
HM Procurator General and Treasury Solicitor

Annual Report and Accounts 2020-21

For the year ended 31 March 2021

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Accounts presented to the House of Commons pursuant to section 6(4) of the Government Resources and Accounts Act 2000

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This is part of a series of departmental publications which, along with the Main and Supplementary Estimates 2020-21 and the document Public Expenditure: Statistical Analyses 2020, present the government's outturn for 2020-21 and planned expenditure for 2020-21



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Performance Report

Overview

Introduction

The Office of the Solicitor for the affairs of Her Majesty's Treasury (the Treasury Solicitor) was incorporated as a corporation sole by the Treasury Solicitor Act 1876. Since then the nature of the work of the Government Legal Department has expanded greatly and today it provides a comprehensive legal service to other government departments in England and Wales and is one of the largest legal organisations in the country. The Treasury Solicitor is also Head of the Government Legal Profession.

The Government Legal Department (GLD) is a non-ministerial government department and executive agency. In addition to being responsible for all financial activity within GLD, the Treasury Solicitor is also responsible for financial matters at the Attorney General's Office (AGO) and Her Majesty's Crown Prosecution Service Inspectorate (HMCPsi).

The financial statements on pages 69 to 72 cover all these bodies and have been prepared under an accounts direction issued in December 2020 by HM Treasury (HMT), in accordance with section 5(2) of the Government Resources and Accounts Act 2000. The Accounts demonstrate the resources that have been consumed in delivering the department's objectives. They have been prepared in accordance with the guidance set out in the Government Financial Reporting Manual (FRM).

Entities within the Accounts

These Accounts present the consolidated results for 2020-21 of the:

- Government Legal Department (GLD)
- Attorney General's Office (AGO)
- HM Crown Prosecution Service Inspectorate (HMCPsi)

Government Legal Department

GLD's purpose is to help the government to govern well, within the rule of law.

GLD's vision for 2019-2024 is to be:

- An outstanding legal organisation, committed to the highest standards of service and professionalism.
- A brilliant place to work, where we can all thrive and fulfill our potential.

The principal activities of GLD are as follows:

- Advisory Divisions provide legal advice to ministers and officials of all central government departments, other than the Foreign and Commonwealth Office and HM Revenue and Customs, and to a number of smaller departments, agencies and public bodies in England and Wales.
- Litigation Group provides civil litigation services to government departments, agencies and a number of other publicly funded bodies. It is one of the largest practices of its kind in the country. Among its major areas of work are: administrative law; immigration; personal injury; planning; and charity matters. The Group also plays a major role in public inquiries. Its work often raises questions of constitutional importance. It instructs private-sector barristers and solicitors to undertake work on cases where it is appropriate to do so.
- Employment Group is one of the largest employment law practices in the country. It handles all the government's employment litigation and the vast majority of its employment advisory work. The Group undertakes the full range of employment litigation from unfair dismissal to large scale equal pay and pensions cases. In addition to advising departments, the Group also advises the Cabinet Office and Civil Service Employee Policy Unit on major cross Civil Service employment issues of the day.
- Commercial Law Group is a specialist commercial litigation and dispute resolution team and it also supports individual departments in their commercial arrangements. Its lawyers can expect to be involved in some of the most high profile, complex and far reaching commercial issues in government.
- The Finance and Operations, and People and Change Divisions are responsible for developing GLD's strategy and plans and leading and co-ordinating programmes of activity across the department to deliver cost effective legal and support services that address the needs of GLD's clients and staff. This includes the provision of corporate services covering governance and strategy, communications and engagement, finance, planning and performance, human resources, procurement, facilities management, security, information and communications technology (ICT), business assurance and resilience, and library and records management services.
- Bona Vacantia Division, on behalf of the Crown's Nominee administers the estates of people who die intestate and without relatives entitled to inherit and collects the assets of dissolved companies and failed trusts in England, Wales and Northern Ireland, except in the Duchies of Cornwall and Lancaster. The costs of the Division are recovered from the estates and assets it administers. The proceeds of bona vacantia are accounted for in the Crown's Nominee Accounts and separately notified to Parliament as prescribed in the Treasury Solicitor (Crown's Nominee) Rules 1997 (SI.1997/2870).
- The Knowledge, Capability and Innovation Division lead on developing the department's first integrated Legal Knowledge, Capability and Innovation Strategy, working with legal divisions to professionalise legal knowledge and learning activity and to develop innovative and flexible approaches to meeting client needs.

Attorney General's Office

The Attorney General's Office (the AGO) is a specialist ministerial department serving the Attorney General and the Solicitor General (the Law Officers for England and Wales) across the full range of their functions.

The Law Officers are the government's chief legal advisers, helping the government to deliver policy in the context of upholding and promoting the rule of law and performing a visible and effective role as leaders in the domestic and international legal community.

They also have sponsorship responsibilities in relation to the Crown Prosecution Service (CPS) and the Serious Fraud Office (SFO). They take a close interest in any matters of criminal justice policy and practice bearing on the role of the prosecutors. In addition, they perform a range of civil and criminal law litigation functions exercisable in the public interest, including referring sentences which may be unduly lenient to the Court of Appeal, bringing proceedings for contempt of court and authorising applications for fresh inquests. The Attorney General is ministerial head of the Government Legal Profession and, alongside the CPS and SFO, is answerable in Parliament for the operations of the Government Legal Department (GLD). The Attorney General is also head of the Bar of England and Wales and exercises a leadership role in relation to the wider legal professions; the Attorney also holds the separate office of Advocate General for Northern Ireland.

The AGO's business plan sets out its priorities for 2020-21 and is published on gov.uk. The plan is reviewed each year based on ministerial priorities, and business requirements. The AGO's objectives focused on:

- Helping deliver government policy in the context of the Law Officers' constitutional role in relation to the Rule of Law.
- Defining and delivering the Law Officers' public interest functions in the interests of the administration of justice.
- Sponsoring the Law Officers' departments and connecting the work of the prosecutors with wider criminal justice policy.
- Ensuring a high performing and efficient Attorney General's Office which meets its legal and performance obligations.

HM Crown Prosecution Service Inspectorate

The Crown Prosecution Service Inspectorate Act 2000 created the role of HM Chief Inspector of the Crown Prosecution Service. The Chief Inspector is appointed by, and reports, to the Attorney General. They also fulfil the function of Chief Executive of HM Crown Prosecution Service Inspectorate. Since it was established, the Inspectorate's statutory remit has been broadened to include the SFO (ASBCP Act 2014 – section 149 commencement).

The purpose of the Inspectorate's work is to inspect the operation of the Crown Prosecution Service (CPS) and Serious Fraud Office (SFO) and to provide independently assessed evidence to allow others to hold those agencies to account thereby encouraging improvement. HMCPSI can undertake inspection by invitation.

HMCPSI's strategic objectives are:

- To deliver high quality assessments on the SFO and CPS to inform them and those who hold them to account.
- To work collaboratively with other inspectorates and develop effective working relationships in order to achieve the first objective.
- To promote HMCPSI to targeted stakeholder and media audiences to widen and maintain the interest in the work of the inspectorate.
- To ensure that HMCPSI reports are well written so that they are of use to the target audience(s).
- To recruit and develop the best people so HMCPSI has a high performing workforce with the right skills and values for the job.
- To run an efficient and effective organisation that meets the best standards of a government department in order to provide value for money.

Performance Analysis

Performance Measures

GLD agreed the following performance measures with HMT:

Performance Measure	Outturn 2020-21	Outturn 2019-20
To improve client satisfaction ratings:		
Percentage Good or Excellent	96%	96%
Average score (<i>Excellent: 10, Good: 5, Acceptable: 0, Poor: -5, Unacceptable: -10</i>)	8.07	7.85
To recover from clients the full operating costs of chargeable services	Achieved	Achieved
To retain Lexcel accreditation	Achieved	Achieved

Client Satisfaction

GLD's aim is to improve its ratings in the annual survey of client satisfaction. Overall GLD achieved a 3% improvement in its average score and no change in the percentage of Good or Excellent. Given the challenging operational context over the past year, improving the average score for the fourth year in a row, is a positive outcome, and testament to the hard work and professionalism of GLD staff. Clients rated GLD highly for the quality of individual relationships with them, and performance improved in the two areas where the 2019 results suggested GLD could do more: keeping clients informed of progress, and understanding their business/policy environment. These results have fed into the GLD Client Care Plan for 2021-22, the objectives of which are to strengthen client relationships, improve client capability and share best practice in client care.

Lexcel

Lexcel is the Law Society's legal practice quality mark for practice management and client care. GLD litigators across Litigation, Employment and Commercial Law Groups again successfully met the Lexcel standard, with an improved performance on last year. GLD met the standard in all areas and demonstrated best practice in 41. In such a challenging year, this the inherent robustness of GLD processes and systems.

Full cost recovery

GLD is primarily funded from the fees charged to clients for its legal services. Its fee rates are set in accordance with HMT's publication - Managing Public Money - and are designed to recover the costs incurred by the department. Full cost recovery was achieved this year, a surplus of £3.4m was generated.

Performance is monitored throughout the year, and on a quarterly basis, GLD undertake a formal exercise to forecast the financial outturn for the year. GLD's commitment to its clients is to ensure that they benefit promptly from better than budgeted financial performance; if this forecasting exercise predicts a significant surplus, GLD evaluate the underlying reasons and assess whether a fee reduction or rebate should be made in-year. This year, GLD refunded fees to reflect the unsuccessful outcome of our pay business case.

Significant events during the financial year

Government Legal Department

GLD maintained the high quality of its legal services to government, playing a central role in advising on all aspects of the process of EU Exit and its domestic implementation and working across all legal expert services to support the government's response to the COVID-19 pandemic.

GLD lawyers worked intensively to support negotiations with the European Union on the Trade and Cooperation Agreement as well as advising on new trade deals with other nations.

GLD also helped to deliver the rest of the government's full legislative agenda and advised on some of the highest profile issues of the year.

GLD continued to develop its Strategy covering 2019-24, which focuses on leadership, further professionalisation and capability, growth and improvement, inclusion, wellbeing and reward. The GLD Board has agreed six priority areas to achieve its strategic outcomes by 2024 and agreed a Business Transformation Programme (BTP) to increase the efficiency and cohesion of GLD.

An Opportunities Task and Finish Group, was set up to capture learning and experience from the pandemic, how it has affected the way GLD operates and the opportunities it creates for longer term reform.

By way of case studies and commentary, the GLD Annual Report and Accounts 2020-21 provides substantial details of significant events and achievements. It is available at: www.gov.uk/gld.

Attorney General's Office

The AGO supported the Law Officers on policy, legislation, and in providing timely, problem-solving legal and constitutional advice on issues across all areas of the government's work. On the wider international side, the Law Officers dealt with legal issues in the areas of trade, security and foreign policy. Our outputs reflect how well the office adapted to working remotely over the past year and maintained high standards of performance and service delivery.

We continue to be key players on policy boards delivering government priorities in the field of criminal justice. We have also strengthened and further developed our formal relationships and governance mechanisms with the CPS, SFO and GLD, progressed high profile unduly lenient sentence cases and other public interest cases and dealt with difficult legal issues including relating to EU exit and the rule of law.

This year the Attorney continued to modernise the sponsorship relationships with the CPS, GLD and SFO, both reviewing and building on Framework Agreements and Memorandums of Understanding. The Attorney General ensured governance practice is embedded through chairing Ministerial Strategic Boards, providing support and oversight.

The AGO provided high quality support across all the Law Officers' core functions. The Law Officers accomplished a wide variety of Parliamentary business in both Houses, including departmental oral questions every six weeks. Working closely with the Office of the Advocate General for Scotland, supporting the Law Officers' role in the Parliamentary Business and Legislation (PBL) Committee and working with departments to find solutions to legal difficulties in proposed legislation. In 2020-21 the AGO responded to 103 parliamentary questions, answering 100% within the deadline; 236 MP letters, answering 100% within the deadline; and 682 Cabinet write rounds.

The AGO continued to manage a high number of potentially unduly lenient sentence cases, dealing with almost 800 cases in 2020 (786 in 2020, compared with 984 in 2019 and 1,066 in 2018). Of those, 552 cases were within the scope of the unduly lenient sentence scheme, requiring personal consideration by a Law Officer, and 98 were referred by a Law Officer to the Court of Appeal. The Court of Appeal granted leave on the merits in 69% of these cases, agreed the sentence was unduly lenient in 62%, and increased the sentence in 54%. AGO also dealt with several complex and high-profile contempt cases.

The Law Officers continued more generally to work closely with the Justice Secretary, the Home Secretary and the senior judiciary to deliver an effective criminal justice system for victims and the public, and to ensure that wider government programmes reflect a clear understanding of the work of prosecutors.

As Criminal Justice Policy has evolved over the last 12 months the AGO supported the Attorney to play a central role in emerging governance structures; the Attorney sits on the Criminal Justice Taskforce alongside the Prime Minister, Lord Chancellor and Home Secretary.

HM Crown Prosecution Service Inspectorate

In response to the COVID-19 pandemic, HMCPSI asked its staff to work from home from 16th March 2020 and inspection activity was limited to file reading both for the safety of staff and to decrease the burden on those organisations we inspect.

Inspections resumed virtually in May 2020 and some inspectors were involved in on-site activity in the early autumn as part of the Joint Inspection on Rape; although the on-site phase had to stop with the second lockdown in November 2020.

Despite the restrictions the following reports were published:

- CPS response to COVID-19: 16th March – 8th May 2020 (published June 2020)
- Annual report 2019-20 (published July 2020)
- SFO response to COVID-19: 16th March – 8th May 2020 (published July 2020)
- Charging Inspection (published September 2020)
- Victim Communication & Liaison Scheme: Letters to victims (published October 2020)
- Inspection of CPS Information Management (published November 2020)
- Disclosure of Unused Material in the Crown Court - a follow-up (published December 2020)
- Joint Inspection on pre-charge bail and release under investigation: striking a balance (published December 2020)
- SFO handling of complaints (published February 2021)
- Inspection of CPS Complex Casework Units (published March 2021)
- An Inspection on the impact of COVID-19 on the CPS to 31st Dec 2020 (published March 2021)
- Witness Care Correspondence in the CPS (published March 2021)
- End of term report – 6 year review from the outgoing Chief Inspector (published March 2021)

Future Development

Government Legal Department

GLD's continuing priority is to ensure the health and wellbeing of its people, and that the government receives first class legal services to develop and implement its policies and deliver public services as the effects of the COVID-19 pandemic continue to be felt, albeit with a roadmap to bring us out of lockdown. GLD will continue to provide high quality legal support for the implementation of the government's agenda. A particular priority will be providing effective and joined-up legal advice on issues concerning our relationship with the EU, as well as negotiations with other countries, such as the United States.

