



Police & Crime Commissioner for Surrey / Chief Constable for Surrey

Value for Money Interim Report

Year ended 31 March 2023

11 June 2024

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Office of the Police and Crime Commissioner for Surrey /
Chief Constable for Surrey
PO Box 412
Guildford
Surrey
GU3 1YJ

Dear Police and Crime Commissioner and Chief Constable

2022/23 Value for Money Interim Report

We are pleased to attach our interim commentary on the Value for Money (VFM) arrangements. This commentary explains the work we have undertaken during the year and highlights any significant weaknesses identified along with recommendations for improvement. The commentary covers our interim findings for the audit year ending 31 March 2023.

The Department for Levelling Up, Housing and Communities (DLUHC) has worked collaboratively with the FRC, as incoming shadow system leader, and other system partners, to develop measures to address the delay in local audit. The National Audit Office (NAO) issued a consultation on 8 February 2024 seeking views on changes to the Code of Audit Practice to support auditors to meet backstop dates and promote more timely reporting of their work on value for money arrangements. The consultation proposes to reduce the scope of the VFM reporting up to and including the 2022/23 financial year. At this stage, we are continuing to report VFM in line with our existing responsibilities as set out in the 2020 Code until further information is known.

This report is intended solely for the information and use of the Joint Audit Committee and management. It is not intended to be and should not be used by anyone other than these specified parties.

We welcome the opportunity to discuss the contents of this report with you at the Joint Audit Committee meeting on 19 June 2024.

Yours faithfully

Elizabeth Jackson
Partner
For and on behalf of Ernst & Young LLP
Encl

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Public Sector Audit Appointments Ltd (PSAA) issued the “Statement of responsibilities of auditors and audited bodies”. It is available from the PSAA website (<https://www.psa.co.uk/audit-quality/statement-of-responsibilities/>). The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.

The “Terms of Appointment and further guidance (updated July 2021)” issued by the PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code) and in legislation, and covers matters of practice and procedure which are of a recurring nature.

This report is made solely to the PCC, CC, Joint Audit Committee and management of Surrey Police in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the PCC, CC, Joint Audit Committee, and management of Surrey Police those matters we are required to state to them in this report and for no other purpose. To the fullest extent



01 Executive Summary



Executive Summary

Purpose

Auditors are required to be satisfied that the Police and Crime Commissioner for Surrey (PCC) and the Chief Constable of Surrey (CC) have made proper arrangements for securing economy, efficiency and effectiveness in their use of resources. We do not issue a 'conclusion' or 'opinion', but where significant weaknesses are identified we will report by exception in the auditor's opinion on the financial statements. In addition, auditors provide an annual commentary on arrangements published as part of the Auditor's Annual Report. In doing so, we comply with the requirements of the 2020 Code of Audit Practice and Auditor Guidance Note 3 (AGN 03).

The purpose of this interim commentary is to explain the work we have undertaken during the year and highlights any significant weaknesses identified along with recommendations for improvement. The commentary covers our interim findings for audit year ended 31 March 2023.

The Department for Levelling Up, Housing and Communities (DLUHC) has worked collaboratively with the FRC, as incoming shadow system leader, and other system partners, to develop measures to address the delay in local audit. As part of the NAO consultation issued on 8 February 2024, there is a proposal to reduce the scope of the VFM reporting up to and including the 2022/23 financial year. However, the consultation states that where auditors have begun or already undertaken work that no longer falls under the reduced scope (if agreed once the consultation closes), they may still report on it in accordance with Schedule 4. EY are continuing to report VFM in line with our existing responsibilities as set out in the 2020 Code to ensure a smooth transition to the 2023/24 audit year when auditors are required to meet the full Code reporting responsibilities.

The report sets out the following areas which have been assessed up to the point of issuing this interim report to the Joint Audit Committee:

- Any identified risks of significant weakness, having regard to the three specified reporting criteria;
- An explanation of the planned responsive audit procedures to the significant risks identified;
- Findings to date from our planned procedures; and
- Summary of arrangements in place over the period covered by this report (Appendix A).

We will summarise our final view of the value for money arrangements as part of the Auditor's Annual Report once the audit report has been issued for 2022/23.



