group (COG) for Surrey, and the Chief Officer Meeting (COM) for matters across Surrey Police and Sussex Police. The Force Organisation Board includes Chief Superintendents and Heads of Department providing a forum to agree changes to policy and practice, and maintain oversight of financial and workforce planning.
- compared performance against peer data as provided by HMICFRS 2020 Value for Money profiles,¹⁶ seeking improvement where best practice was identified;
- ensured individual change programmes are built on comprehensive business cases to secure value for money, effective resources management, and projected benefits;
- ensured change programme and project expenditure was scrutinised and challenged by chief officers via relevant programme and project boards led by chief officers;
- ensured that there is a process in place between Change Delivery and finance to manage and monitor the delivery of savings, which has been incorporated into the budget setting process.
- ensured that a risk management strategy and policy is embedded in the governance structure and is used effectively to inform and focus decision making, including the response to COVID-19;
- ensured that effective business continuity arrangements are in place to meet the requirements outlined in the Civil Contingencies Act 2004.
- ensured data protection and information management policies and strategy are in place to ensure that the Force is compliant with General Data Protection Regulation 2018 (GDPR) and the Data Protection Act 2018;

5.11 **Principle of Good Governance G Implementing good practices in transparency, reporting and audit to deliver effective accountability.**

To achieve this, the Chief Constable has:

¹⁶ HMICFRS Value for Money profiles Surrey 2020: <https://www.justiceinspectors.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/>

- ensured that the Force undergoes extensive internal and external inspection and that the results of these inspections are available on line;
- ensured that internal audit is provided through a managed service contract with the Southern Internal Audit Partnership and regular updates are provided to the Joint Audit Committee¹⁷;
- ensured that information is published to allow appropriate scrutiny of decision making¹⁸;
- ensured that the public are able to attend police disciplinary hearings to observe proceedings¹⁹
- continued to support the work of the Joint Audit Committee in its role of monitoring Force governance and internal control.

6 Review of Effectiveness

- 6.1 The Chief Constable has responsibility for conducting a regular review of the effectiveness of the governance framework, including the system of internal audit and control. This annual governance statement provides a summary of activities undertaken and areas for continuous improvement identified through the Force review of the governance arrangements; these have been included in the action plan for 2021-22.
- 6.2 This review has been co-ordinated by the Corporate Finance team and informed by senior managers across the Force in order to assess the Force compliance with the CIPFA guidance.
- 6.3 The review of the evidence for the effectiveness of the governance framework, to confirm that the current arrangements are fit for purpose, are presented to meetings of the Force Organisational Reassurance Board and the Joint Audit Committee. The review also provided updates and confirmation regarding the completion of areas for improvement identified in 2019-20 annual governance statement.
- 6.4 Assessments and recommendations made by the internal and external auditors and other review agencies and inspectorates have also informed this review.
- 6.5 The Joint Audit Committee has been consulted on the development of the annual governance statement. The final statement is considered at its meeting for recommendation for approval by the Chief Constable. The Committee aims to ensure that there is continuous improvement in the process and endorses the resulting annual action plan. Regular updates on progress to address the areas for improvement are provided to the Committee.
- 6.6 A process is established to ensure the Chief Constable and Surrey PCC, approve and sign off the annual governance statement, in accordance with the CIPFA guidance.

7 Internal Audit Opinion

- 7.1 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 2021, the Chief Internal Auditor's opinion for Surrey Police Force is as follows²⁰:

"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.

¹⁷ Joint Audit Committee: <https://www.surrey-pcc.gov.uk/transparency/meetings-agendas/>

¹⁸ Surrey Police website: <https://www.surrey.police.uk/foi-ai/af/accessing-information/>

¹⁹ Misconduct Hearings: <https://www.surrey.police.uk/search?q=misconduct+meetings>

²⁰ 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

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."

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 Force 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 In 2020-21 the following Internal Audit reports were given an opinion of substantial assurance:
- Data Classification and Data Governance 20/21 (joint)
 - Imprest 20/21
 - Independent Custody arrangements 20/21
 - Governance of Collaborative Arrangements 20/21 (joint)
 - Payroll 20/21
 - Accounts Payable 20/21
 - Accounts Receivable 20/21
- 8.6 In 2020-21 the following Internal Audit reports were given an opinion of reasonable assurance:
- Cyber security – security monitoring 19/20 carry forward (Joint)
 - 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)
- Commercial Unit (19/20) carry forward (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 Key areas of weakness identified 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. Sussex Police bears 32% of the total partnership project costs with Surrey Police covering 22.3% and Thames Valley Police covering 45.7%.
- 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 would not be owned by 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.