Set against the backdrop of COVID-19 and work done by the GLD Opportunities Task and Finish Group, which was set up to capture our learning and experience from the pandemic, how it has affected the way we operate and the opportunities it creates for longer term reform so we emerge stronger and more capable, the GLD Board has agreed six priority areas to achieve GLD's strategic outcomes by 2024. It has also agreed a Business Transformation Programme (BTP) to increase the efficiency and cohesion of GLD.

Attorney General's Office

The AGO will continue to provide a range of high quality legal and strategic policy advice and casework in support of the Law Officers. The AGO will also continue to improve partnership working, build capability and ensure increased efficiency for the Office and the Law Officers' Departments as a whole.

Her Majesty's Crown Prosecution Service Inspectorate

HMCPPI will continue to provide evidence for others to hold the CPS and SFO to account in order to encourage improvement in the performance of the prosecution services. It will work with the inspected agencies to identify and promote good practice and continue to undertake a robust follow-up process.

Sustainability Performance

All departments are required to participate actively in developing action plans to achieve and report their performance against the 'Greening Government Commitments' (GGC).

A summary of the department's performance and action taken in 2020-21 to improve sustainability is provided in the Sustainability Report at Annex A (page 85).

Complaints to the Parliamentary Ombudsman

There were no complaints to the Parliamentary Ombudsman regarding GLD, the AGO or HMCPSI.

Performance in responding to correspondence from the public

GLD does not normally receive correspondence from members of the public since it conducts the majority of its business with other government departments. When it does receive such correspondence, it normally relates to the way cases have been handled or people feeling they were treated unfairly. Six formal complaints were received by the Treasury Solicitor between 1 April 2020 and 31 March 2021 and they were dealt with within the published target of 10 working days. GLD received 188 Freedom of Information (FOI) requests, responding to 86% within the deadline.

The AGO received 216 FOI requests in 2020-21, 100% responded to within the 20 working day statutory deadline.

HMCPSI does not normally receive correspondence from members of the public as its business relates entirely to the inspection of the CPS and SFO. Any letters received tend to be complaints about those two services that fail to be dealt with by the CPS or SFO themselves. It received 16 FOI requests, and they were all dealt within the deadline.

Health and Safety

Government Legal Department

GLD is committed to providing a safe and healthy working environment and has a number of initiatives in place to promote and support the health and wellbeing of its employees. These include:

- a Health and Wellbeing Action Plan, outlining actions taken to support GLD staff and build a more sociable workplace and overcome emerging issues in the future
- a range of Health and Wellbeing guidance documents on the Health and Wellbeing homepage on the Intranet
- the provision of display screen equipment and home working assessments and reasonable workplace adjustments for employees
- access to a GP and an annual flu vaccination programme
- access to an employee assistance counselling service
- training for Fire Marshals, First Aiders and Mental Health First Aiders
- access to appropriate behaviour champions
- a commitment to various national events, including Mental Health Awareness Week, World Mental Health Day and Time to Talk

GLD has reasonable workplace adjustment policies that are in line with the Cabinet Office Civil Service Employee Policy (CSEP), to help ensure that a uniform approach is taken by all departments where GLD staff are located. GLD provides reasonable workplace adjustment data to the Civil Service Workstation Assessment Service (CSWAS) along with other government departments so that performance can be measured and trends can be identified. The CSWAS works closely with the Disability Network. The Reasonable Workplace Adjustment Passport System is used by GLD and is key to helping to ensure that reasonable workplace adjustments are transferred seamlessly between departments and teams.

GLD has provided support to staff over the year by providing and funding furniture and equipment for extended working at home during the pandemic. This has included the provision of ergonomic chairs, desk raisers, lumbar supports and footstalls, as well as IT kit such as keyboards, mice and screens. GLD has also continued to provide reasonable workplace adjustments recommended by Occupational Health assessments for staff working at home.

Attorney General's Office

The AGO applies the GLD approach to identifying and handling health and safety issues within the department. The AGO has qualified fire marshals, first aid providers and display screen equipment assessors to support the health and wellbeing of staff. The health and counselling services which GLD provides are also available to the AGO's staff.

Her Majesty's Crown Prosecution Service Inspectorate

Since September 2019 HMCPSP has co-located within GLD's holding in London and are therefore subject to GLD's health and safety checks on the office space. HMCPSP staff have been working from home since 16th March 2020. In June 2020, when it became obvious that a swift return to office working would not be happening, HMCPSP offered to purchase equipment to ensure that staff could work comfortably at home, including chairs, monitors and laptop risers.

Consultation with employees

2020 People Survey

Government Legal Department

The annual People Survey is a key measure of our success in delivering GLD's vision to be the 'best employer for our people'. The 2019 People Action Plan was launched at the end of April 2020 and focused on pay, safe to challenge, improving leadership communications and reducing bullying, harassment and discrimination. In the 2020 Survey, we achieved an Engagement Index of 65% (with a response rate of 78%), the same as it was in 2019, which maintained the 2% rise on the 2018 survey, and one point below the average for the Civil Service, which went up two points in 2020.

We saw percentage point increases in each of the engagement themes related to 'My Work' (up 3% to 82%), 'My manager' (up 1% to 75%) and 'Leadership and Change' (up 4% to 59%). 'Inclusion and fair treatment' remained at 83% and 'Pay and benefits' remained at 14%. 'My team' dropped 1% from 84% to 83%, 'Organisational objectives' dropped 2% from 80% to 78%, 'Learning and development' dropped 1% to 64% and 'Resources and workload' dropped 3% to 74%. Colleagues reporting experience of discrimination dropped 2% compared to 2019 and bullying and harassment dropped 3%.

Attorney General's Office

The AGO achieves through its people. In the 2020 Civil Service People Survey, the AGO achieved an Engagement Index of 69%, with a response rate of 85%. The AGO Staff Engagement Group led staff discussions on the results with recommendations developed approved by the Executive Board to continue to deliver in areas of high engagement, and support continuous improvement across the Office.

HM Crown Prosecution Service Inspectorate

HMCPSP achieved an Engagement Index of 82% (2019: 79%), with a response rate of 90%. HMCPSP had the highest Engagement Index of all participating organisations, with the Engagement Index being 16% above the Civil Service High Performers which meant that HMCPSP is in the high performing organisation category.

The biggest improvements were achieved in 'My team' and 'Inclusion'. HMCPSP's Staff Engagement Team will work with staff to ensure the level of staff engagement is maintained.

Partnership

GLD has continued to maintain a positive working relationship with the Trade Unions (First Division Association and Public and Commercial Services). Human Resources regularly meet the unions on an informal basis to discuss a range of issues that have an impact on union members, and there are also regular formal Partnership meetings, which include representatives from across GLD, and departmental and national union representatives. Business managers are also encouraged to meet trade union colleagues at an early stage where resourcing levels or workloads may be changing.

GLD also manages the working relationship with the Trade Unions on behalf of the AGO and HMCPSP.

Trade Union Facility Time

The Trade Union (Facility Time Publication Requirements) Regulations 2017 came into force on 1 April 2017. These regulations place a legislative requirement on relevant public sector employers to collate and publish, on an annual basis, a range of data on the amount and cost of facility time within their organisation.

Table 1: Relevant Union Officials

Total number of employees who were relevant union officials between 1 April 2020 and 31 March 2021

	2020-21 No.
Employees who were relevant union officials during the relevant period	28
Full-time equivalent number	27.62

Table 2: Percentage of time spent on facility time

For employees who were relevant union officials employed between 1 April 2020 and 31 March 2021, percentage of their working hours spent on facility time

	2020-21 No.
0%	3
1% - 50%	24
51% - 99%	1
100%	0

Table 3: Percentage of pay bill spent on facility time

For employees who were relevant union officials employed between 1 April 2020 and 31 March 2021, percentage of pay bill spent on facility time

	2020-21
The total cost of facility time (£k)	134
The total annual pay bill for Government Legal Department (£k)	171,768
The percentage of total pay bill spend on facility time (%)	0.08%

Table 4: Paid trade union activities

For employees who were relevant union officials employed between 1 April 2020 and 31 March 2021, percentage of time spent on paid trade union activities.

	2020-21
Time spent on paid trade union activities as a percentage of total paid of facility time hours (%)	0%

Financial Results

In delivering its wide range of legal services to its clients, legal and strategic policy advice and support to the Law Officers, and inspection and assessment of prosecution services, the department spent £272.7m. After taking into account income of £268.3m, the net resource requirement for 2020-21 was £4.4m, £11.0m less than the sum approved by Parliament in the 2020-21 Supplementary Estimate for HM Procurator General and Treasury Solicitor.

Total operating income was £268.3m (£252.5m in 2019-20). GLD's income from legal fees and charges to clients increased this year to reflect demand for our services - £224.6m compared to £208.2m in 2019-20. Other income streams were: £35.7m from the recovery of disbursements incurred in providing legal services to clients (£36.3m in 2019-20); £4.8m was recovered from the Crown's Nominee (£4.5m in 2019-20) and other income of £3.2m including subscription services and the recovery of costs of outward secondments was received (£3.6m in 2019-20). After taking into account costs which are met from the Vote, including the cost of the Attorney General's Office and HMCPSI, GLD met its financial objective to recover the full cost of its chargeable services.

There was capital expenditure of £1.1m against voted capital provision of £2.9m (£5.0m in 2019-20).

The capital employed is £22.4m at 31 March 2021 comprising total assets of £56.3m (non-current assets of £7.7m, trade and other receivables of £46.9m, and cash of £1.7m); and current and non-current liabilities of £33.9m (trade and other payables and provisions). Further details are in the Notes to the Accounts.

PES (2021) 03 requires Departments to include an annex disaggregating the financial results and staff numbers by entities within the consolidation boundary. These requirements have been met through the Staff report (page 49) and Note 2 to the financial statements.

Comparison of Estimate and outturn

GLD underspent by £10.1m against its voted funding of £6.1m, generating an overall surplus against full cost recovery of £4.0m. This underspend was generated from reduced staffing costs, lower operating costs as certain activities like travel and training were restricted due to the pandemic and due to changes in our estimate for the increase in untaken annual leave accrued for staff.

GLD operates largely on a demand led, full cost recovery basis. Fee rates are set in accordance with HMT guidance published in Managing Public Money and are designed to recover the direct costs incurred by the department. Throughout the year, performance is monitored and on a quarterly basis we undertake a formal exercise to forecast the financial outturn for the year. Our commitment to our clients is to ensure that they benefit promptly from better than budgeted performance; so if this forecasting exercise predicts a significant surplus, we evaluate the underlying reasons and assess whether a fee reduction or rebate/refund should be made in-year. For 2020-21 a refund was made to clients to reflect changes in our pay assumptions.

The AGO underspent against budget by £0.3m, mainly on account of lower staff costs.

HMCPSI underspent against budget by £0.5m, due to lower staff costs and reduced travel due to the pandemic.

The department used 90% of its net cash requirement of £16.4m, due to movements in working capital.

The Capital budget was increased by £1.5m in the Supplementary Estimate to support ICT infrastructure costs and the AGO's move to new premises. It wasn't possible to fully utilise this budget with some spend needing to be incurred in the next financial year.

Reconciliation of Resource Expenditure between Estimates, Accounts and Budgets

£m	2020-21	2019-20
Net Resource Outturn (Estimates)	4.4	12.6
Net Operating Expenditure (Accounts)	4.4	12.2
Resource Budget Outturn (Budget)	4.4	12.6
Of which		
Departmental Expenditure Limits	4.4	12.2
Annually Managed Expenditure	-	0.4

Susanna McGibbon
Accounting Officer
20 May 2021

Accountability Report

Corporate Governance Report

Directors' Report

Directors

The Governance Statement on page 24 includes the ministerial titles and names of ministers who had responsibility for the department for the year, the name of the permanent head of the department and the composition of the GLD Board. Management matters in the AGO are the responsibility of the Director General and HMCPSP is led by the Chief Inspector, who also fulfils the function of Chief Executive.

Register of interests

No directorships or other significant interests, which may have caused a conflict with their management responsibilities, were held by any Board Members. Note 15 to the Accounts confirms that no members of the Board, including Non-Executive Directors, has any related party interests.

Personal data related incidents

All government departments are required to publish information about any serious personal data related incidents, which have to be reported to the Information Commissioner (ICO). Three incidents were reported by GLD.

Table 1: Summary of protected personal data related incidents formally reported to the Information Commissioner's Office in 2020-21.

Date of incident	Nature of incident	Nature of data involved	Number of people potentially affected	Notification steps
17 April 2020	Unauthorised transfer of emails to personal email address	Personal data	232	ICO notified. Investigation conducted and no further action taken
1 June 2020	Names of third parties (including a minor) not properly redacted from a bundle of documents filed with the Court	Personal data	3	ICO notified. Investigation conducted and no further action taken
12 June 2020	Papers relating to witnesses in an Inquiry temporarily missing in transit. Subsequently delivered on 14 August 2020.	Personal data	16	ICO notified. Investigation conducted and no further action taken

Statement on Information Risk

GLD holds personal data relating to GLD employees and keeps data owned by other government departments in relation to its role as the principal legal adviser to government. It continues to work with delivery partners and third parties to manage effectively the risk of any loss of personal data held by these other bodies.

During 2020-21, the framework for handling data and to provide assurance over the management of information held within GLD has included:

- continued review and production of data handling policies, guidance and awareness training promoting best practice within GLD, including the mandatory completion by all staff of the Civil Service Learning – 'Responsible for Information and Data Protection' course and two newly revised General Data Protection Regulations (GDPR) related e-learning courses
- ongoing review of information assets and their associated risks, including assessments of the third party delivery chain, and the incorporation of information risks within the risk management policy and processes
- maintaining certification against the ISO 27001:3013 information security standard. The department also adheres to Cabinet Office Minimum Security Standards relating to cyber security, personnel security, physical security and incident management. We have also maintained our Cyber Essentials Plus certification, in support of the current Lexcel standard.