Executive Summary (continued)

Risks of Significant Weakness

In undertaking our procedures to understand the body's arrangements against the specified reporting criteria, we identify whether there are risks of significant weakness which require us to complete additional risk-based procedures. AGN 03 sets out considerations for auditors in completing and documenting their work and includes consideration of:

- our cumulative audit knowledge and experience as your auditor;
- reports from internal audit which may provide an indication of arrangements that are not operating effectively;
- our review of committee reports;
- meetings with the Chief Finance Officers, Service Director, Finance and Regional Services and the Chair of the Joint Audit Committee;
- information from external sources; and
- evaluation of associated documentation through our regular engagement with management and the finance team.

We completed our risk assessment procedures and did not identify any significant weaknesses in the Police and Crime Commissioner and Chief Constable's VFM arrangements.

As a result, we have no matters to report by exception in this report at this stage of the audit and we will update our interim reporting as part of issuing the final commentary in the Auditor's Annual Report later in the year.

Executive Summary (continued)


Reporting

Our interim commentary for 2022/23 is set out over pages 10 to 13. The interim commentary on these pages summarises our understanding of the arrangements at the PCC and CC based on our evaluation of the evidence obtained in relation to the three reporting criteria (see table below) throughout 2022/23.

Appendix A includes the detailed arrangements and processes underpinning the reporting criteria. These were reported in our 2021/22 Auditor's Annual Report and have been updated for 2022/23.

In accordance with the NAO's 2020 Code, we are required to report a commentary against the three specified reporting criteria. The table below sets out the three reporting criteria, whether we identified a risk of significant weakness as part of our planning procedures, and whether, at the time of this interim report, we have concluded that there is a significant weakness in the body's arrangements.

	Risks of significant weaknesses in arrangements identified?	Actual significant weaknesses in arrangements identified?
Reporting Criteria		
Financial sustainability: How the PCC and CC plans and manages its resources to ensure it can continue to deliver its services	No significant risks identified	No significant weakness identified
Governance: How PCC and CC ensures that it makes informed decisions and properly manages its risks	No significant risks identified	No significant weakness identified
Improving economy, efficiency and effectiveness: How the PCC and CC uses information about its costs and performance to improve the way it manages and delivers its services	No significant risks identified	No significant weakness identified



Executive Summary (continued)

Independence

The FRC Ethical Standard requires that we provide details of all relationships between Ernst & Young (EY) and the PCC and CC, and its members and senior management and its affiliates, including all services provided by us and our network to the PCC and CC, its members and senior management and its affiliates, and other services provided to other known connected parties that we consider may reasonably be thought to bear on the our integrity or objectivity, including those that could compromise independence and the related safeguards that are in place and why they address the threats.

There are no relationships from 1 April 2022 to the date of this report, which we consider may reasonably be thought to bear on our independence and objectivity.

EY Transparency Report 2023

Ernst & Young (EY) has policies and procedures that instil professional values as part of firm culture and ensure that the highest standards of objectivity, independence and integrity are maintained.

Details of the key policies and processes in place within EY for maintaining objectivity and independence can be found in our annual Transparency Report which the firm is required to publish by law. The most recent version of this Report is for the year end 30 June 2023:

[EY UK 2023 Transparency Report | EY UK](#)



02 Value for Money Commentary

Value for Money Commentary

Financial Sustainability: How the PCC and CC plans and manages their resources to ensure they can continue to deliver their services

The PCC ensured that the CC's Vision and Mission document is used as a basis for corporate and service planning and is linked to the Police & Crime Plan. The PCC has established performance measures and governance structures that allow the PCC and CC to assess progress against their objectives. The PCC has also kept the Medium Term Financial Plan (MTFP) under regular review so that financial planning is integrated with service planning.

All financial pressures, commitments and liabilities are considered in the MTFP and annual budget. Risks and assumptions are clearly stated. Significant financial pressures are identified as part of the annual business planning and monthly financial reporting cycle. Financial monitoring is in place with a rigorous process of monthly review, including scrutiny by the CC's Chief Finance Officer, the PCC's Chief Finance Officer and at the monthly Deputy CC chaired Force Organisation Board, at which progress against the budget and plans is reported.