Gavin Stephens, Chief Constable of Surrey

Date: 18 MARCH 2022



Peter Gillett, Executive Director of Commercial and Finance Services, Chief Finance Officer to The Chief Constable of Surrey

Date: 18 MARCH 2022

Contact details:

Peter Gillett, Executive Director of Commercial and Finance Services and Chief Finance Officer to the Chief Constable of Surrey

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

<i>Ref</i>	<i>Area for improvement</i>	<i>Owner</i>	<i>Completion Target dates</i>
ISSUES CARRIED OVER FROM 2019-20 AGS ACTION PLAN			
1	<p>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.</p> <p>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).</p>	Executive Director of Commercial and Finance	31.03.22 ongoing as part of continuous improvement throughout 2021-22
2	<p>ERP Payroll Extra Costs – limited assurance internal audit opinion</p> <p>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.</p> <p>Following closure of the Equip programme in December 2020, the identified risk regarding cross charging between forces and KPMG is no longer applicable.</p> <p>This internal audit action was therefore approved for retirement at Force ORB meetings in May 2021.</p>	Chief Digital and Information Officer	Action Retired
3	<p>ERP/EQUIP Programme</p> <p>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.</p> <p>Following closure of the Equip programme in December 2020, the identified risk regarding cross charging between forces and KPMG is no longer applicable.</p>	Chief Digital and Information Officer	Action Retired
	<p>Uniform and Small Assets – No assurance internal audit opinion (2018-19)</p> <p>2 high, 3 medium management actions</p>	Service Director, Estates & Facilities	Complete
ISSUES CARRIED OVER FROM INTERNAL AUDIT 2019-20			
	<p>IT – Resource Management – Limited Assurance</p> <p>15 high, 1 medium level management actions</p>	Chief Digital and Information Officer	Complete
	<p>IT – Data Centre Facilities & Security – Limited Assurance</p> <p>2 high, 2 medium, 4 low level management actions</p>	Chief Digital and Information Officer	Complete
	<p>IT – Data Storage and Backup – Limited Assurance</p> <p>5 high, 5 medium, 1 low level management actions</p> <p>1 high and 1 medium actions remain open</p>	Chief Digital and Information Officer	Anticipated completion date: 30.12.21
	<p>IT – Capacity and Performance Monitoring – Limited Assurance</p> <p>1 high, 4 medium, 2 low level management actions</p> <p>1 low action outstanding (not yet due)</p>	Chief Digital and Information Officer	Anticipated completion date: 31.12.21
	<p>IT – Commercial Unit – Limited Assurance</p> <p>8 high, 6 medium level management actions</p>	Chief Digital and Information Officer	Complete
	<p>IT- Cyber Security – Limited Assurance</p> <p>N.B.: Network Security & Access Controls (Limited Assurance); Cyber Security (Adequate)</p> <p>5 medium level management actions</p>	Chief Digital and Information Officer	Complete
ISSUES CARRIED OVER FROM 2019-20 AGS ACTION PLAN			
	<p>Information Commissioner’s Office guidance regarding publication of information</p> <p>Ensure force information published on Single On-line Home is compliant with ICO requirements</p> <p>Review of information published by the force was compliant in all areas except in relation to publication of minutes for senior decision making committees.</p>	Chief Digital and Information Officer / Force Information Manager	Complete