Audit

The National Audit Office (NAO) on behalf of the Comptroller and Auditor General audits HM Procurator General and Treasury Solicitor Accounts.

The C&AG also audit the Crown's Nominee Accounts administered by the Bona Vacantia Division of the department.

The auditors provide no further assurance or other advisory services.

Remuneration to external auditors for non audit work

GLD, the AGO and HMCPSI did not pay any remuneration to the NAO for non-audit work. The notional audit fee for the departmental audit was £82k (2019-20: £79.5k).

Statement of Accounting Officer's Responsibilities

Under the Government Resources and Accounts Act 2000, HMT has directed HM Procurator General and Treasury Solicitor to prepare, for each financial year, Accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the department during the year. The Accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the department and of its income and expenditure, financial position and cash flows for the financial year.

In preparing the Accounts, the Principal Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by HMT, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the Accounts;
- prepare the Accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

HMT has appointed the permanent head of the department as Principal Accounting Officer of the department.

In addition, the Principal Accounting Officer has appointed HM Chief Inspector, Kevin McGinty, as Accounting Officer for HMCPSI, to be accountable for that part of the department's Accounts relating to HMCPSI. This appointment does not detract from the head of department's overall responsibility as Accounting Officer for the department's accounts.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the GLD's assets, are set out in *Managing Public Money*, published by HMT.

As Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the department's auditors are aware of that information. As far as I am aware, there is no relevant audit information of which the auditors are unaware.

Governance Statement

The Office of the Solicitor for the affairs of Her Majesty's Treasury (the Treasury Solicitor) was incorporated as a corporation sole by the Treasury Solicitor Act 1876.

The Government Legal Department (GLD) is a non-ministerial department and was established as an Executive Agency on 1 April 1996. Ministerial oversight and accountability to Parliament lies with the Attorney General. HM Procurator General and Treasury Solicitor leads the department, in the roles of Permanent Secretary and Chief Executive. In addition to being responsible for all financial activity within GLD, the Treasury Solicitor is also responsible for financial matters at the Attorney General's Office (AGO) and Her Majesty's Crown Prosecution Service Inspectorate (HMCPSI).

The Treasury Solicitor is accountable to the Attorney General for the running of GLD; and as Chief Legal Adviser to government, the Attorney has a close interest in the legal advice and legal services being provided to government by GLD and the wider Government Legal Profession. The framework for that relationship, and the classification of GLD, has not been reviewed or updated since the creation of the Government Legal Department.

A joint review group was established with representatives from the AGO, GLD, HMT and the Cabinet Office to look at these issues and make recommendations on GLD's future classification, the governance structures that should be in place between the GLD and the Law Officers and the AGO, and the accountability relationships between the two organisations. The review also touched on GLD's approach to advising on legal risk, and its relationship with the wider Government Legal Profession, with a focus on developing a future programme of work in relation to those issues.

An interim Framework Agreement has now been agreed between GLD and Law Officers and the AGO. Recommendations on classification and a future programme of work on the remaining issues are expected to be presented to the Attorney General early in the 2021-22 financial year.

Ministers

The ministers who had responsibility for the department during the year were:

- The Rt Hon Suella Braverman QC, MP, Attorney General (Maternity Leave from 26 February 2021)
- The Rt Hon Michael Ellis QC, MP, Solicitor General until 1 March 2021, and Attorney General from 2 March 2021
- Lucy Frazer QC, MP, Solicitor General from 2 March 2021

Accounting Officer System Statement

As Accounting Officer of HM Procurator General and Treasury Solicitor, I am personally responsible for safeguarding the public funds for which I have been given charge under the name of the HM Procurator General and Treasury Solicitor Estimate. This includes responsibility for GLD, AGO and HMCPSI. To help me ensure I am fulfilling my responsibilities as an Accounting Officer, this Governance Statement also describes the accountability system in place, and the relationship between GLD, the AGO and HMCPSI.

To support me in discharging my responsibilities, there is a framework of delegated authority in place. The GLD Board also supports me. Management matters in the AGO are the responsibility of the Director General and HMCPSI is led by the Chief Inspector, who also fulfils the function of Chief Executive. The Chief Inspector has been appointed as Accounting Officer for HMCPSI. In accordance with Managing Public Money, this relationship is set out in writing. The Director General, AGO and the Chief Inspector HMCPSI meet me regularly and each provides an annual assurance report. The AGO Director General and AGO officials meet the Law Officers regularly to provide high quality legal and strategic policy advice and support. The HMCPSI Chief Inspector meets regularly with the Law Officers to provide assurance on the practices of the CPS and SFO.

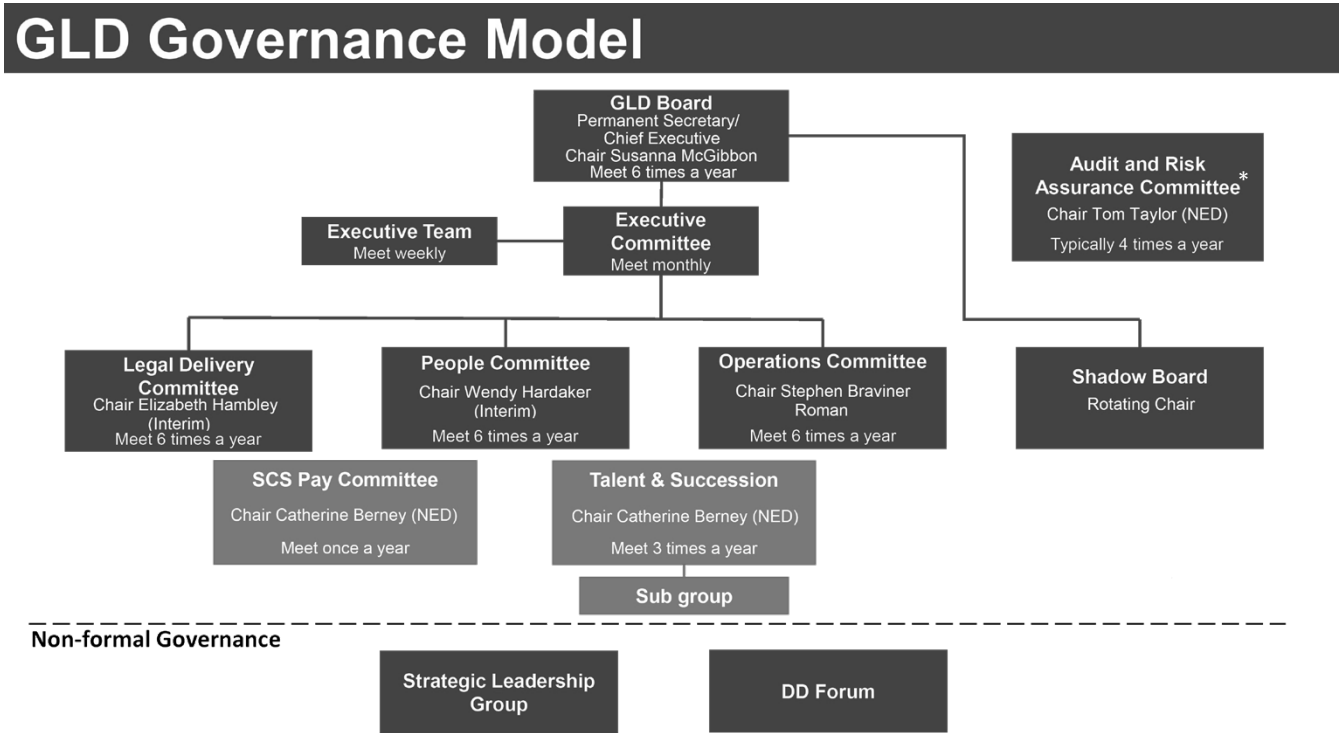
The department enters into contracts with third party suppliers in the normal course of business. There are no significant contracts. GLD administers the Attorney General's Panel Counsel. The Attorney General maintains four panels of junior counsel to undertake civil and EU work for all government departments. There is also a Public International Law Panel to undertake such work on behalf of government. These are in addition to any standing counsel and the First Treasury

Counsel, Sir James Eadie QC. There are three London Panels (an A Panel for senior juniors, a B Panel for middle juniors, a C Panel for junior juniors) and a regional panel. The size of each panel is determined by need. All government departments and agencies of government departments must use the Panels.

Working with the Crown Commercial Service, GLD has also reviewed how external legal services are purchased from private sector law firms and has put in a place a General Legal Services Panel, a Finance Panel and Complex Transaction Panel, a Trade Panel and a Rail Panel.

GLD Board and Committees

The Governance structure is set out below:



*The Audit and Risk Assurance Committee (ARAC) provides assurance to the Accounting Officer and the Board.

GLD Board

Chair: *Susanna McGibbon*

The GLD Board focuses on strategic matters for the department. It supports the Treasury Solicitor in providing leadership of GLD. It sets GLD's vision and strategic direction.

Shadow Board

Chair: *Rotates*

The Shadow Board is an advisory staff forum, comprised of representatives from a range of divisions/groups, grades and professions, to scrutinise and contribute to strategic decisions in order to deliver GLD's Strategy. Its specific focus is on ensuring that the GLD strategic outcomes are incorporated into the decisions being made by the Board. It meets every two months before each Board meeting to discuss and provide opinions on the same papers that the Board see.

Executive Committee

Chair: *Susanna McGibbon*

The Executive Committee reports to the Board. It oversees the operational management of all aspects of the department.

The Executive Committee has three sub committees which provide assurance, challenge and support to the strategic outcomes and key priorities for GLD:

Legal Delivery Committee

Chair: *Elizabeth Hambley, Interim Legal Director General C*

This provides oversight and assurance in relation to the quality and efficiency of GLD's legal work and oversees client relationships. It oversees and supports the development of activities in relation to legal knowledge training and induction, client capability, and innovation in the delivery of legal services.

The Committee met six times in 2020-21. It has overseen and contributed to our departmental thinking and work across the principal elements of legal delivery that fall within its terms of reference, including:

- Client Service (e.g. reviewing the results our annual client satisfaction survey and client action plan).
- Legal Capability (e.g. commissioning and overseeing reviews of our centres of excellence; our quality assurance models and processes; our induction and related training for lawyers; and our legal response to new developments including COVID- 19 and artificial intelligence).
- Legal Innovation (e.g. finalising our departmental innovation blueprint).

Recently, the Committee has been engaged in developing the second phase of GLD's legal Knowledge, Capability and Innovation (KCI) Strategy. The Committee met for a special session in November to kick-off the development of the Strategy, and recently reviewed the final strategy documentation before its submission to the Board for final sign-off.

The Legal Delivery Committee's work is informed by a bi-monthly performance report and annual reports on key areas including primary and secondary legislation. As it comes to the end of its first year, the Committee has been working with its incoming chair Elizabeth Hambley to review its reporting model and its terms of reference.

Operations Committee

Chair: *Stephen Braviner Roman, Legal Director General A*

This provides oversight and assurance in relation to the delivery of non-legal priorities, including Corporate Services and Bona Vacantia, by monitoring performance and supporting the development of strategic priorities within its remit, including the Accommodation and Location Strategy, the Digital and Technology Strategy and the Management Information Strategy.

The Operations Committee met five times during 2020-21. To enhance greater understanding of GLD corporate functions amongst Committee members and to provide an opportunity to explore issues in specific areas in more depth, the Committee has implemented a rolling programme of Deep Dives into the corporate functions. The first of these covered security and the discussion informed activity to increase understanding of the vetting process and email security. The Committee also considers the Operations Performance Report to provide assurance to the Board that the corporate services are functioning well.

The Committee has recently contributed to a proposal on how to engage staff as part of the Reimagining the Workplace exercise, which aims to reduce GLD's footprint as part of GLD's ambition to be a 'location-neutral' employer.

People Committee

Chair: *Wendy Hardaker, Interim Legal Director General B*

The People Committee exercises strategic oversight of the People Strategy and the underpinning strategies within its remit, including the Diversity and Inclusion Strategy and Talent and Succession Management. It promotes health and wellbeing activities; supports activities to build leadership amongst staff; actively reviews the skills and capabilities needed to deliver outstanding legal and corporate services; reviews activities to attract, recruit and retain GLD staff; and drives improvements in response to the People Survey.

The People Committee met five times in 2020-21. Over the past year, the Committee has overseen an array of work including: the implementation of a new Performance Management Framework; the Annual People Survey results (commissioning work accordingly); the further development and implementation of 'Leadership the GLD Way' (with a focus on how we hold each other to account for our leadership behaviours); the development of additional routes to legal qualifications; and the modification of GLD's Overseas Working Policy and other workforce policies and processes in response to COVID-19. Members also considered the effectiveness of the ranges of GLD's resourcing approaches, and progress of the GLD pay business case, on a regular basis.

The People Committee considers the bi-annual Health and Wellbeing Report to monitor and identify any risks related to activities within the Committee's remit.

Audit and Risk Assurance Committee

Chair: *Tom Taylor, Non-Executive Director*

The Audit and Risk Assurance Committee (ARAC) provides assurance to the Accounting Officer and the Board. It supports the Accounting Officer by monitoring and reviewing the department's risk, control and governance processes, and the associated assurance processes, including external and internal audit. The membership of the Committee includes one Non-Executive Director, in addition to the Chair, and an additional independent member, Jenny Rowe, the former Chief Executive of the Supreme Court.

The ARAC met three times in 2020-21. It considered the Annual Report and Accounts for 2019-20, and the External Auditors' opinion. The Committee was satisfied with the quality of the external auditors work and their approach to their responsibilities.

The Committee also considered the findings contained in management letters and reports prepared by the Head of Internal Audit based on an Internal Audit Plan agreed in advance by the Committee and monitored the implementation of internal audit recommendations.

The ARAC was satisfied that assurances provided by the various internal audit reports met the requirements of the Board and the Accounting Officer.

The Committee also considered the GLD position on fraud, risk management and security.