The PCC regularly receives a financial report each month which is on the agenda at the CC accountability meeting entitled the PCC Performance Meeting. We are aware that the Force has a track record of delivering the identified savings and a record of identifying savings to bridge the gaps and for 2022/23 achieved £3.7m savings against a target of £2.9m.

For 2023/24, savings of £1.6m were achieved, leaving a budgeted funding gap of £15.6m to 2027/28.

As noted above, the Force has a high success rate in achieving planned savings. As at 31 March 2023 the overall general fund reserve stood at £9.9m, with an ongoing commitment to maintain the general fund at 3% of the net budget, which is sufficient to meet any short fall from the savings requirements in the shorter term.

Surrey Police and Surrey Police initiated a transformational programme of work in June 2022 with the aim of addressing a significant forecasted funding gap. The Programme has a clear set of working principles:

- To address the funding gap
- To deliver against the Force's priorities, and the priorities of its communities
- To maintain the Force's identity
- To deliver change and benefits in a sustainable and adaptive manner.

This is headed up by a transformational project director, who is responsible to identify savings within the group with the help of the finance team. They report to the Portfolio strategic board and their reports are also presented on the joint chief officer committee. The savings plans are then included in the budget progress and add on the MTFP.

The early stage of the transformation programme was broken into tranches. These tranches were designed to allow for consultation with stakeholders and business owners to identify how each force could close its gap. As a result, the programme is aiming to tackle the funding gap in four ways:

(continued on next page)

Value for Money Commentary (continued)

Financial Sustainability: How the PCC and CC plans and manages their resources to ensure they can continue to deliver their services

- **Transformation Projects:** These will be where the most significant opportunities lie and potentially up to 75% of the funding gap could be closed from these projects. There are several projects identified under four thematic areas and will be delivered incrementally from 2024 onwards.
- **Planned and Tactical Savings:** It is anticipated that 10-15% of savings can be found from projects underway currently and through senior leaders driving efficiencies from within their own business areas.
- **Targeted Reviews:** These have been implemented from 2023/24 and will form the biggest cultural change for both organisations. Through regular reviews of business areas, opportunities will be identified to deliver a function at a lower cost. The methodology can be scaled up or down depending on budget pressures and it is anticipated that 25-40% of the savings needed can be found through this process.
- **New Change Management approach:** A new joint Force Change model has been implemented during 2023/24 to enable both forces to plan, deliver and realise the true benefits of such a significant Transformational Change Programme.

The development of the efficiency plan continues to meet identified funding shortfall in future years before the transformation programme savings start to be identified. The savings review provides several proposals that the Force can continue to work on to be confident in setting a sustainable budget over the MTFP period.

The MTFP and budget report includes a section on risks and uncertainties, including sensitivity analysis for key assumptions. They also produce and publish a separate, but linked, report on reserves balances and provisions which syncs with expenditure commitments in the MTFP.

Conclusion: Based on the work performed, the PCC and CC had proper arrangements in place in 2022/23 to enable it to plan and manage its resources to ensure that it can continue to deliver its services.

Value for Money Commentary (continued)

Governance: How the PCC and CC ensure that they makes informed decisions and properly manage their risks

The PCC and the CC Annual Governance Statements detail the effectiveness and compliance with the governance structure at the end of each financial year and both are reported to the JAC. The JAC provides external scrutiny of strategic risks and operates in line with Chartered Institute of Public Finance and Accountancy (CIPFA) guidance and within the guidance of the Financial Management Code of Practice. The PCC and the CC have an effective internal audit service that inform and are scrutinised by the JAC.

Internal Audit gave 'reasonable' assurance over the adequacy of the internal control environment for 2022/23. They stated that frameworks of governance, risk management and management control are reasonable overall and audit testing has demonstrated controls to be working in practice. Internal Audit concluded that, based on the work completed during the year and observations during their attendance at a variety of management and governance meetings, in their opinion the governance frameworks in place across the PCC and CC are robust, fit for purpose and subject to regular review as part of the annual review of governance arrangements and the production of the annual governance statement. There is also appropriate reporting to the JAC to provide the opportunity for independent consideration, challenge and recommendation to the CC and PCC.