	<p>Information Sharing Agreements</p> <p>Process to be introduced to ensure ISAs are kept up to date within the resource envelope of the Information Management department.</p> <p>Update May 2021 from Head of Information Management:</p> <p>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.</p> <p>Actions to improve process have been completed but the action will continue to be tracked in 2021-22.</p>	Chief Digital and Information Officer / Force Information Manager	31.12.22
	<p>Risk assurance mapping:</p> <p>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.</p>	Executive Director Commercial and Financial Services	Complete 02.09. 20 report to ORB
	<p>Covid-19</p> <p>Keep under review the impact of Covid-19 issues on Surrey Police and consider any governance issues arising.</p>	Deputy Chief Constable / Executive Director of Commercial and Finance Services	Complete Op Apollo in place throughout Covid-19 pandemic 31.03.21
	<p>Covid-19</p> <p>Undertake a lessons learned review from the Covid-19 response.</p>	Deputy Chief Constable / Executive Director of Commercial and Finance Services	Complete
ISSUES IDENTIFIED FROM INTERNAL AUDIT 2020-21			
	<p>IT Business Continuity / Disaster Recovery Planning – Limited Assurance</p> <p>10 medium level management actions 3 medium actions remain open</p>	Chief Digital and Information Officer	Target date: 30.04.21 Anticipated completion date: 31.12.21
	<p>Estates Management 2020/21 – Limited Assurance</p> <p>5 High, 4 Medium level management actions</p>	Executive Director of Commercial and Finance Services	Complete
	<p>Organisational Risk Management Framework 2020/21 – Limited Assurance</p> <p>5 High, 8 Medium level management actions</p>	Executive Director of Commercial and Finance Services	Complete
	<p>IT Asset Management and Software Licensing 2020/21 – Limited Assurance</p> <p>1 High, 11 Medium level management actions 9 medium actions outstanding (not yet due)</p>	Chief Digital and Information Officer	31.12.21
PROPOSED NEW AREAS OF IMPROVEMENT IDENTIFIED BY FORCE FOR 2021-22 AGS ACTION PLAN			
	<p>Establish appropriate governance arrangements to take forward the joint Surrey/Sussex ERP solution.</p> <p>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.</p>	ACO SERIP / SRO Surrey & Sussex ERP	31.03.22

Movement in Reserves Statement

The Movement in Reserves Statement shows the movement from the start of the year to the end on the different reserves, analysed into 'usable reserves' (ie those that can be applied to fund expenditure or reduce local taxation) and other 'unusable reserves'. The Statement shows how the movements in year of the reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices and the statutory adjustments required to return to the amounts chargeable to council tax for the year. The Net Increase/Decrease line shows the statutory General Fund Balance movements in the year following those adjustments.

	General Fund Balance £000	Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
Balance at 31 March 2020	0	0	2,027,608	2,027,608
Movement in reserves during 2020/21				
Surplus or deficit on the provision of services	68,528	68,528		68,528
Other Comprehensive Income / Expenditure			79,860	79,860
Total Comprehensive Income and Expenditure	68,528	68,528	79,860	148,388
Adjustments between accounting basis and funding basis under regulations	(68,528)	(68,528)	68,528	0
Increase or Decrease in 2020/21	0	0	148,388	148,388
Rounding			1	1
Balance at 31 March 2021	0	0	2,175,997	2,175,997
	General Fund Balance £000	Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
Balance at 31 March 2019	0	0	1,928,827	1,928,827
Movement in reserves during 2019/20				
Surplus or deficit on the provision of services	63,031	63,031		63,031
Other Comprehensive Income / Expenditure			(193,261)	(193,261)
Total Comprehensive Income and Expenditure	63,031	63,031	(193,261)	(130,230)
Adjustments between accounting basis and funding basis under regulations	(63,031)	(63,031)	63,031	0
Increase or Decrease in 2019/20	0	0	(130,230)	(130,230)
Balance at 31 March 2020	0	0	2,027,608	2,027,608

Comprehensive Income and Expenditure Statement

The Comprehensive Income and Expenditure Statement shows the 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 statutory requirements; this may be different from the accounting cost. The taxation position is shown in both the Expenditure and Funding Analysis and the Movement in Reserves Statement.