Committee Membership

Membership of each Committee is drawn from GLD's Strategic Leadership Group and each has one of the Non-Executive Directors as a member (Tom Taylor – Operations Committee, Catherine Berney – People Committee, and Erica Handling – Legal Delivery Committee).

GLD Board Members:

Membership of the GLD Board as at 31 March 2021 was as follows:

Executive members:

- Susanna McGibbon Permanent Secretary and Chief Executive
- Stephen Braviner Roman Legal Director General A
- Wendy Hardaker Interim Legal Director General B
- Elizabeth Hambley Interim Legal Director General C
- Anna Sanders Strategy, People and Culture Director
- Nick Payne Finance and Operations Director
- Peter Fish CB Director General, retired on 31 March 2021

Ex-officio member:

- Shehzad Charania MBE Interim Director General, AGO

Co-opted Board member:

- Lee John-Charles Deputy Legal Director, Litigation Group

Jonathan Jones was Treasury Solicitor until 9 November 2020. Peter Fish was appointed as Interim Treasury Solicitor from 9 November 2020 to 5 March 2021. Susanna McGibbon became Treasury Solicitor on 8 March 2021 and gained assurances over governance and control for the period before she became Accounting Officer through her membership of the GLD Board; as chair of the People Committee; through the Directors Assurance process; and external sources of assurance such as internal and external audit, and external assurance of standards through the Law Society Lexcel Standard, and Lloyd's Register Quality Assurance Ltd standard ISO27001, and our annual Client Satisfaction Survey. GLD has a three lines of defence model to ensure the effectiveness of our risk management.

Non-Executive members:

Catherine Berney took up her appointment as Strategy, People and Culture lead Non-Executive Director (NED), on 15 October 2018 and is Chair of both the SCS Pay and Talent & Succession committees. Catherine is a qualified organisational psychologist and solicitor, with a background in private practice and international finance. She has held a previous NED role for Arts Inform, an organisation that seeks to build links between the creative and cultural industries and the London schools system, in addition to chairing a local community association. Catherine leads a consultancy firm and brings considerable experience to GLD in leadership, strategic direction, communications and talent development.

Erica Handling joined GLD on 29 October 2018, as lead NED for Legal Quality. Erica brings experience and expertise to GLD having worked as head of large legal departments in private practice and in-house (where she introduced a range of procedural and technological efficiencies). Her previous roles have included General Counsel for Europe at BlackRock and Barclays Investment Bank and Head of Securities and Structured Finance at Ashurst LLP. She is currently working as an executive coach and yoga teacher. She is also currently acting Chair of Working Chance (charity).

Tom Taylor is Deputy Board Chair, Audit and Risk Assurance Committee Chair and the NED on the Operations Committee. He took up his appointment on 24 September 2018. He is a dual qualified accountant who has worked in the energy, health, education, water, agriculture, environment and manufacturing sectors. He has more than 30 years' experience working at Board level in the public, private and third sectors as a Chair, Non-Executive Director, Chief Executive, Finance Director and Commercial Director. Tom currently holds a number of roles in various government departments. He is Chair of the NHS Counter Fraud Authority, a Non-Executive Board Member for the Northern Ireland Government Department of Finance (where he is Chair of NI Statistics and Research Agency Audit and Risk Committee and a Member of the Departmental Audit and Risk Committee) and also an Independent Member of Her Majesty's

Revenue & Customs Audit and Risk Committee. From 2015 – 2018, Tom was Wales Chair for the Consumer Council for Water - the Consumer Watchdog for over three million residents of Wales and Herefordshire. From 2012 – 2018, Tom was a Non-Executive Director for the English Education Regulator, the Office of Qualifications and Examinations Regulation (where he was Chair of the Finance Committee and a member of the Enforcement Committee).

GLD Board attendance

The GLD Board met nine times between April 2020 and March 2021, with attendance as follows:

Executive Members	Eligible to attend	Attended (to end March)
Jonathan Jones	5	5
Peter Fish	9	9
Susanna McGibbon	9	9
Stephen Braviner Roman	9	9
Wendy Hardaker	1	1
Elizabeth Hambley	4	4
Anna Sanders	9	8
Nick Payne	9	9
Ex-Officio Member - Shehzad Charania	1	0
Co-opted Member -*Lee John-Charles	7	7
Non-Executive Members		
Catherine Berney	9	8
Erica Handling	9	9
**Tom Taylor	9	6

* Lee John-Charles (Deputy Legal Director, Litigation Group) was co-opted onto the Board in response to the increased nationwide and global focus on issues around ethnic minority representation and social justice, occasioned by a number of significant newsworthy events during the course of 2020. His appointment to the Board is an interim measure, pending a final decision on the approach GLD will take to the issue of ethnic minority representation at the highest levels of the department.

**Tom Taylor was seriously ill during the period this statement covers and this had a bearing on his attendance at Board meetings.

The work of the GLD Board covers the five main areas expected by the Corporate Governance Code:

- Strategy – setting the vision;
- Commercial focus – scrutinising the allocation of resources to achieve plans; ensuring controls are in place to manage risk;
- Talented people – the Board has a People Strategy to help ensure that GLD has the capability to deliver and to meet current and future needs;
- Results focus – the Board agrees the annual business plan and monitors and manages performance against the plan; and
- Management information – the Board receives a bi-monthly dashboard containing clear, consistent and comparable performance information.

The GLD Board's performance

GLD adheres to centrally set standards of good governance practice for government departmental boards and follows the Board Effectiveness Evaluation process, recommended in guidance produced by the Cabinet Office.

A Board Effectiveness Evaluation survey was last conducted during February and March 2020. The results of the evaluation indicated that the Board is operating effectively. The main points identified to improve it further were:

- Clarification of the individual role and responsibilities of Board members;
- Confirmation of the type of training opportunities members would find beneficial;
- Confirmation of what further support members would appreciate from the Board secretariat; and
- Improvement of the management information presented to the Board on delivery and financial performance.

On the latter, all members were aware that management information reports were in the process of being updated, so considered that this did not need a specific action. All Board and Committee reporting has been reviewed to ensure that the information provided is of good quality and relevant to the terms of reference. It was also agreed that all other points did not require action and could be dealt with via conversation with the Board Secretariat, if required.

The process of improving the effectiveness of the Board continued throughout 2020 and 2021 and the Board Effectiveness Evaluation for 2020-21, led by Tom Taylor, will take place in May/June 2021. The final results will be shared with the Board by the end of July at the latest. Evaluations of the effectiveness Executive Committee and Audit Risk Assurance Committee will then follow with results expected by the end of September.

Internal Audit of GLD Governance

During the year, there was a Government Internal Audit Agency review of GLD's governance arrangements to understand and provide assurance on how effectively the governance arrangements introduced in 2020 have been implemented and operating.

The Review found that an effective governance structure is currently in place in GLD, providing good oversight and delegation for decisions in GLD. However, there is a requirement for both the Executive Committee and ARAC to follow the example of the Board and Shadow Board, and to conduct an annual effectiveness review.

GLD's Compliance with the Corporate Governance Code

The Corporate Governance Code Relevant to Central Government and accompanying Protocol apply primarily to ministerial departments. This means that the key provisions relating to the composition of boards do not apply to GLD; specifically the involvement of ministers and the requirement to have roughly equal numbers of ministers, senior civil servants, and Non-Executive Directors.

Although GLD is not required to have a 'lead NED' (whose role is one of 'supporting the Secretary of State in his or her role as Chair of the Board'), Tom Taylor has been appointed as Deputy Chair of the Board, and the remaining lead NED functions have been shared between all of the NEDs.

Management of interests and Business Appointments

GLD has a policy, published in our Staff Handbook, on outside activities and employment. The general principles are that official time must not be spent on any outside activity without the approval of the Head of Division. Individuals must not engage in any outside activity, which would in any way tend to impair their effectiveness in their official duties or be inconsistent with their position as civil servants, or as members of GLD.

No member of staff may carry out private legal work except, and subject to permission of the Treasury Solicitor, in relation to non-contentious family matters, or pro-bono work.

Individuals must seek permission from the Head of HR, via a senior manager in their business area to ensure there is no risk in respect of conflict of interest with, or potential damage to the credibility of, the Government Legal Department before:

- taking any job or position, which might affect their official work directly or indirectly; or
- undertaking any outside work involving official information; or
- undertaking any work involving payment by another Government Department or agency on their own account.

Where permission is granted the relevant documentation is filed in the individual's personnel folder.

There are strict rules in place for those responsible for procurement or management of contracts and on an annual basis all Directors are asked to complete a Declaration of Related Party Interests.

We have a policy on Business interests and shareholdings, also published in our Staff Handbook. This states that there is no objection to civil servants investing in shareholdings unless the nature of their work is such as to require constraints on this. Individuals must not be involved in any work, which could affect the value of their private investments, or the value of those on which they give advice to others; nor must staff use information acquired in the course of their work to advance their private financial interests or those of others.

Individuals must declare to the Finance Director any business interests or shareholdings (including directorships) which they or members of their immediate family (spouse/partner and children) hold - to the extent to which they are aware of them - which they would be able to further as a result of their official position. They must comply with any subsequent instructions from the Finance Director regarding the retention, disposal or management of such holdings.

In line with Cabinet Office guidance, GLD will ensure that:

- All senior civil servants declare any relevant interests to the Permanent Secretary on at least an annual basis. This will include providing a 'nil return' should they have no relevant outside interests.
- Senior civil servants continue to declare any outside interests on appointment, or if their circumstances change, in real time.
- These returns are scrutinised within GLD by the Audit and Risk Assurance Committee, with assurance of this process set out in the Annual Report and Accounts, and an annual return is provided to the Cabinet Office, providing assurance that all outside interests are being managed appropriately.
- As part of or alongside our Annual Report and Accounts we will publish a register of relevant interests for all members of the Departmental Board, including senior civil servants.
- When a civil servant is appointed, as part of the recruitment process the hiring manager is satisfied they can comply with the requirements of the Civil Service Code. The individual must ensure that any interests they do have are compliant with their obligations as a civil servant. If their employer considers there is any real or perceived conflict from their outside interests, the individual must resolve that conflict - for example, by giving up any outside employment
- After a civil servant is appointed, they declare relevant private interests in real time to their line manager and, if necessary, senior management. They will be required to comply with any instructions from GLD relating to those interests. They will also be required to seek permission before taking up any outside engagement which might affect their work.

Following a recent exercise to identify whether members of the Senior Civil Service have any additional paid and non-paid roles we identified 11 Senior Civil Servants with paid employment with other organisations (2 Directors, 9 Deputy Directors). No conflict of interest was identified in respect of these 11.

Special Advisers

In line with the current Declaration of Interests policy for special advisers, the special adviser to the Attorney General has declared any relevant interests or confirmed they do not consider they have any relevant interests. The Director General of the Attorney General's Office has considered the return provided and there are no relevant interests to be published.

Business Appointments

The Audit and Risk Assurance Committee monitor compliance with the Business Appointment rules, receiving an Annual Report from Human Resources. In compliance with Business Appointment rules, the department is transparent in the advice given to individual applications for senior staff, including special advisers. A summary of advice given is published at: <https://www.gov.uk/government/publications/ago-gld-and-hmcp-si-business-appointment-rules>.

Risk Management in GLD

Risk management is carried out in accordance with HM Treasury Risk Management guidance – "The Orange Book".

A review of risk management was undertaken during the year resulting in an updated risk management framework, including the introduction of new reporting templates and a five by five risk scoring methodology. Our strategic risks were also aligned to the risk categories in the Orange Book.

The ARAC provides a challenge function to the department's risk management arrangements, including deep dive reviews, internal audit reviews and the assurance of processes.

Risk management is embedded at every level in the department by encouraging empowerment and delegation so that risks can be managed proactively by those with the local knowledge and experience, and who are held accountable for the effective management of those risks.

The process is to identify and evaluate a risk, determine an appropriate response, and actively manage the response to ensure that GLD's exposure is limited to an acceptable level.

Strategic risks are agreed by the GLD Board and monitored by the ARAC, and each key strategic risk is owned by a Board member. The risks and actions to mitigate them are reported monthly to the Executive Committee, and bi-monthly to the Board. The strategic risks and the actions to mitigate them are detailed in the GLD business plan.

Risk Profile

For GLD, the UK's withdrawal from the European Union presented a significant challenge in terms of legal demand, its ability to resource this, and its reputation with its clients. COVID-19 added major new challenges in terms of meeting the intense demands for legal services related to the outbreak, whilst managing the impact of the virus on our workforce, as we adapted to much more remote working and the use of new technology, while supporting the health and wellbeing of our people.