As part of our review, we reviewed the internal audit progress report as of April 2023 and noted that there are overdue actions plans that have not been actioned. Two related to 2020/21, five related to 2021/22 and eleven related to 2022/23 audits. Of the action plans that are overdue, five are low risk actions, twelve are medium risk action and one is a high risk action, although none are significant enough that they would disrupt services of the Force. We therefore consider that there are governance arrangements over the recommendations made by Internal Audit and these are overseen by JAC.

In 2022/23, HMICFRS assessed the Chief Constable of Surrey through the 'police efficiency, effectiveness and legitimacy' (PEEL) programme of inspections. Under the new grading system, they assessed Surrey as 'Good' in Preventing crime and Managing offenders; 'Adequate' in Investigating crime, Police powers & public treatment, Protecting vulnerable people, and Leadership & force management; 'Requires improvement' for Recording data about crime and Developing a positive workplace and 'inadequate' for Responding to the public.

In response to the PEEL inspection, the CC has put corrective measures in place, which are ongoing and will take time to embed and see their impact.

The PCC and CC published their draft 2022/23 financial statements for audit by 31 May 2023, in line with the Audit and Accounts regulations, and advertised and held an inspection period for members of the public in line with these regulations. We confirm that the 2022/23 draft financial statements were arithmetically correct, agreed to the data in the general ledger, and prepared in line with the content required by the CIPFA Code. The PCC has carried out bank reconciliations during the year. Therefore, appropriate arrangements for financial reporting were in place during 2022/23 and we do not have any concerns over the financial reporting in the year.

Conclusion: Based on the work performed, the PCC and CC had proper arrangements in place in 2022/23 to make informed decisions and properly manage its risks.

Value for Money Commentary (continued)

Improving economy, efficiency and effectiveness: How the PCC and CC use information about their costs and performance to improve the way they manage and deliver their services

The PCC and CC are required to have arrangements in place to ensure proper resource management and the primary responsibility for these arrangements and reporting on the design and operation of these arrangements via the annual governance statement rests with management.

Surrey Police works closely with Sussex Police working to provide services together to be more efficient. This has been in place for several years and we consider it to be solid evidence of them working with significant partners and stakeholders. They have other collaboration arrangements with other forces at a regional level. The relationship between the PCC and CC are constructive with performance meetings held by the PCC every six weeks to scrutinise the work of the Force. The PCC also published a commissioning and grants strategy to set the framework to focus resources and work with partners and a funding hub to provide information on how monies have been spent. The PCC has also engaged with partnerships at a national level (e.g., taken a national lead on equality and diversity issues), at a regional level (e.g., Southeast collaboration board) as well as at a local level.

Recommendations from external bodies such as the HMICFRS, IOPC and Internal Audit are captured on the force management platform. Based on the nature of the recommendation, an appropriate Force portfolio is identified to own the review, implementation, and completion. The force management platform allows the owner, responsible manager and associated governance and scrutiny meeting cycles to be allocated.

The recommendations are reported into the relevant accountability board detailing progress, status, and target completion. The Organisational Reassurance Board chaired by the Deputy CC oversees both the policy and application of the process.

The CC has, with Sussex Police, established a Joint Change function which recognises the importance of strategic planning and integration to incorporate national, regional, and local change, business change/adoption and change assurance. The CC has developed products to support sustainable economic, social and environment benefits delivery, for example the Strategic Roadmap visually articulates change impacts to help the Change Assessment Board and Strategic Change Board to improve prioritisation, planning and sequencing of change projects, working closely with the South-East Regional Integrated Policing (SERIP) to align where possible. The Senior Responsible Owner (SRO) reports actions implemented in year to provide full status updates to risk and progress assessments.

A Business Change Heat Map is being developed to highlight significant change areas. A new Business Case template has been developed to improve the investment decision process via improved financial information relating to project costs, project benefits, income generation and funding sources.

Conclusion: Based on the work performed, the PCC and CC had proper arrangements in place in 2022/23 to enable it to plan and manage its resources to ensure that it can continue to deliver its services.



03 Appendices

Appendix A - Summary of arrangements

Financial Sustainability

We set out below the arrangements for the financial sustainability criteria covering the year ended 31 March 2023.