2019/20				2020/21		
Expenditure	Income	Net		Expenditure	Income	Net
£000	£000	£000	Notes	£000	£000	£000
130,232	0	130,232	Police Payroll	148,424	0	148,424
5,377	0	5,377	Police Overtime	6,269	0	6,269
75,797	0	75,797	Staff Payroll	80,737	0	80,737
1,695	0	1,695	Staff Overtime	1,904	0	1,904
2,014	0	2,014	Agency	3,414	0	3,414
1,144	0	1,144	Training	2,366	0	2,366
1,736	0	1,736	Other Payroll Costs	2,298	0	2,298
12,643	0	12,643	Premises	9,435	0	9,435
26,876	0	26,876	Supplies and Services	29,579	0	29,579
5,273	0	5,273	Transport	5,756	0	5,756
11,196	0	11,196	*Capital Charges: Depreciation, Amortisation, Impairment (Proxy)	11,488	0	11,488
0	(13,233)	(13,233)	Income for Services provided by The Chief Constable	0	(17,197)	(17,197)
(1)	0	(1)	Rounding	0	0	0
273,982	(13,233)	260,749	Cost of Services	301,670	(17,197)	284,473
0	(251,349)	(251,349)	Intra-Group Funding Transfer	0	(261,842)	(261,842)
273,982	(264,582)	9,400	Net Cost of Services	301,670	(279,039)	22,631
522	0	522	21 Other Operating Expenditure	0	0	0
60,421	(7,312)	53,109	20 Financing and Investment Income & Expenditure	52,249	(6,352)	45,897
334,925	(271,894)	63,031	Surplus or Deficit on Provision of Services	353,919	(285,391)	68,528
	(193,261)	17	Re-measurement of the net defined benefit liability / asset			79,860
	(193,261)		Other Comprehensive Income and Expenditure			79,860
	(130,230)		Total Comprehensive Income and Expenditure			148,388

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

Balance Sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Chief Constable. The net assets (assets less liabilities) are matched by the reserves. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that may be used to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. The second category of reserves is those that the authority is not able to use to provide services. These are referred to as unusable or non-cash backed reserves. This includes reserves for pensions and accumulated absences that recognise the impact of the accounting treatment shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

31 March 2020		Note	31 March 2021
£000			£000
110	Short-Term Debtors	9	110
110	Current Assets		110
(1,053)	Short-Term Creditors	10	(1,951)
(110)	Provisions	11	(110)
(1,163)	Current Liabilities		(2,061)
(2,026,555)	Other Long-Term Liabilities		(2,174,046)
(2,026,555)	Long Term Liabilities		(2,174,046)
(2,027,608)	Net Liabilities		(2,175,997)
2,027,608	Unusable Reserves	8	2,175,997
2,027,608	Total Reserves		2,175,997

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



Peter Gillett CPFA

Executive Director of Commercial and Finance Services, Chief Finance Officer

Date: 18 MARCH 2022

Cash Flow Statement

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

All cash payments are made from the Police Fund which is held by the Police and Crime Commissioner for Surrey. Similarly all income receipts and funding are received by the PCC during the year. This is why the statement doesn't show any cash transactions for the year.

The financial consequences of the Chief Constable's policing activities included in the table above are included in the net (surplus)/deficit as non-cash movements. These can be seen in the Comprehensive Income & Expenditure Account.

2019/20		2020/21	
£000		£000	
63,031	Net (surplus) or deficit on the provision of services	68,528	
(63,031)	Adjustment to surplus or deficit on the provision of services for noncash movements	(68,528)	
0	Net cash flows from operating activities	0	
0	Net cash flows from investing activities	0	
0	Net cash flows from financing activities	0	
0	Net (increase) or decrease in cash and cash equivalents	0	
0	Cash and cash equivalents at the beginning of the reporting period	0	
0	Cash and cash equivalents at the end of the reporting period	0	

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 22, the PCC Group has had to make certain judgements about complex transactions or those involving uncertainty about future events. The judgements made by the PCC are included in the PCC Group accounts, those relevant to the Chief Constable's finance statements are:

- **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 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 Surrey Police 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.
- **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 no working capital balances (cash, current debtors and liabilities) are recognised in the Chief Constable'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 Constables 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.