The potential impact of these challenges, which also impacted on its ability to deliver business as usual, were recognised in GLD's key strategic risks and mitigating actions, which are:

Orange Book Risk Category	Risk Description	Plans and Mitigations
Strategy	We do not have a clear Strategy and supporting Sub-strategies resulting in sub-optimal outcomes for GLD and our clients.	An overarching Strategic Plan is in place with updates provided to the Executive Committee on a monthly basis. Sub-strategies have been developed and responsibilities have been assigned for agreed actions. The Committees monitor progress on relevant sub-strategies and actions.
Strategy	We do not prepare for significant external events which have the potential to have an adverse impact on the delivery of legal services to our clients or achieving full cost recovery.	We have a highly developed Business Continuity Plan which includes plans for critical systems and operations at a local divisional level. The plans include an ICT Disaster Recovery Plan and are supported by an Incident Management Team and our remote working capability. In addition we have succession plans for critical roles to ensure our legal service is maintained.
Reputation	We damage the confidence and trust of our clients and/or the judiciary, by not meeting their expectations or delivering on commitments given to them.	We use a multi-aspect approach to managing this risk by ensuring the capability of our staff through appropriate training programmes, the development of general and specialist legal skills, utilisation of legal technologies and have appropriate legal quality assurance processes. In addition we have an overall client approach supported by local client care plans to help build and maintain the trust and confidence of clients. To manage demand for our services we have procured external panel firms and panel counsel.
Financial	We do not generate sufficient income to achieve full cost recovery and/or we breach one of our HM Treasury Control Totals.	Each year we undertake a comprehensive planning and budgeting process to determine the fee rates we need to charge to clients. The income, expenditure and activity trends are monitored throughout the year and this enables prompt action to be taken to bring spending in line with HM Treasury Control Totals.
People	We do not attract, recruit and retain diverse and sufficient people to deliver the breadth and quality of legal services required by our clients.	<p>We are working to enhance our workforce planning to forecast the resource and skill requirements of the department.</p> <p>We have a programme of work, including the 'Life Changing Law' brand, to increase the attractiveness of the department to potential new recruits.</p> <p>We have developed career paths, talent and succession plans and provide substantial learning and development opportunities to help retain our staff and we are looking at how to address the challenges arising from our successful pay business case.</p> <p>We have developed a Diversity and Inclusion action plan to ensure diverse recruitment and this is supported by creating alternative routes to legal qualification via apprenticeships.</p>

Orange Book Risk Category	Risk Description	Mitigations
People	We have insufficient and a non-diverse leadership capability to inspire and empower our people to deliver the required levels of service and/or our strategic aims.	Our Leadership Framework, supported by a programme of learning and development, sets out clear leadership expectations. All managers have leadership objectives and held to account through the Performance Management framework. Our recruitment and promotion processes have reviewed and updated to ensure we create a diverse leadership cadre.
Technology	We do not make the most effective tools consistently available to our people across the whole department which are necessary to deliver the required standards of service to our clients.	We are developing a Digital & Technology Strategy and are implementing the findings of the Legal Work Activity Analysis, which has informed the technology aspects of our Legal Knowledge, Capability and Innovation Strategy. We are strengthening our innovation capability and culture and will adhere to our business case approval process to ensure appropriate prioritisation and value for money.
Security	We do not keep pace with emerging threats, or there is a failure of compliance, which results in harm, or sanctions, or has an adverse impact on our ability to deliver legal services to our clients.	We comply with the requirements of our Information Security Management System and meet minimum government security standards. We ensure all staff are appropriately security cleared and communicate securely with counsel and other third parties. In addition all staff complete mandatory annual information security and related training, and assurance is obtained through maintaining various ICT related certifications and accreditations.

The AGO's strategic risks relate to:

- staff turnover
- the failure to: develop and implement effective knowledge management systems and processes;
- maintain strong professional relationships with key stakeholders in GLD, CPS and SFO leading to a breakdown in trust and collaborative working; and
- adhere to security procedures and processes to protect its people, classified or personal information.

The risks which HMCPSI recognised this year related to resources and resilience, financial and information management.

Security and business continuity in GLD

Client security remains critical and is assured by GLD's adherence to Cabinet Office Minimum Security Standards, maintaining ISO 27001 certification, and Cyber Essentials Plus certification. Cyber resilience is maintained through comprehensive penetration testing, vulnerability management and protective monitoring policies.

GLD continues to contribute to work carried out by the Cabinet Office on the wider security transformation agenda and is actively contributing to the government-wide security governance reviews in relation to National Security Vetting and the Document Classification System. We are additionally working with the National Cyber Security Centre to improve cyber security resilience. All staff have completed mandatory Information Security and GDPR training courses to ensure that they are fully aware of their responsibility to keep information secure.

Further detail on information risk is contained in the Directors' Report on page 21.

GLD enjoys a high level of client satisfaction and it is essential that it is able to maintain its high quality service in all circumstances. Business continuity is assured through the maintenance of an ISO22301 aligned business continuity management system and a comprehensive suite of recovery plans. Incident management exercises are carried out and GLD's disaster recovery facilities are tested on a regular basis. The GLD disaster recovery site has remote access capacity, resilience and security, which reduces the risk of service disruption should the GLD head office be unavailable. A complementary plan, based on and tested against a flu pandemic, was reviewed and updated at the start of the year to assist the department's crisis response to and subsequent management of operations during the COVID-19 pandemic. This was supported by divisional staff succession plans, the aim of which are to ensure all critical posts are adequately covered during periods of excess staff absence. Remote access capabilities were also improved over the years, such that all staff working from home could access GLD's IT systems.

Whistleblowing in GLD

Anna Sanders, Strategy, People and Culture Director, is the Board member with responsibility for whistleblowing in GLD. She works with the ARAC, which has been given the role of assuring GLD's processes and reviewing whistleblowing numbers and cases, and the lessons to be learned from them.

The ARAC has considered quarterly reports on whistleblowing from the Strategy, People and Culture Director throughout 2020-21, and has reported to the Board on a six-monthly basis. There were no whistleblowing incidents in 2020-21. Attention has continued to focus on what more can be done to encourage potential whistleblowers to come forward, including other channels through which staff may express concerns.

Civil Service HR (CSHR) recently reviewed the Civil Service Whistleblowing policy to better support an open and transparent culture across the Civil Service. A new campaign 'Speak Up' was launched, aimed at ensuring staff feel safe in calling out inappropriate behaviours they may experience or witness, and to make them feel sure they will be heard. GLD have updated relevant resources and materials on its Intranet, and have enlisted the Appropriate Behaviour Champions to promote and hold GLD accountable to this campaign.

The ARAC reviews bullying and harassment data from the annual People Survey, and while numbers are improving, GLD is committed to eradicating these incidents entirely. GLD's 2021 People Survey Action Plan will be published shortly drawing from the 2020 Survey results.

A review of GLD's Diversity & Inclusion Strategy 2019-22 took place over the summer 2020. The refreshed Diversity and Inclusion Delivery Plan for 2020-21 has further strengthened the actions to be taken in GLD to ensure that the culture is inclusive, supportive and respectful.

Effectiveness of the risk management and governance framework

Assurance is obtained from a range of sources, including the work of the Internal Auditors. In their Annual Assurance Report, which offers an opinion on the adequacy and effectiveness of risk management, control and governance, the Head of Internal Audit gave a moderate level of assurance. In his opinion, some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.

Assurance on information handling is provided by the Senior Information Risk Owner, Nick Payne, Finance and Operations Director, supported by the Security Team and the work of the Security Advisory Group.

GLD Directors, the Director General of the AGO, and the Chief Inspector, HMCPsi, provide an annual end of year Assurance Report highlighting any risks that crystallised during the year. These assurances have been reviewed by the ARAC.

As part of the business planning process, the Permanent Secretary and Chief Executive holds Panel Reviews with all Executive Team members to challenge their bids for resources. The Permanent Secretary and Chief Executive also holds annual Accountability Reviews with the Director General of the AGO, and the Chief Inspector HMCPsi, to review in year progress against objectives, financial management and the delivery of value for money and to seek assurances on internal control and other governance matters.

At the end of each quarter, GLD conducts a formal forecasting exercise. GLD Directors, the Director General of the AGO, and the Chief Inspector HMCPsi, are asked to review their resourcing priorities and relevant income and expenditure against budget, and to forecast their year-end position. This information enables the Executive Committee and the Board to identify areas of concern and, if necessary, to review and consider the allocation of resources in meeting GLD objectives. From quarter two, it also enables consideration of potential in-year fee reductions and rebates/refunds, where a surplus is forecast, or increases if a deficit is forecast.

External assurance of GLD's Litigation activities is provided by the Law Society against the Lexcel Standard, and GLD's information systems are assured against the Lloyd's Register Quality Assurance Ltd standard ISO27001.

These processes highlighted one issue of significance relating to the payment of employer pension contributions. It was identified that between April 2008 and August 2019 that the employer's pension contribution paid during the period of Statutory Maternity Pay (SMP) had been incorrectly calculated. Processes and systems have been updated to prevent a future re-occurrence of this matter and action has been taken to bring employer pension contributions up to date including a payment made of £1.2m relating to staff in the Principal Civil Service Pension Scheme.

Remuneration and Staff Report

Remuneration Report

Service Contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated below, the officials covered by this Report hold appointments, which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commission can be found at: <https://civilservicecommission.independent.gov.uk/>.

Remuneration Policy

The Prime Minister, following independent advice from the Senior Salaries Review Body, sets the remuneration of senior civil servants. The Review Body also advises the Prime Minister, from time to time, on the pay and pensions of Members of Parliament and their allowances; on Peers' allowances; and on the pay, pensions and allowances of ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975.

In reaching its recommendations, the Review Body has regard to the following considerations:

- The need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities
- Regional/local variations in labour markets and their effects on the recruitment and retention of staff
- Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services
- The funds available to departments as set out in the government's departmental expenditure limits; and
- The government's inflation target

The Review Body takes account of the evidence it receives about wider economic considerations and the affordability of its recommendations.

Further information about the work of the Review Body can be found at: <https://www.gov.uk/government/organisations/office-of-manpower-economics>.

Permanent Secretaries are paid within the Permanent Secretaries pay range. The exact position on the pay range is set individually for each Permanent Secretary by the government on the recommendation of the Permanent Secretaries Remuneration Committee (which the government normally expects to accept). The Committee comprises members of the Senior Salaries Review Body (SSRB), the Head of the Home Civil Service and the Permanent Secretary of HMT.

Senior Civil Service (SCS) Pay Committee

The function of the SCS Pay Committee is to determine the department's SCS pay strategy and, after performance appraisals have been completed, to assess the relative contribution of the department's SCS members in achieving the department's strategic outcomes and key priorities, before determining non-consolidated performance related pay awards, and to make final pay decisions.

The SCS Pay Committee at the relevant time (October to November 2020) comprised: Catherine Berney – Non Executive Director and Chair, Jonathan Jones, Peter Fish, Stephen Braviner Roman, Shehzad Charania, and Susanna McGibbon, with Frances Mills, HR Director, and Chris Chapman, Head of HR Policy & Pay, acting in an advisory capacity.

Consolidated awards (salary increase)

In 2020-21, 2% of the SCS paybill was available for distribution to Group 1 and Group 2 performers. The department was bound by SCS Cabinet Office Practitioner Guidance to utilise 1% of the paybill to increase all eligible SCS to the new minima, with those not benefiting from an increase to the minima receiving an increase of 1% of their salary. An additional 1% of the SCS paybill was available to address pay progression and anomalies, subject to the criteria set out in the Cabinet Office Practitioner guidance. It was for individual SCS Pay Committees to determine how to distribute the 1%. The decision of the SCS Pay Committee was to:-

- Utilise the additional 1% to award Group 1 and 2 performers an increase equating to 0.9% of the relevant national pay band minimum
- Address what was perceived by the Pay Committee as an anomaly in terms of those in SCS Pay Band 2 who had been in the SCS for some time, being on or near the bottom of the pay scale.

Non-consolidated performance related pay awards

An end of year non-consolidated amount was available for jobholders who were assessed as top performers in the 2019-20 performance year. Three major changes to the SCS performance management system were introduced since 2018-19 as part of a broader review and reform, which was also recommended by the Senior Salaries Review Body. The changes were:

- The removal of guided distribution;
- The removal of the 25% cap on percentage of SCS eligible for an end of year non-consolidated performance related pay award (NCPRP); and
- The raising of the cap on in-year NCPRP from 20% to 40% of SCS staff to recognise outstanding contribution in 2020-21.

Non-consolidated performance related pay awards were awarded to those achieving Performance Group 1 performance rating.

In-year non-consolidated awards were made for a maximum of 40% of the SCS cadre, using the overall budget for non-consolidated SCS payments. The criteria used to award these were:

- Exceptional demonstration of departmental values and collaborative approaches taken to contribute to 'One organisation';
- Outstanding contribution to the delivery of a key priority objective;
- Outstanding demonstration of a high quality service to clients;
- Achieving significant cost-effectiveness improvements in specific areas, for example, in terms of advisory or digital delivery; and
- Showing innovation in the way work is delivered or suggesting new ways of working to add value, reduce cost and improve/maintain quality

Note: SCS jobholders who were awarded both an in year payment and end of year payment had their total non-consolidated payments for the year capped at the amount for the annual performance award.

Remuneration (including salary) and pension entitlements

This information has been subject to audit.

The following sections provide details of the remuneration and pension interests of the ministers and most senior management (i.e. Board members) of the department.

Remuneration (salary, benefits-in-kind and pensions)

Ministers	Salary (£)		Pension Benefits (to nearest £1,000) ¹		Total (to nearest £1,000)	
	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20
The Rt Hon Suella Braverman QC, MP, Attorney General from 13 February 2020, maternity leave from 26 February 2021	94,450	12,485	23,000	4,000	118,000	17,000
The Rt Hon Michael Ellis QC, MP, Solicitor General from 26 July 2019 to 2 March 2021, Attorney General from 2 March 2021	60,905	38,641	15,000	10,000	76,000	48,000
The Rt Hon Geoffrey Cox QC, MP, Attorney General from 10 July 2018 to 13 February 2020	-	105,577	-	19,000	-	125,000
The Rt Hon Robert Buckland QC, MP, Solicitor General until 9 May 2019	-	9,654	-	1,000	-	11,000
Lucy Frazer QC, MP, Solicitor General from 9 May 2019 to 25 July 2019, and from 2 March 2021	-	9,660	1,000	3,000	1,000	13,000

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to transfer of pension rights.

The Rt Hon Suella Braverman QC MP - the figures quoted for 2019-20 are for 13 February 2020 to 31 March 2020. The full year equivalent was £94,450. The 2020-21 figures include maternity leave pay from 26 February 2021

The Rt Hon Michael Ellis QC MP - the figures quoted for 2019-20 are for 26 July 2019 to 31 March 2020. The full year equivalent was £57,962. The 2020-21 figures cover his roles as Solicitor General and Attorney General. The full year equivalent for AG is £94,450 and £57,962 for SG.

The Rt Hon Geoffrey Cox - the figures quoted for 2019-20 are for 1 April 2019 to 13 February 2020. The full year equivalent was £94,450. The Rt Hon Geoffrey Cox QC MP left under severance terms on 13 February 2020. He received a compensation payment of £23,612.

The Rt Hon Robert Buckland QC MP - the figures quoted for 2019-20 are for 1 April 2019 to 9 May 2019. The full year equivalent was £57,926.

Lucy Frazer QC MP - the figures quoted for 2019-20 are for 9 May 2019 to 25 July 2019. No ministerial pay was processed for 2020-21 but will be paid in 2021-22. The full year equivalent was £57,962.