Reporting criteria considerations

Arrangements in place

How the body ensures that it identifies all the significant financial pressures that are relevant to its short and medium-term plans and builds these into them

Significant financial pressures are identified as part of the annual business planning and monthly financial reporting cycle. Significant financial pressures continue to be identified to balance the budget e.g. high inflation and salary increases in excess of original budget assumptions. These are being modelled in the Medium Term Financial Plan (MTFP) and savings meetings are in place to review and discuss.

There is a Joint Transformational board now in place, a Strategic Savings Board and a Tactical savings board, to ensure the right people from across the business are providing necessary input, advice and control.

Financial monitoring is in place with a rigorous process of monthly review, including close scrutiny by the Chief Constable's (CC) Chief Finance Officer, the PCC's Chief Finance Officer which the DCC chairs. Also, there is a Force Organisation Board, at which progress against the investment is reported. The Police and Crime Commissioner (PCC) regularly receives a Financial Report each month which is on the agenda at the CC accountability meeting entitled the PCC Performance Meeting.

How the body plans to bridge its funding gaps and identifies achievable savings

The Medium Term Financial Plan (MTFP) is adequate for 23/24 and planning is now underway for the 2024/25 budget preparation and precept consultation. 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. The Force took savings in 22/23 with few delays due to projects. There is no answer to this yet on a long term basis and hence this continues to be a risk going forward for Surrey Police and is being actively managed and reviewed accordingly. Savings for 23/24 have been achieved.

Appendix A - Summary of arrangements

Financial Sustainability (continued)

We set out below the arrangements for the financial sustainability criteria covering the year ended 31 March 2023.

Reporting criteria considerations

Arrangements in place

How the body plans finances to support the sustainable delivery of services in accordance with strategic and statutory priorities

The PCC ensured that the Force's Vision and Mission document is used as a basis for corporate and service planning and is linked to the Police and Crime Plan. The PCC has established performance measures and governance structures that allow the PCC and CC to assess progress against their objectives. The PCC has also kept the MTFP under regular review so that financial planning is integrated with service planning.

How the body ensures that its financial plan is consistent with other plans such as workforce, capital, investment, and other operational planning which may include working with other local public bodies as part of a wider system

The PCC oversees workforce development and asset management plans (e.g. estates and ICT) and scrutinises how these plans fit with the four-year MTFP. These plans are underpinned by proper analysis and evaluation, including option appraisal, assessing the impact of alternative approaches and benefits realisation, for example the scrutiny of the plans for the "Building the Future" programme and the necessary change from the previous aims of building a new aspirational fit-for-future-purpose modern police HQ to the more modest proposals now underway to re-develop the existing Surrey HQ at Mount Browne.

Workforce planning continues to monitor requirements for the future workforce mix and profile, this has been particularly important as Operation Uplift has required unprecedented numbers of officers to be recruited within a short 3-year period. This is reviewed at the Deputy CC'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.

Appendix A - Summary of arrangements

Financial Sustainability (continued)

We set out below the arrangements for the financial sustainability criteria covering the year ended 31 March 2023.

Reporting criteria considerations	Arrangements in place
How the body identifies and manages risks to financial resilience, e.g. unplanned changes in demand, including challenge of the assumptions underlying its plans	<p>The MTFP and budget report includes a section on risks and uncertainties, including sensitivity analysis for key assumptions. The PCC and CC also produce and publish a separate, but linked, report on reserves balances and provisions which synchronises with expenditure commitments in the MTFP.</p> <p>HMICFRS assessed the CC of Surrey through the 'police efficiency, effectiveness and legitimacy' (PEEL) programme of inspections during the 2022/23 financial year. The published Force Management Statement details demand for police services and Surrey Police resourcing to meet these demands, together with details of identified areas to be addressed through investment. There is a five-year MTFP 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.</p>

Appendix A - Summary of arrangements

Governance

We set out below the arrangements for the governance criteria covering the year ended 31 March 2023.