- **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 September 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 estimates 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 Chief Constable about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, 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 Chief Constable'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
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>	<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 liability of £74.2m and an increase in the police officer pension scheme pension liability of £202.0m. However, the assumptions interact in complex ways. During 2019/20, the CC's actuaries advised that the net pension liability had decreased in total by £147.5m as a result of revised actuarial assumptions.</p>
Pensions Costs	<p>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.</p>	<p>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 of £13.3m (£17.3m for 2019/20) and other Pension Grant to the PCC. Further details of the schemes can be found in the Police Officer Pension Fund Accounts.</p>

Note 5 -Expenditure and Funding Analysis

Net Expenditure Chargeable to the General Fund Balance	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	90,334	148,424
5,377	0	5,377	Police Overtime	6,269	6,269
61,953	13,844	75,797	Staff Payroll	70,299	80,737
1,695	0	1,695	Staff Overtime	1,904	1,904
2,014	0	2,014	Agency	3,414	3,414
1,144	0	1,144	Training	2,366	2,366
1,736	0	1,736	Other Payroll Costs	2,298	2,298
12,643	0	12,643	Premises	9,435	9,435
26,876	0	26,876	Supplies and Services	29,579	29,579
5,273	0	5,273	Transport	5,756	5,756
11,196	0	11,196	*Capital Charges: Depreciation, Amortisation, Impairment (Proxy)	11,488	11,488
(13,233)	0	(13,233)	Income	(17,197)	(17,197)
	(1)	(1)	Rounding	0	0
197,718	63,031	260,749	Net Cost of Services	215,945	284,473
(197,718)	0	(197,718)	Other Income and Expenditure	0	(215,945)
0	63,031	63,031	Surplus or Deficit Provision of Services	0	68,528

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

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 recognised by the Chief Constable in the year, in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Chief Constable to meet future capital and revenue expenditure.

2020/2021	General Fund Balance	Movement in Unusable Reserves
	£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)	(67,631)	67,631
Holiday pay (transferred to the Accumulated Absences reserve)	(897)	897
Total Adjustments	(68,528)	68,528
2019/2020	General Fund Balance	Movement in Unusable Reserves
	£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)	(62,886)	62,886
Holiday pay (transferred to the Accumulated Absences reserve)	(145)	145
Total Adjustments	(63,031)	63,031

Note 7 - Grant Income

Grants & Contributions Credited to Services

31 March 2020		31 March 2021
£000		£000
(955)	Counter Terrorism	(1,041)
(210)	HO Police Uplift Programme	(2,174)
(63)	Collaboration with other Forces	(67)
0	PPE Shortfall Element	(656)
0	Covid-19 Surge Enforcement Grant	(388)
0	Safer Streets	(445)
(100)	County Lines	(100)
0	Cyber Crime	(109)
(221)	Other Grants and Contributions	(266)
(1,549)	Total Specific Grants	(5,246)

Note 8 - Unusable Reserves

31 March 2020		31 March 2021
£000		£000
2,026,555	Pension Reserve	2,174,046
1,053	Accumulated Absences Account	1,951
2,027,608	Total	2,175,997

Pension Reserve

31 March 2020		31 March 2021
£000		£000
2,156,930	Balance 1 April	2,026,555
(1,414)	Transfer to PCC Pension Reserve	0
(191,847)	Re-measurements of the net defined benefit (liability)/asset	79,860
113,180	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	116,933
(50,294)	Employer's pensions contributions and direct payments to pensioners payable in the year	(49,302)
2,026,555	Balance 31 March	2,174,046

The Pensions Reserve reflects the timing adjustments 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]. Post-employment benefits are accounted for in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised in line with inflation assumptions, 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 employer makes contribution to pension funds, or eventual payment of any pensions for which it is directly responsible. 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 arrangement will ensure that funding will have been set aside by the time the benefits come to be paid.

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 2021. Statutory arrangements require that the impact on the General Fund Balance is offset by transfers to mitigate the impact on Council Tax.

Note 9 - Debtors

Debts outstanding at 31 March 2021 are as follows:

31 March 2020		31 March 2021	
£000		£000	
110	Other Receivable Amounts	110	
110	Total	110	

This debtor relates to the restructuring provision, representing PCC funding to match provision.

Note 10 - Creditors

Payments due at 31 March 2021 are as follows:

31 March 2020		31 March 2021
£000		£000
(1,053)	Other payables	(1,951)
(1,053)	Total Creditors	(1,951)

This creditor relates to the Accumulated Absences Reserve.

Note 11 - Provisions

Provisions held at 31 March 2021 are as follows:

Current Provisions		
31 March 2020	Restructuring Provision	31 March 2021
£000		£000
(110)	Opening Balance	(110)
0	Increase in provision during year	0
0	Utilised during year	0
(110)	Closing Balance	(110)

Restructuring Provision

The restructuring provision has been created for restructuring costs in accordance with strategic change programmes that have formal plans or supporting business cases as at 31 March 2021. These change programmes are either in the process of being implemented or are planned to be implemented during 2021/22.