Single total figure of remuneration

Officials	Salary (£000)		Bonus Payments (£000)		Pension Benefits (to nearest £1,000) ¹		Total (£000)	
	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20
Jonathan Jones HM Procurator General, Treasury Solicitor, Permanent Secretary and Chief Executive until 9 November 2020, leaving date 7 December 2020	185-190	170-175	-	15-20	44,000	57,000	230-235	245-250
Peter Fish Legal Director General C until 9 November 2020, HM Procurator General, Treasury Solicitor, Permanent Secretary and Chief Executive from 9 November 2020 until 5 March 2021, Director General from 8 March 2021 to 31 March 2021	140-145	125-130	5-10	-	114,000	29,000	260-265	155-160
Susanna McGibbon Legal Director General B until 8 March 2021, HM Procurator General, Treasury Solicitor, Permanent Secretary and Chief Executive from 8 March 2021	130-135	125-130	5-10	-	86,000	99,000	225-230	225-230
Stephen Braviner Roman Legal Director General A	125-130	125-130	5-10	10-15	71,000	50,000	210-215	185-190
Wendy Hardaker Legal Director General B from 17 March 2021	0-5	-	-	-	2,000	-	5-10	-
Elizabeth Hambley Legal Director General B from 7 December 2020	35-40	-	5-10	-	60,000	-	105-110	-
Anna Sanders Director of Strategy, People and Culture	100-105	95-100	5-10	-	43,000	69,000	150-155	165-170
Nick Payne Finance and Operations Director	125-130	125-130	-	-	62,000	54,000	185-190	180-185
Lee John-Charles Co-opted Board member from July 2020	70-75	-	-	-	43,000	-	110-115	-

Single total figure of remuneration

Officials	Salary (£000)		Bonus Payments (£000)		Pension Benefits (to nearest £1,000) ¹		Total (£000)	
	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20
Kevin McGinty HM Chief Inspector of the Crown Prosecution Service Inspectorate	120-125	120-125	-	-	18,000	1,000	135-140	120-125
Rowena Collins Rice Director General of Attorney General's Office until 29 September 2020	70-75	135-140	-	10-15	18,000	30,000	85-90	175-180
Shehzad Charania Director General of Attorney General's Office from 29 September 2020	60-65	-	-	-	61,000	-	120-125	-

¹The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to transfer of pension rights. Where prior year figures have changed this is due to a retrospective update to salary data.

Jonathan Jones - £185-190k for payments made up his leaving date of 7 December 2020 and includes an annual leave adjustment of £23k and compensation of £44k (3 month's salary). This amount is to compensate Permanent Secretaries who, due to their position in Government, are required to wait a minimum of 3 months after leaving the Civil Service before taking up a new role. The full year equivalent salary is £170k-£175k.

Peter Fish - full year equivalent salary as Treasury Solicitor £160k-£165k, full year equivalent salary as Director General £125k-£130k, payment made up to leaving date of 31 March 2021

Susanna McGibbon - full year equivalent salary as Treasury Solicitor £160k-£165k, full year equivalent salary as Director General £130k-£135k

Wendy Hardaker - full year equivalent salary £120k-£125k

Elizabeth Hambley - full year equivalent salary £120k-£125k

Lee John-Charles - full year equivalent salary £95k-£100k

Rowena Collins Rice - full year equivalent salary £135k-£140k

Shehzad Charania - full year equivalent salary £120k-£125k

The Non-Executive Directors were paid salaries in the following bands:

Officials	Contract end	Salary (£000)		Benefits-in-kind (to nearest £100)		Total (£000)	
		2020-21	2019-20	2020-21	2019-20	2020-21	2019-20
Catherine Berney	October 2021	15-20	15-20	-	-	15-20	15-20
Erica Handling	October 2021	15-20	15-20	-	-	15-20	15-20
Thomas Taylor	September 2021	15-20	15-20	-	4,800	15-20	20-25

The department's Non-Executive Directors necessarily incur travelling and other expenses to attend departmental meetings. The tax liability arising on their reimbursement by GLD is met by GLD and is shown in the table above as a benefit in kind.

Salary

'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on payments made by the department and thus recorded in these Accounts. In respect of ministers in the House of Commons, departments bear only the cost of the additional ministerial remuneration; the salary for their services as an MP (£81,932 from 1 April 2020) and various allowances to which they are entitled are borne centrally.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the department and treated by HM Revenue and Customs as a taxable emolument. The estimated monetary value of benefits in kind which relate solely to the provision of interest free loans for the purchase of season tickets for home to office travel is not included. The amounts involved are disclosed in the salary, allowances and taxable benefit table.

Bonus payments

Performance related pay awards (non-consolidated) are based on an individual's performance over the year and are moderated as part of the SCS appraisal process. As the timing of the appraisal process does not allow us to accrue for individual bonuses relating to 2020-21 performance, the awards reported in 2020-21 relate to performance in 2019-20 and the comparative awards reported for 2019-20 relate to the performance in 2018-19.

Pay Multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in the department in the financial year 2020-21 was £170k - £175k (2019-20: £190k - 195k). This was 3.3 times (2019-20: 3.7 times) the median remuneration of the workforce, which was £52,102 (2019-20: £51,447).

In 2020-21 no (2019-20: 0) employees received remuneration in excess of the highest paid director. Remuneration ranged from £18.7k - £175k (2019-20: £22.8k - £195k). Total remuneration includes salary, nonconsolidated performance-related pay and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value (CETV) of pensions.

Pension Benefits

Ministers	Accrued pension at age 65 as at 31/3/21	Real increase in pension at age 65	CETV at 31/3/21 ²	CETV at 31/3/20 ¹	Real increase in CETV funded by taxpayer
	£000	£000	£000	£000	£000
The Rt Hon Suella Braverman QC, MP, Attorney General from 13 February 2020, maternity leave from 26 February 2021	2	2	23	6	6
The Rt Hon Michael Ellis QC, MP, Solicitor General from 26 July 2019 to 2 March 2021, Attorney General from 2 March 2021	3	1	42	26	8
The Rt Hon Geoffrey Cox QC, MP, Attorney General from 10 July 2018 to 13 February 2020	-	-	-	45	-
The Rt Hon Robert Buckland QC, MP, Solicitor General until 9 May 2019	-	-	-	76	-
Lucy Frazer QC, MP, Solicitor General from 9 May 2019 to 25 July 2019 and from 2 March 2021	2	0	22	21	1

¹ Start date is 31 March 2020 unless the minister was appointed to the department during the year.

² End date is 31 March 2021 unless the minister left the department during the year.

Ministerial pensions

Pension benefits for ministers are provided by the Parliamentary Contributory Pension Fund (PCPF). The scheme is made under statute and the rules are set out in the Ministers' etc Pension Scheme 2015, available at: <http://qna.files.parliament.uk/ws-attachments/170890/original/PCPF%20MINISTERIAL%20SCHEME%20FINAL%20RULES.doc>.

Those ministers who are Members of Parliament may also accrue an MP's pension under the PCPF (details of which are not included in this report). A new MP's pension scheme was introduced from May 2015, although members who were aged 55 or older on 1st April 2013 have transitional protection to remain in the previous final salary pension scheme.

Benefits for ministers are payable from State Pension age under the 2015 scheme. Pensions are re-valued annually in line with Pensions Increase legislation both before and after retirement. The contribution rate from May 2015 is 11.1% and the accrual rate is 1.775% of pensionable earnings.

The figure shown for pension value includes the total pension payable to the member under both the pre and post-2015 ministerial pension schemes.

The Cash Equivalent Transfer Value (CETV)

This is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total ministerial service, not just their current appointment as a minister. CETVs are calculated in accordance with the Occupational Pensions Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The real increase in the value of the CETV

This is the element of the increase in accrued pension funded by the Exchequer. It excludes increases due to inflation and contributions paid by the minister. It is worked out using common market valuation factors for the start and end of the period.

Officials	Accrued pension at pension age as at 31/3/21 and related lump sum £000	Real increase in pension and related lump sum at pension age £000	CETV at 31/3/21 £000	CETV at 31/3/20 ¹ £000	Real increase in CETV £000	Employer contribution to partnership pension accounts Nearest £100
Jonathan Jones HM Procurator General, Treasury Solicitor, Permanent Secretary and Chief Executive until 9 November 2020, leaving date 7 December 2020	65-70 plus a lump sum of 195-200	0-2.5 plus a lump sum of 5-7.5	1,552	1,456	45	-
Peter Fish Legal Director General C until 9 November 2020, HM Procurator General, Treasury Solicitor, Permanent Secretary and Chief Executive from 9 November 2020 until 5 March 2021, Director General from 8 March 2021 to 31 March 2021	45-50 plus a lump sum of 140-145	5-7.5 plus a lump sum of 15-17.5	1,145	1,009	120	-
Susanna McGibbon Legal Director General B until 8 March 2021, HM Procurator General, Treasury Solicitor, Permanent Secretary and Chief Executive from 8 March 2021	50-55 plus a lump sum of 105-110	2.5-5 plus a lump sum of 2.5-5	966	870	60	-
Stephen Braviner Roman Legal Director General A	50-55 plus a lump sum of 100-105	2.5-5 plus a lump sum of 2.5-5	917	835	46	-
Wendy Hardaker Legal Director General B from 17 March 2021	35-40 plus a lump sum of 70-75	0-2.5 plus a lump sum of 0-2.5	593	591	1	-
Elizabeth Hambley Legal Director General B from 7 December 2020	40-45 plus a lump sum of 80-85	2.5-5 plus a lump sum of 5-7.5	742	691	47	-
Anna Sanders Director of Strategy, People and Culture	25-30	2-2.5	351	315	19	-
Nick Payne Finance and Operations Director	70-75	2-2.5	1,256	1,169	42	-
Lee John-Charles Co-opted Board member from July 2020	35-40 plus a lump sum of 105-110	0-2.5 plus a lump sum of 2.5-5	848	782	40	-

Officials	Accrued pension at pension age as at 31/3/21 and related lump sum £000	Real increase in pension and related lump sum at pension age £000	CETV at 31/3/21 £000	CETV at 31/3/20 ¹ £000	Real increase in CETV £000	Employer contribution to partnership pension accounts Nearest £100
Kevin McGinty HM Chief Inspector of the Crown Prosecution Service Inspectorate	65-70 plus a lump sum of 195-200	0-2.5 plus a lump sum of 2.5-5	1,469	1,470	17	-
Rowena Collins Rice Director General of Attorney General's Office until 29 September 2020	60-65 plus a lump sum of 180-185	0-2.5 plus a lump sum of 2.5-5	1,451	1,422	19	-
Shehzad Charania Director General of Attorney General's Office from 29 September 2020	25-30	2.5-5	366	314	38	-

¹Where prior year figures have changes this is due to a retrospective update to data.

Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or **alpha**, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date, all newly appointed civil servants and the majority of those already in service joined **alpha**. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (**classic, premium or classic plus**) with a normal pension age of 60; and one providing benefits on a whole career basis (**nuvos**) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic, premium, classic plus, nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into **alpha** sometime between 1 June 2015 and 1 February 2022. Because the government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report – see below). All members who switch to **alpha** have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% of pensionable earnings for members of **classic, premium, classic plus, nuvos** and **alpha**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **Classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in **alpha** build up in a similar way to **nuvos**, except that the accrual rate is 2.32%. In all cases, members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic, premium** and **classic plus**, 65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha** (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages).

Further details about the Civil Service pension arrangements can be found at the website: www.civilservicepensionscheme.org.uk.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the civil service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with the Occupational Pensions Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Staff Report

Staff costs

	Permanently employed staff	Others	Ministers	2020-21 Total	2019-20 Total
Staff costs comprise:	£000	£000	£000	£000	£000
Wages and salaries	134,513	-	155	134,668	121,836
Social security costs	14,740	-	19	14,759	13,440
Other pension costs	35,028	-	-	35,028	33,346
Historic pension underpayment	1,263	-	-	1,263	-
Sub Total	185,544	-	174	185,718	168,622
Agency and contracted staff	-	16,930	-	16,930	20,795
Inward secondments	-	717	-	717	878
Total	185,544	17,647	174	203,365	190,295
Less recoveries in respect of outward secondments	(800)	-	-	(800)	(959)
Total Net Costs	184,744	17,647	174	202,565	189,336

This information has been subject to audit.

No staff costs have been charged to capital.

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) - known as 'alpha' are unfunded multi-employer defined benefit schemes but the GLD is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2016. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation: www.civilservicepensionscheme.org.uk.

For 2020-21, employers' contributions of £34,677k were payable to the PCSPS (2019-20: £32,991k) at one of four rates in the range of 26.6 to 30.3 per cent of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. A further £1.2m was also paid to PCSPS in respect of an historic pension underpayment.

The contribution rates are set to meet the cost of the benefits accruing during 2020-21 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £350k (2019-20: £357k) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8 to 14.75 per cent of pensionable pay. Employers also match employee contributions of up to 3% of pensionable pay. In addition, employer contributions of £14k (2019-20: £13k), 0.5 per cent of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting date were £nil. Contributions prepaid at that date were £nil.

Two members of staff retired early on ill health grounds (2019-20: nil); the total additional accrued pension liabilities in the year amounted to £nil (2019-20: £nil).

Average number of persons employed

The average number of whole-time equivalent persons employed during the year was as follows.

	2020-21 Number				2019-20 Number
	Total	Permanent Staff	Others	Ministers	Total
GLD	2,605	2,166	439	-	2,519
AGO	50	46	2	2	49
HMCPSI	28	26	2	-	25
Total	2,683	2,238	443	2	2,593

This information has been subject to audit.

Reporting of Civil Service and other compensation schemes – exit packages

Exit package cost band	2020-21			2019-20		
	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
<£10,000	-	-	-	-	-	-
£10,000 - £25,000	-	-	-	-	-	-
£25,000 - £50,000	-	1	1	-	-	-
£50,000 - £100,000	-	-	-	-	-	-
£100,000- £150,000	-	1	1	-	-	-
£150,000- £200,000	-	-	-	-	-	-
£200,000- £250,000	-	-	-	-	-	-
£250,000- £300,000	-	-	-	-	-	-
Total number of exit packages by type	-	2	2	-	-	-
Total resource cost/£	-	152,375	152,375	-	-	-

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where the department has agreed early retirements, the additional costs are met by the department and not by the Civil Service pension scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

This information has been subject to audit.