Reporting criteria considerations	Arrangements in place
How the body monitors and assesses risk and how the body gains assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud	<p>The CC ensures 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 (JAC) and at the PCC's Performance meeting.</p> <p>Internal audit is part of the PCC and the CC governance, risk management and internal control, and is outsourced to a third-party firm, Southern Internal Audit Partnership (SIAP). Internal audit identified some areas that provided challenge to the organisations' risk environment. Internal audit agreed appropriate corrective actions and a timescale for improvement with the responsible managers. The implementation of these actions is tracked by the Joint Audit Committee throughout the year.</p> <p>The overall Annual Internal Audit Opinion for 2022/23 from the Chief Internal Auditor of SIAP was Reasonable assurance. However, this does also note some continued risks to the financial management system moving forwards.</p>
How the body approaches and carries out its annual budget setting process	<p>The PCC is required to set a balanced budget. We are satisfied from our minute reviews and meetings with management that appropriate planning has still been conducted. In addition, we note that SIAP praise the response and work done by the force to improve and address the issues and risks identified in the prior year budget setting internal audit review.</p> <p>Internal audit carried out a review on 'Strategic Financial Planning and Budgeting – Revenue expenditure'. They explained that the purpose of the audit was to review the robustness of the overall budget setting process, specifically revenue budgets and forecasts. There was a particular focus on the rationale and assumptions made when developing revenue budget needs. Internal audit concluded that robust controls were found to be operating in practice and gave it a substantial assurance rating.</p>

Appendix A - Summary of arrangements

Governance (continued)

We set out below the arrangements for the governance criteria covering the year ended 31 March 2023.

Reporting criteria considerations

Arrangements in place

How the body ensures effective processes and systems are in place to ensure budgetary control; to communicate relevant, accurate and timely management information (including non-financial information where appropriate); supports its statutory financial reporting requirements; and ensures corrective action is taken where needed

The PCC has published her decision-making policy. Budget monitoring reports are presented to both the management team and the PCCs public Level 1 meetings, which are both minuted and published on the PCCs website. Formal PCC decision reports (e.g. contacts and tenders) are also published on the PCCs website.

The PCC and CC have a history of strong financial management with monthly financial reporting to budget holders. The PCC and CC review the monthly finance reports that include an analysis of position against budget month to date and forecast for the year. The PCC and the CC respond to over/under spend forecasts during the year to manage expenditure so there is no short term financial resilience risk.

In terms of taking corrective action, we have seen that the PCC and CC transfer monies where relevant to keep budgets on track. Savings plans for 22/23 have also been reported as achieved or carried forward and built into the MTFP.

How the body ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency. This includes arrangements for effective challenge from those charged with governance/audit committee

The PCC's and the CC's JAC has the responsibility for overseeing the governance of the PCC and the CC. The PCC and the CC Annual Scheme of Governance is revised and reported to the JAC in April each year. The Scheme of Governance is consistent with the principles of the CIPFA Framework, 'Delivering Good Governance'. The various elements of the Scheme of Corporate Governance set out the systems and processes, culture and values by which Surrey PCC and CC is directed and controlled and the activities it undertakes to engage with and be accountable to local communities. It enables the PCC to monitor the achievement of the strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The PCC and the CC Annual Governance Statements detail the effectiveness and compliance with the governance structure at the end of each financial year and both are reported to the July JAC meeting. The JAC provides external scrutiny of strategic risks and operates in line with CIPFA guidance and within the guidance of the Financial Management Code of Practice. The PCC and the CC also have an effective internal audit service that inform and are scrutinised by the JAC.

Appendix A - Summary of arrangements

Governance (continued)

We set out below the arrangements for the governance criteria covering the year ended 31 March 2023.

Reporting criteria considerations

How the body monitors and ensures appropriate standards, such as meeting legislative/regulatory requirements and standards in terms of officer or member behaviour (such as gifts and hospitality or declarations/conflicts of interests)

Arrangements in place

The PCC and CC ensure that all staff have clear objectives and job descriptions. Focus meetings are in place with line managers to ensure staff get appropriate support and encouragement, including planning for their future aspirations.

The Force Professional Standards Department (PSD) has the main responsibility for ensuring appropriate legislative, regulatory and ethical requirements are met.