Note 12 - 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 13 - 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 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 14 - 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 Chief Constable of Surrey organisation are also required to be disclosed as 'Remuneration Paid to Senior Employees'.

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 shown separately.

No. Employees 31 March 2020	CC Gross Remuneration £	No. Employees 31 March 2021
267	50,000 to 54,999	318
130	55,000 to 59,999	173
78	60,000 to 64,999	118
21	65,000 to 69,999	19
15	70,000 to 74,999	16
6	75,000 to 79,999	11
7	80,000 to 84,999	7
4	85,000 to 89,999	7
4	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
543	Total	686

Remuneration for Senior Officers with the responsibility for the management of Surrey Police were:							
			2020/2021				
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		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	07/06/2020	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		75,838	11,738		2,673	90,249
Chief Information Officer	03/12/2018	26/02/2021	128,384	19,043		-	147,427
TOTAL CHIEF CONSTABLE			1,133,317	292,888	0	25,113	1,451,318

Remuneration for Senior Officers with responsibility for the management of Surrey Police were:			
			2019/2020

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
TOTAL CHIEF CONSTABLE			1,340,180	291,858	11,839	93,538	14,077	1,751,492

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	41,218

The numbers and total amounts of exit packages paid to employees were as shown in the table above. All payments were voluntary redundancies.

Note 15 - External Audit Costs

The Chief Constable incurred the following costs in relation to the audit of the Statement of Accounts services provided by external auditors to the Chief Constable:

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

*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 16 - Related Parties

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

The Chief Executive of the Police and Crime Commissioner for Surrey has written to all Chief Officers of the Chief Constable to collect this information on behalf of the Group. 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 Chief Constable.

Legal services were 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 Group from 1 April 2017) is employed by Weightmans LLP.

Central Government has effective control over the general operations of Chief Constable as it is responsible for providing the statutory framework within which the Chief Constable operates and provides the majority of funding to the Group. Grants received from Central Government by the Group are set out in the Police and the Crime Commissioner for Surrey Group accounts 2020/21.

Note 17 - 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 Chief Constable 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 Constables Accounts and consolidated into the Group Accounts.

The Chief Constable 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 Schemes for police officers** – these are 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 2020 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.

CC LGPS	Police Officers	Total		CC LGPS	Police Officers	Total
Movement in Reserves Statement						
£000	£000	£000		£000	£000	£000
(23,510)	(89,670)	(113,180)	Reversal of net charges made to the Surplus or Deficit on the Provision of Services	(20,863)	(96,070)	(116,933)
			Actual amount charged against the general fund balance for pensions in the year:			
9,724	40,570	50,294	Employers' contributions payable to scheme	10,942	38,360	49,302
(13,786)	(49,100)	(62,886)	Total movements between accounting and funding basis	(9,921)	(57,710)	(67,631)

2019/20				2020/21		
LGPS	Police Officers	Total	Pensions Assets and Liabilities Recognised in the Balance Sheet	LGPS	Police Officers	Total
£000	£000	£000		£000	£000	£000
(403,072)	(1,896,060)	(2,299,132)	Present value of the defined obligation	(575,908)	(1,956,910)	(2,532,818)
272,577	0	272,577	Fair value of plan assets	358,772	0	358,772
(130,495)	(1,896,060)	(2,026,555)	Net (liability) / asset arising from the defined benefit obligation	(217,136)	(1,956,910)	(2,174,046)

CC LGPS	2019/20		Movements in the Value of Scheme Assets	CC LGPS	2020/21	
	Police Officers	Total			Police Officers	Total
£000	£000	£000		£000	£000	£000
304,175	0	304,175	Opening fair value of scheme assets	272,577	0	272,577
(2,867)	0	(2,867)	Transfer to PCC	0	0	0
301,308	0	301,308	Revised Opening Balance	272,577	0	272,577
7,312	0	7,312	Interest income	6,352	0	6,352
			Re-measurement gain / (loss):			
(41,563)	0	(41,563)	- The return on plan assets, excluding the amount included in the net interest expense	72,255	0	72,255
9,724	40,570	50,294	Contributions from employer	10,942	38,360	49,302
3,172	9,050	12,222	Contributions from employees into the scheme	3,614	9,760	13,374
0	460	460	Transfers in	0	280	280
(7,376)	(50,080)	(57,456)	Fair value of plan assets	(6,968)	(48,400)	(55,368)
272,577	0	272,577	Net (liability) / asset arising from the scheme assets	358,772	0	358,772