Staff turnover

The staff turnover percentage for 2020-21 for the department (including GLD, the AGO and HMCPSI) was 9.8%. This has been calculated as the number of leavers within that period divided by the average of staff in post over the period (headcount) in accordance with the definition for 'Departmental Turnover' (staff leaving the Civil Service or a particular department) provided by the Cabinet Office.

SCS by Payband

The number of SCS staff by pay band as at 31 March 2021 was as follows:

	GLD	AGO	HMCPST
SCS 4	1	-	-
SCS 3	4	1	-
SCS 2	26	1	1
SCS 1 and 1A	172	4	2
Total	203	6	3

The HMCPST SCS Pay Band 2 is a public appointment equating to a Pay Band 2.

Staff composition

The department, including the AGO and HMCPST, continues to promote diversity and inclusion for all and, in particular, continues to maintain a strong gender profile and work to improve the representation of ethnic minority and disabled staff at SCS level and in feeder grades to the SCS.

The gender breakdown of our headcount as at 31 March 2021 was as follows:

	Male	Female
Officials as disclosed in the Remuneration Report	7	4
Non executive directors	1	2
SCS (excluding officials disclosed in the Remuneration Report)	81	120
Employees	842	1,563
Total	931	1,689

Note: includes GLD Board members, Director General of the AGO and the Chief Inspector, HMCPST, but excludes ministers.

The proportion of ethnic minority staff (based on those who have self-declared) at SCS is 12.7% (2019-20: 10.7%). The proportion of all staff is 21.6%. Levels of staff with disabilities (based on those who have self-declared) are 8% in the SCS (2019-20: 5.4%) and 7.3% for all staff. Individuals are supported by efficient arrangements for assessments and the implementation of workplace adjustments for those who require them.

Recruitment practice

Resourcing has continued to be a top priority for GLD this financial year, with the EU Exit and COVID-19 impacting on our resource needs. We have made a number of improvements to existing practices, alongside the continued implementation of new initiatives.

We have continued our Grade 7 external 'always on' recruitment campaign to recruit across all divisions within GLD and reviewed the practice. We identified that at the end of each 'phase' we were attracting a high number of applicants and as a result we now hold smaller 'phases' of 'always on' which has given us a much higher uptake in applications and more passing the campaigns. As ever we will look to continue to find ways of improving our uptake on this campaign. We also noted this approach helped us to secure more non-resident workers. Due to the high numbers coming through, we were able to switch off 'always-on' for a short period.

The Commercial Law Group (CLGp) have continued to adopt the 'always-on' approach to recruitment, filling a number of vacancies through various 'always on' type campaigns.

Various initiatives including the use of external Statutory Instrument drafters, fixed term appointments, the use of external panel firms, and specialist campaigns have continued to provide resource to GLD this year. Due to COVID-19 the demand for resource has meant a significant increase in Fixed Term Appointments, agency staff and secondments.

COVID-19 affected our business practices due to home working, but we were quickly able to react and adapt without causing any significant impacts on our recruitment processes and times.

To ensure the attraction of qualified lawyers and talent into GLD, we completed a piece of work to develop our brand and offer. The key outputs are to bring to life the GLD's offering to a diverse and quality audience. Crucially the aim is to increase applications from quality candidates. This work has involved interviews and focus groups with key stakeholders to get a real understanding of the points of difference for our audience to formulate the concepts and creatives that can be used on different media sources. This work will then be woven into the other areas within recruitment to ensure our employer brand is captured in the process. To support the Employee Value Proposition regular information is updated on the GLD's Glassdoor (employee review site) page as well as engagement with reviewees. There is also a talent pooling exercise to attract active and passive qualified lawyers, in order to increase registrations, applications and ultimately hires. Potential candidates receive key content on the GLD and profiles of individuals within the department. Registrations are then tracked to the point of offer.

The department (including the AGO and HMCPSI) is bound by the Civil Service Commission's recruitment principles, whereby candidates must be appointed in order of merit, after fair and open competition. GLD is subject to annual review from the Civil Service Commission, along with providing quarterly recruitment and diversity figures. The department is also responsible for providing these figures on behalf of the AGO and HMCPSI. GLD was awarded a 'good rating' by the Commission for 2020-21. The department's systems and processes are also subject to continuous internal review.

Disability adjustments are provided at all stages of the recruitment process, and the department also operates the Disability Confident Scheme (DCS) for candidates that meet the basic criteria. Candidates invited to interview under DCS are contacted to determine whether any reasonable adjustments are required.

Between 1 April 2020 and 31 March 2021, 326 new members of staff were recruited to GLD, the AGO and HMCPSI by means of fair and open competition:

Grade*	Number	Male	Female	Undisclosed
SCS	-	-	-	-
Grade 6	45	17	28	-
Grade 7/Legal Officer	143	65	72	6
Legal Trainee	75	25	50	-
SEO	3	2	1	-
HEO	1	1	-	-
EO	48	12	36	-
AO	11	5	6	-
Total	326	127	193	6

*In order of seniority from the Senior Civil Service to Administration Officer.

This reflects the number of staff recruited from outside the Civil Service that have taken up post in 2020-21. The figures do not include those offered, but have yet to take up post.

During the period specified above, there were 77 exceptions to the Civil Service Commission's Recruitment Principles.

Recruitment of temporary lawyers and other professional and support staff

In June 2018, GLD procured a new contract with Alexander Mann Solutions to recruit contingent labour via the Public Sector Resourcing framework introduced by the Crown Commercial Services (CCS). Contingent labour forms part of common goods and services as defined by the Public Expenditure Committee.

The framework is designed to make savings and provide benefits such as: the use of common technology, managed rate cards with clearly defined HMG business rules, and standard contractual terms and conditions throughout the supply chain.

Under the terms of this agreement, Alexander Mann Solutions represents the interface between GLD and the recruitment agencies to supply temporary agency workers.

The Treasury Solicitor has agreed to the placement of temporary lawyers, other professionals, and support staff in front line posts as vacancies occur and where permanent recruitment is not appropriate. During 2020-21, the department (including the AGO and HMCPSI) recruited 130 temporary members of staff – 107 lawyers and 23 other professional and support staff.

Sickness absence

Overall sickness absence (including the AGO and HMCPSI) was an average of 3.9 working days lost per person (2019-20: 4.9 days). This compares favourably with the Civil Service average of 7.4 days lost per staff year for the year ended 31 March 2020 (most recent available figures). 77% of staff had no sickness absences.

Managers are encouraged to actively manage sickness absence in their area, ensuring that people are supported during any illness, and that any underlying causes are identified and addressed, where possible, through workplace adjustments.

Expenditure on consultancy

Controls on consultancy spending were introduced during 2010-11, but were eased in 2019-20 with an increase in thresholds and broader definitions. Expenditure on consultants has been kept to a minimum with spend in 2020-21 of £118k (2019-20: £144k). Spend relates to work on legal work activity analysis, a communications review, a training review, a governance review, a review of corporate services and developing a new pay framework for GLD.

Expenditure on contingent labour

Agency and contract staff are employed within GLD for operational reasons and where there is a need for specialist skills, such as within ICT, where for practical business reasons, the GLD Board has agreed there should be a mixed economy of permanent and contract staff to provide some flexibility to cope with changes in demand. Agency workers are also used to support resourcing where GLD has not been able to attract as many permanent staff as is required to manage its business. GLD is looking at its attraction and retention strategy, this is however challenging where the salary offered is less attractive than other government departments and public sector bodies. Total spend this year was £16.9m (2019-20: £20.8m). Agency and contract staff accounted for 10.6% of average FTE for the year (2019-20: 14.2%). To reduce GLD's reliance on agency staff, it undertook several external recruitment campaigns resulting in 326 new members of staff.

High paid off-payroll appointments

Following the Review of Tax Arrangements of Public Sector Appointees published by the Chief Secretary to the Treasury on 23 May 2013, departments must publish information on their high paid and/or senior off-payroll engagements.

For GLD, these engagements are principally made up of two categories of individual:

- In the ICT area, the GLD Board has agreed that there should be a mixed economy of permanent and temporary staff for practical business reasons. During 2020-21, GLD continued to manage a number of temporary agency ICT staff to undertake specific IT tasks, in addition to some who have been there for longer periods
- Temporary agency lawyers, via the Contingent Labour contract, who are filling business critical posts and help manage the fluctuation in demand for legal services. During 2020-21, GLD ran a number of external recruitment exercises including the continuous recruitment of Grade 7 lawyers to bring in permanent staff, and to consequentially reduce the dependency on temporary agency legal staff.

Details are as follows:

Table 1: For all off-payroll engagements as of 31 March 2021, for more than £245 per day and that last longer than six months

	GLD	AGO	HMCPST
No of existing engagements as at 31 March 2021	93	-	-
Of which			
No that have existed for less than one year at time of reporting	10	-	-
No that have existed for between one and two years at time of reporting	27	-	-
No that have existed for between two and three years at time of reporting	27	-	-
No that have existed for between three and four years at time of reporting	13	-	-
No that have existed for four or more years at time of reporting	16	-	-

Table 2: For all new off-payroll engagements, or those that reached six months in duration, between 1 April 2020 and 31 March 2021 for more than £245 per day and that last longer than six months

	GLD	AGO	HMCPST
No of new engagements, or those that reached six months in duration, between 1 April 2020 and 31 March 2021	10	-	-
Of which			
The number of those engagements which were assessed as caught by IR35	9	-	-
The number of those engagements which were assessed as NOT caught by IR35	1	-	-
The number that were engaged directly (via PSC contracted to department) and are on the departmental payroll	-	-	-
The number that were reassessed for consistency/assurance purposes during the year	-	-	-
The number that saw a change to IR35 status following the consistency review	-	-	-

The majority of temporary roles in ICT (including some business analyst roles) were assessed as being out of scope/not caught by IR35. All other roles were assessed as in scope/caught by IR35, due to their nature. Therefore all temporary agency workers engaged in roles outside of ICT (unless specified), must be PAYE with their agency or via an umbrella company. Of the 10 detailed in the table above 9 are assessed as caught by IR35 and are PAYE with their agency or via an umbrella company.

Table 3: For any off-payroll engagements of board members, and/or senior officials with significant financial responsibility, between 1 April 2020 and 31 March 2021

	GLD	AGO	HMCPST
No of off payroll engagements of Board members and/or senior officials with significant financial responsibility during the financial year	-	-	-
Total No of officials on payroll and off payroll that have been deemed 'Board members and/or senior officials with significant financial responsibility' during the financial year	11	2	1

Parliamentary accountability and audit report

Statement of Parliamentary Supply

In addition to the primary statements prepared under IFRS, the Government Financial Reporting Manual (FReM) requires the department to prepare a Statement of Outturn against Parliamentary Supply (SOPS) and supporting notes. The SOPS and related notes are subject to audit, as detailed in the Certificate and Report of the Comptroller and Auditor General to the House of Commons.

The SOPS is a key accountability statement that shows, in detail, how an entity has spent against their Supply Estimate. Supply is the monetary provision (for resource and capital purposes) and cash (drawn primarily from the Consolidated fund), that Parliament gives statutory authority for entities to utilise. The Estimate details supply and is voted on by Parliament at the start of the financial year. Should an entity exceed the limits set by their Supply Estimate, called control limits, their accounts will receive a qualified opinion.

The format of the SOPS mirrors the Supply Estimates, published on gov.uk, to enable comparability between what Parliament approves and the final outturn. The SOPS contain a summary table, detailing performance against the control limits that Parliament have voted on, cash spent (budgets are compiled on an accruals basis and so outturn won't exactly tie to cash spent) and administration. The supporting notes detail the following: Outturn by Estimate line, providing a more detailed breakdown (note SOPS 1); a reconciliation of outturn to net operating expenditure in the SOCNE, to tie the SOPS to the financial statements (note SOPS 2); and a reconciliation of outturn to net cash requirement (note SOPS 3).

Summary of Resource and Capital Outturn 2020-21

Note	2020-21			2020-21			2020-21 Voted Outturn compared with Estimate saving/ (excess)	2019-20 Outturn Total
	Voted	Non -Voted	Estimate Total	Voted	Non -Voted	Outturn Total		
	£000	£000	£000	£000	£000	£000	£000	£000
Departmental Expenditure Limit								
Resource <i>SOPS 1.1</i>	15,288	-	15,288	4,396	-	4,396	10,892	12,233
Capital <i>SOPS 1.2</i>	2,900	-	2,900	1,096	-	1,096	1,804	5,027
Annually Managed Expenditure								
Resource <i>SOPS 1.1</i>	100	-	100	-	-	-	100	388
Capital <i>SOPS 1.2</i>	-	-	-	-	-	-	-	-
Total Budget	18,288	-	18,288	5,492	-	5,492	12,796	17,648
Non-Budget								
Resource	-	-	-	-	-	-	-	-
Total	18,288	-	18,288	5,492	-	5,492	12,796	17,648
Total Resource <i>SOPS 1.1</i>	15,388	-	15,388	4,396	-	4,396	10,992	12,621
Total Capital <i>SOPS 1.2</i>	2,900	-	2,900	1,096	-	1,096	1,804	5,027
Total	18,288	-	18,288	5,492	-	5,492	12,796	17,648

Net cash requirement 2020-21

		2020-21		2020-21	2019-20
	Note	Estimate	Outturn	Outturn compared with Estimate saving/ (excess)	Outturn
		£000	£000	£000	£000
Net cash requirement	<i>SOPS 3.</i>	16,378	14,700	1,678	12,473

Administration costs 2020-21

		2020-21		2020-21	2019-20
	Note	Estimate	Outturn	Outturn compared with Estimate saving/ (excess)	Outturn
		£000	£000	£000	£000
Administration costs	<i>SOPS 1.1</i>	14,988	4,144	10,844	11,826

Figures in the areas outlined in bold are voted totals subject to Parliamentary control. In addition, although not a separate voted limit, any breach of the Administration Budget will result in an excess vote.

The SOPS and Estimates are compiled against the budgeting framework, which is similar to, but different to, IFRS. In the case of the department for financial year 2020-21 there are no differences to reconcile between the budgeting framework and IFRS. Further information on the Public Spending Framework and the reasons why budgeting rules are different to IFRS can also be found in chapter 1 of the Consolidated Budgeting Guidance, available on gov.uk.