The CC has communicated that all managers and supervisors at all levels of the CC should set a good example and challenge any behaviour that does not meet the Code of Ethics and to clearly communicate the CC's values, standards, expectations and priorities. The PCC oversees professional standards and the dip checking of complaints files. The PCC publishes the registers of interests and records of gifts, hospitalities and expenses for the PCC, Chief Officers and relevant staff and shares these with the JAC.

Appendix A - Summary of arrangements

Improving economy, efficiency and effectiveness

We set out below the arrangements for improving economy, efficiency and effectiveness criteria covering the year ended 31 March 2023.

Reporting criteria considerations	Arrangements in place
How financial and performance information has been used to assess performance to identify areas for improvement	The PCC has a published Police and Crime Plan which clearly sets out the strategic direction and objectives for Surrey and how they will be delivered. An Annual Report detailing delivery against the plan was approved by the Police and Crime Panel. As part of the PCC governance arrangements, there are regular performance meetings which allow the PCC to hold the Chief Constable to account against the priorities of the Police and Crime Plan. CC performance is reported each month in the CC balanced Scorecard which includes a set of performance aspirations to be monitored at performance meetings. The PCC places particular focus on areas of underperformance, e.g. positive outcomes for high harm offences.
How the body evaluates the services it provides to assess performance and identify areas for improvement	<p>The CC has mechanisms in place 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.</p> <p>In 2022/23, HMICFRS assessed the Chief Constable of Surrey through the 'police efficiency, effectiveness and legitimacy' (PEEL) programme of inspections. Under the new grading system, they assessed Surrey as:</p> <ul style="list-style-type: none">- 'Good' in Preventing Crime and Managing Offenders;- 'Adequate' in Investigating Crime, Police Powers & Public Treatment, Protecting Vulnerable People, and Leadership & Force Management;- 'Requires improvement' for Recording Data About Crime and Developing a Positive Workplace; and- 'Inadequate' for Responding to the Public. <p>It isn't possible to make direct comparisons between the grades awarded in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because HMICFRS have increased their focus on making sure forces are achieving appropriate outcomes for the public.</p>
How the body ensures it delivers its role within significant partnerships, engages with stakeholders it has identified, monitors performance against expectations, and ensures action is taken where necessary to improve	<p>The CC has been working closely with Sussex Police to provide services together in order to be more efficient. We consider this to be solid evidence of them working with significant partners and stakeholders and doing so effectively. They also have other collaboration arrangements with other forces at a regional level.</p> <p>The relationship between the PCC and CC are constructive with performance meetings held by the PCC every six weeks to scrutinise the work of the CC.</p> <p>The PCC also published a commissioning and grants strategy to set the framework to focus resources and work with partners. A funding hub was also set up to provide information on how monies have been spent. The PCC has also engaged with partnerships at a national level (e.g. taken a national lead on equality and diversity issues), at a regional level (e.g. South East collaboration board) as well as at a local level. The CC and PCC have signed up to a number of Collaboration agreements to set out those areas of business to be undertaken jointly with other Forces and Local Policing Bodies.</p>

Appendix A - Summary of arrangements

Improving economy, efficiency and effectiveness (continued)

We set out below the arrangements for improving economy, efficiency and effectiveness criteria covering the year ended 31 March 2023.

Reporting criteria considerations

How the body ensures that commissioning and procuring services is done in accordance with relevant legislation, professional standards and internal policies, and how the body assesses whether it is realising the expected benefits

Arrangements in place

The CC has, with Sussex Police, established a Joint Change function which recognises the importance of strategic planning and integration to incorporate national, regional and local change, business change/adoption and change assurance.

The CC has developed products to support sustainable economic, social and environment benefits delivery, for example, the Strategic Roadmap visually articulates change impacts to help the Change Assessment Board and Strategic Change Board to improve prioritisation, planning and sequencing of change projects, working closely with the South-East Regional Integrated Policing (SERIP) to align where possible. The Senior Responsible Owner (SRO) reports actions implemented in year to provide full status updates to risk and progress assessments.

A Business Change Heat Map is being developed to highlight significant change areas. A new Business Case template has been developed to improve the investment decision process via improved financial information relating to project costs, project benefits, income generation and funding sources.

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