CC LGPS	2019/20		Movements in the Value of Scheme Liabilities	2020/21		
	Police Officers	Total		CC LGPS	Police Officers	Total
	£000	£000		£000	£000	£000
(472,985)	(1,988,120)	(2,461,105)	Opening balance at 1 April	(403,072)	(1,896,060)	(2,299,132)
4,281	0	4,281	Transfer to PCC	0	0	0
(468,704)	(1,988,120)	(2,456,824)	Revised Opening Balance	(403,072)	(1,896,060)	(2,299,132)
(20,410)	(54,660)	(75,070)	Current service cost	(17,786)	(53,250)	(71,036)
(11,466)	(48,960)	(60,426)	Interest cost	(9,429)	(42,820)	(52,249)
(3,172)	(9,050)	(12,222)	Contributions from scheme participants	(3,614)	(9,760)	(13,374)
			Re-measurement gains and losses:			
26,633	33,160	59,793	- Actuarial gains / (losses) experience:	4,322	219,050	223,372
54,522	61,100	115,622	- Actuarial gains / (losses) from changes in demographic assumptions	(7,087)	0	(7,087)
11,095	46,900	57,995	- Actuarial gains / (losses) from changes in financial assumptions	(146,210)	(222,190)	(368,400)
1,054	13,950	15,004	Past service cost	0	0	0
0	(460)	(460)	Transfers in	0	(280)	(280)
7,376	50,080	57,456	Benefits / transfers paid	6,968	48,400	55,368
(403,072)	(1,896,060)	(2,299,132)	Net (liability) / asset arising from the scheme liabilities	(575,908)	(1,956,910)	(2,532,818)

**LGPS – Pension Scheme – Assets comprised of:
Fair value of scheme assets**

2019/20		2020/21
£000		£000
	EQUITY SECURITIES	
7,778	Consumer	7,771
5,806	Manufacturing	3,914
2,110	Energy and Utilities	756
4,590	Financial Institutions	4,675
4,694	Health and Care	3,288
8,897	Information Technology	10,860
155	Other	0
34,030	Subtotal EQUITY SECURITIES	31,264
	DEBT SECURITIES	
15,412	UK Government	16,628
15,412	Subtotal DEBT SECURITIES	16,628
	PRIVATE EQUITY	
21,807	All	24,611
21,807	Subtotal PRIVATE EQUITY	24,611
	REAL ESTATE	
13,643	UK Property	13,007
5,989	Overseas Property	6,337
19,632	Subtotal REAL ESTATE	19,344
	INVESTMENT FUNDS & UNIT TRUSTS	
143,428	Equities	212,417
31,726	Bonds	45,247
175,154	Subtotal INVESTMENT FUNDS & UNIT TRUSTS	257,664
	DERIVATIVES	
(2,740)	Foreign Exchange	1,095
(2,740)	Subtotal DERIVATIVES	1,095
	CASH and CASH EQUIVALENTS	
9,282	All	8,166
9,282	Subtotal PRIVATE EQUITY	8,166
272,577	Total Assets	358,772

The significant 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 £72.3m compared to a prior year decrease of £41.6m 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 65.

2019/20	Police Officer 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%
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

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.

The cost of retirement benefits are recognised 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 required 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 liabilities show the underlying commitments that the Chief Constable has in the long run to pay retirement benefits. The total liability of £2.174m has a substantial impact on the net worth of the Chief Constable as recorded in the Balance Sheet, resulting in a negative overall balance of £2.176m. 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.

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 18 - Contingent Liabilities

At 31 March 2021, the Chief Constable of Surrey 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 19 - Contingent Assets

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

Note 20 - Financing and Investment Income and Expenditure

2019/20		2020/21
£000		£000
0	Interest payable and similar charges	0
53,109	Net interest on the net defined benefit liability (asset)	45,897
53,109	Total	45,897

Note 21 - Other Operating Expenditure

2019/20		2020/21
£000		£000
522	Levies	0
522	Total Other Operating Expenditure	0

Note 22 - 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 of the Chief Constable of Surrey as designated by the Police Reform and Social Responsibility Act 2011 and the Home Office Financial Management Code of Practice for the Police Service, England and Wales 2012. The accounts cover the 12 months to 31 March 2021.

The Police Reform and Social Responsibility Act 2011 (Transitional Provision) Order 2013 allows the same provisions of the Local Government Act 2003 for financial arrangements to apply in relation to the Chief Constable as they apply in relation to a local authority.

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 accruals basis of accounting establishes that the non-cash effects of transactions are reflected in the accounting period in which those effects are experienced and not in the period in which any cash is received or paid.

- **Going Concern** – the Accounts have been prepared on the assumption that the Chief Constable will operate for the foreseeable future. This means in particular that the Comprehensive Income & Expenditure Statement and Balance Sheet assume no intention to curtail significantly the scale of operation.
- **Understandable** – to ensure that the Statement 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 Force’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** – Chief Constables derive their powers from statute and their 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. These accounting entries are included in the Group Accounts

The following sections set out the Chief Constable’s general accounting policies, which have been followed in 2020/21.

Income and 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*.

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

Prior period adjustments 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 Chief Constable's financial position or financial performance. Where a change is made, it is applied retrospectively 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

Events after the Balance Sheet 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.

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

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 Chief Constable maintains certain reserves to manage the accounting processes for non-current assets, retirement benefits and other employee benefits. These reserves do not represent usable resources for the Chief Constable or the Group.

The nature and purpose of each reserve set up by the Chief Constable 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 CC/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 Chief Constable 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 Chief Constable. 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.

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. The Chief Constable does not submit a separate VAT return.

Employee Benefits Payable During Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include benefits such as 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 Chief Constable. 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 the Comprehensive Income and Expenditure Statement, but then reversed out through the Movement in Reserves Statement, resulting in holiday benefits being 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 Chief Constable to terminate an employee's employment before the normal retirement date or an employee's decision to accept voluntary redundancy, and are charged on an accruals basis to the appropriate service in the Comprehensive Income & Expenditure Statement when the Chief Constable is demonstrably committed to the termination of the employment of an employee or group of employees 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 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. The movement in Reserves appropriations are reflected in the Group Accounts.

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 Chief Constable 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 Chief Constable 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 Chief Constable 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.

Note 23 - 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 IFRA9, IAS 39, and IFRS 7
- Interest Rates Benchmark Reform – Phase 2: Amendments to IFRS 9, IAS 39, IFRS7, 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
		Contributions Receivable		
		From Employer:		
(21,078)		- Normal	(22,794)	
(80)		- Early Retirements	(576)	
(9,048)		From Members	(9,761)	
	(30,206)			(33,131)
		Transfers In		
	(460)	Individual Transfers in From Other Schemes		(287)
	(30,666)	Total Inflows		(33,418)
		Benefits Payable		
38,889		Pensions	40,335	
8,846		Commutations and Lump Sums	5,629	
113		Lump Sum Death Benefits	0	
117		Lump Sum Ill-health Benefits	595	
	47,995			46,559
		Payments To and On Account of Leavers		
49		Refund of Contributions	42	
0		Individual Transfers Out To Other Schemes	150	
	49			192
	48,044	Total Outflows		46,751
		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 2020/21 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 reimburses 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:

	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

This section explains key terms and specialist financial language used in the Statement of Accounts

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.

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 CC showing accounting costs for the 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

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.

DEFINED BENEFIT SCHEME

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

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.

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.

GOING CONCERN

The concept that the organisation 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.

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

INCOME

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

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, the PCC Group is 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 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.

LIABILITY

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

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.

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 Central Government to support its revenue expenditure. It is a fixed sum calculated by the Government on an assumed needs basis.

PROJECTED UNIT METHOD (PENSIONS)

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 dependents, 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.

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.

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
- purchase of an irrevocable annuity contract sufficient to cover vested benefits, and
- transfer of scheme assets and liabilities relating to a group of employees leaving the scheme.

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.