The SOPS provides a detailed view of financial performance, in a form that is voted on and recognised by Parliament. The Financial Results section, in the Performance Report, provides a summarised discussion of outturn against estimate and functions as an introduction to the SOPS disclosures.

Notes to the Departmental Resource Accounts (Statement of Parliamentary Supply)

SOPS 1. Net outturn

SOPS 1.1 Analysis of net resource outturn by section

	Administration			Programme			Outturn	Net total £000	2020-21 Estimate Net total outturn compared with Estimate saving/ (excess) £000	2019-20 Prior- year outturn £000
	Gross	Income	Net	Gross	Income	Net	Total			
	£000	£000	£000	£000	£000	£000	£000			
Spending in Departmental Expenditure Limit										
Voted										
A: GLD	264,644	(268,633)	(3,989)	-	-	-	(3,989)	6,090	10,079	4,323
B: AGO	5,667	(207)	5,460	252	-	252	5,712	6,058	346	5,551
C: HMCPSI	2,673	-	2,673	-	-	-	2,673	3,140	467	2,359
Non-Voted	-	-	-	-	-	-	-	-	-	-
Annually Managed Expenditure										
Voted										
D: Provisions	-	-	-	-	-	-	-	100	100	388
Non-Voted	-	-	-	-	-	-	-	-	-	-
Total	272,984	(268,840)	4,144	252	-	252	4,396	15,388	10,992	12,621

The variance between Estimate and Outturn is due to:

GLD underspent by £10.1m against its voted funding of £6.1m, generating an overall surplus against full cost recovery of £4.0m. This underspend was generated from reduced staffing costs, lower operating costs as certain activities like travel and training were restricted due to the pandemic and due to changes in our estimate for the increase in untaken annual leave accrued for staff.

GLD operates largely on a demand led, full cost recovery basis. Fee rates are set in accordance with HMT guidance published in Managing Public Money and are designed to recover the direct costs incurred by the department. Throughout the year, performance is monitored and on a quarterly basis we undertake a formal exercise to forecast the financial outturn for the year. Our commitment to our clients is to ensure that they benefit promptly from better than budgeted performance; so if this forecasting exercise predicts a significant surplus, we evaluate the underlying reasons and assess whether a fee reduction or rebate/refund should be made in-year. For 2020-21 a refund was made to clients to reflect changes in our pay assumptions.

The AGO underspent against budget by £0.3m, mainly on account of lower staff costs.

HMCPSI underspent against budget by £0.5m, due to lower staff costs and reduced travel due to the pandemic.

SOPS 1.2 Analysis of net capital outturn by section

	2020-21 Outturn			Net total £000	Estimate Net total outturn compared with Estimate saving/ (excess) £000	2019-20
	Gross £000	Income £000	Net £000			Prior- year outturn £000
Spending in Departmental Expenditure Limit						
Voted						
A: GLD	799	-	799	1,900	1,101	5,027
B: AGO	297	-	297	1,000	703	-
C: HMCPSI	-	-	-	-	-	-
Non-Voted	-	-	-	-	-	-
Annually Managed Expenditure						
Voted						
D: Provisions	-	-	-	-	-	-
Non-Voted	-	-	-	-	-	-
Total	1,096	-	1,096	2,900	1,804	5,027

The Capital budget was increased by £1.5m in the Supplementary Estimate to support ICT infrastructure costs and the AGO's move to new premises. It wasn't possible to fully utilise this budget with some spend needing to be incurred in the next financial year.

SOPS 2. Reconciliation of Net Resource Outturn to Net Operating Expenditure

		2020-21 £000	2019-20 £000
Total resource outturn in Statement of Parliamentary Supply	Budget	4,396	12,621
	Non-Budget	-	-
Less capitalised provision treated as Resource AME		-	(388)
Net operating expenditure in Statement of Comprehensive Net Expenditure		4,396	12,233

As noted in the introduction to the SOPS above, outturn and the Estimates are compiled against the budgeting framework, which is similar to, but different from, IFRS. Therefore, this reconciliation bridges the resource outturn to net operating expenditure, linking the SOPS to the financial statements.

SOPS 3. Reconciliation of Net Resource Outturn to Net Cash Requirement

	Note	Estimate £000	Outturn £000	2020-21 Net total outturn compared with estimate saving/ (excess) £000
Resource Outturn	SOPS 1.1	15,388	4,396	10,992
Capital Outturn	SOPS 1.2	2,900	1,096	1,804
Accruals to cash adjustments:				
Adjustments to remove non-cash items:				
Depreciation and amortisation	4	(3,310)	(3,447)	137
Movement on provisions		(100)	-	(100)
Other non-cash		-	(82)	82
Adjustments to reflect movements in working capital balances:				
Increase in receivables	9	-	10,109	(10,109)
Decrease in payables	11	1,500	6,622	(5,122)
Less movement in supply creditor	11	-	(3,994)	3,994
Net Cash Requirement		16,378	14,700	1,678

As noted in the introduction to the SOPS above, outturn and the Estimates are compiled against the budgeting framework, not on a cash basis. Therefore, this reconciliation bridges the resource and capital outturn to the net cash requirement.

Losses and special payments

HMT's publication, Managing Public Money requires a statement showing losses and special payments by value and by type to be shown where they exceed £300k in total, and those individually that exceed £300k.

There are no significant losses and special payments that need to be reported in accordance with Managing Public Money.

This is subject to audit.

Fees and Charges

An analysis of the Government Legal Department's income and associated costs is shown below. The income and expenditure disclosed relates solely to the Government Legal Department and excludes the Attorney General's Office and HM Crown Prosecution Service Inspectorate whose income is non-business in nature and immaterial. Charges for the provision of legal services and administration services to Bona Vacantia Division are set to recover full costs in accordance with HMT's guidance on fees and charges set out in Managing Public Money. This analysis is not for IFRS 8 purposes.

	2020-21				2019-20			
	Income £000	Vote funding £000	Full Cost £000	Surplus/ (deficit) £000	Income £000	Vote funding £000	Full Cost £000	Surplus/ (deficit) £000
Administration income:								
Legal fees and charges to clients	260,624	-	257,173	3,451	244,909	4,732	249,328	313
Recovery of costs from Bona Vacantia	4,811	-	4,811	-	4,492	-	4,492	-
Other income	3,198	-	3,198	-	3,686	-	3,686	-
Non-chargeable work	-	254	254	-	-	387	387	-
Total (GLD)	268,633	254	265,436	3,451	253,087	5,119	257,893	313

In accordance with HMT's guidance a notional cost of capital charge £792k (2019-20 £483k) is included for setting fees and charges and is also reflected in full cost figures for this analysis. The notional cost of capital is not recognized in the financial statements. The cost of capital charge is calculated at the real rate set by HMT (currently 3.5 per cent) on the average carrying amount of all assets less liabilities, except for cash balances held with the Government Banking Service.

Vote funding relates to Public Interest legal work and in 2019-20 was provided to support the department's move to a new head office.

This is subject to audit.

Remote contingent liabilities

The department has no contingent liabilities that need to be disclosed under Parliamentary reporting requirements. This is subject to audit.

Expenditure Tables

This information is not subject to audit.

These tables present actual expenditure for the years 2016-17 to 2020-21 and planned expenditure for 2021-22. Outturn data is consistent with previous years' published Accounts and plan years' information is consistent with the Spending Review settlement, adjusted for growth.

The format of the tables is determined by HMT. Table 1 is a summary of the department's net public spending. Table 2 is a summary of the department's Administration expenditure.

Approval for the spending plans for 2020-21 are set out in the HM Procurator General and Treasury Solicitor Supplementary Estimate 2020-21. The document is available at the HMT website at: www.gov.uk/government/organisations/hm-treasury.

Table 1: Public Spending

£000	2016-17 Outturn	2017-18 Outturn	2018-19 Outturn	2019-20 Outturn	2020-21 Outturn	2021-22 Plan
A: GLD (Net)	(2,596)	(4,190)	(5,592)	4,323	(3,989)	2,090
B: AGO (Net)	5,453	5,650	5,008	5,551	5,712	6,400
C: HMCPSI (Net)	2,580	2,450	2,209	2,359	2,673	3,148
D: Provisions (Net)	(609)	1,525	(1,527)	388	-	-
Total Resources	4,828	5,435	98	12,621	4,396	11,638
Total DEL	5,437	3,910	1,625	12,233	4,396	11,638
Total AME	(609)	1,525	(1,527)	388	-	-
A: GLD (Net)	1,561	1,938	5,126	5,027	799	2,000
B: AGO (Net)	423	-	146	-	297	-
C: HMCPSI (Net)	-	-	-	-	-	-
Total Capital DEL	1,984	1,938	5,272	5,027	1,096	2,000

Table 2: Administration Budgets

£000	2016-17 Outturn	2017-18 Outturn	2018-19 Outturn	2019-20 Outturn	2020-21 Outturn	2021-22 Plan
A: GLD (Net)	(2,596)	(4,190)	(5,592)	4,323	(3,989)	2,090
B: AGO (Net)	5,453	5,650	5,008	5,144	5,460	6,184
C: HMCPSI (Net)	2,580	2,450	2,209	2,359	2,673	3,148
Total Administration Budget	5,437	3,910	1,625	11,826	4,144	11,422
Of which						
Staff Costs	129,107	152,838	167,908	190,295	203,113	203,972
Other Expenditure	69,599	72,611	71,324	74,077	69,871	84,880
Income	(193,269)	(221,539)	(237,607)	(252,546)	(268,840)	(277,430)

Long term expenditure trends

Planned net expenditure as agreed with HMT is set out in the Expenditure Tables. The Departmental Expenditure Limit (DEL) Resource funding is to cover the costs of public interest casework (time and disbursements) and the costs of the AGO and HMCPSI. The balance of GLD's operating costs are recovered from its clients. In setting GLD fixed fees and hourly rates, HMT's guidance on fees and charges contained within their publication, Managing Public Money is applied.

The Spending Review 2020 provides additional funding for the AGO for 2021-22 to support its move to new premises.

In the 2017 Autumn Budget, the Chancellor announced £3bn to fund departments' and Devolved Administrations' essential preparations for leaving the European Union. In February 2019, the AGO received an allocation £0.3m from this funding. This is ring fenced Programme RDEL, specifically for EU Exit preparations, and was provided for 2019-20 and 2020-21. This funding continues into 2021-22 and the AGO has been allocated £0.2m.

The DEL Capital funding allows GLD to invest in improving and developing systems to support its business and meet its accommodation needs. Spending Review 2020 increased baseline capital funding to £2m to cover ongoing investment in ICT infrastructure.

Susanna McGibbon
Accounting Officer
20 May 2021

The Certificate and Report of the Comptroller and Auditor General to the House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of HM Procurator General and Treasury Solicitor (the Department) for the year ended 31 March 2021 under the Government Resources and Accounts Act 2000. The Department comprises the Government Legal Department, the Attorney General's Office and HM Crown Prosecution Service Inspectorate. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. The financial reporting framework that has been applied in their preparation is applicable law and International Accounting Standards as interpreted by HM Treasury's Government Financial Reporting Manual.

I have also audited the Statement of Parliamentary Supply and the related notes, and the information in the Accountability Report that is described in that report as having been audited.

In my opinion, the financial statements:

- give a true and fair view of the state of the Department's affairs as at 31 March 2021 and of the Department's comprehensive net expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects:

- the Statement of Parliamentary Supply properly presents the outturn against voted Parliamentary control totals for the year ended 31 March 2021 and shows that those totals have not been exceeded; and
- the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I have also elected to apply the ethical standards relevant to listed entities. I am independent of HM Procurator General and Treasury Solicitor in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the HM Procurator General and Treasury Solicitor's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions

that, individually or collectively, may cast significant doubt on HM Procurator General and Treasury Solicitor's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this report.

The going concern basis of accounting for HM Procurator General and Treasury Solicitor is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Performance Report, Accountability Report and Annex A: Sustainability Report, but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. The Accounting Officer is responsible for the other information. My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and
- the information given in the Performance and Accountability Reports and Annex A: Sustainability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of HM Procurator General and Treasury Solicitor and the Department's environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability reports and Annex A: Sustainability Report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error; and

- assessing HM Procurator General and Treasury Solicitor'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 Accounting Officer anticipates that the services provided by HM Procurator General and Treasury Solicitor will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

My 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 a certificate that includes my 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.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included the following:

- Inquiring of management, the head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the HM Procurator General and Treasury Solicitor's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Department's controls relating to the Government Resources and Accounts Act 2000, Treasury Solicitor Act 1876, Crown Prosecution Service Inspectorate Act 2000, and Managing Public Money;
- discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the following areas: revenue recognition, posting of unusual journals and bias in accruals estimates;
- obtaining an understanding of HM Procurator General and Treasury Solicitor's framework of authority as well as other legal and regulatory frameworks that the Department operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Department. The key laws and regulations I considered in this context included the Government Resources and Accounts Act 2000, Treasury Solicitor Act 1876, Crown Prosecution Service Inspectorate Act 2000, Managing Public Money and employment, taxation and pensions legislation;
- assessing the incentives for management to manipulate reported income and expenditure to remain within voted Parliamentary control totals;
- reviewing the Department's accounting policies; and
- using analytical procedures to identify any unusual or unexpected relationships and transactions.

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of management and the Government Legal Department Audit and Risk Assurance Committee concerning actual and potential litigation and claims;
- reading minutes of meetings of those charged with governance and the Board;

- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and
- a focus on the Government Legal Department to address the risk of fraud in revenue recognition, including assessing controls over preparation of accruals for unbilled time and disbursements; re-performance of unbilled time calculations; analytical reviews of movements in customer accruals; and testing the accuracy and cut-off of disbursements and charges issued by the Government Legal Department.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the Statement of Parliamentary Supply properly presents the outturn against voted Parliamentary control totals and that those totals have not been exceeded. The voted Parliamentary control totals are Departmental Expenditure Limits (Resource and Capital), Annually Managed Expenditure (Resource and Capital), Non-Budget (Resource) and Net Cash Requirement. I am also required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General

Date: 25 May 2021

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Financial Statements

Statement of Comprehensive Net Expenditure for the period ended 31 March 2021

	Note	2020-21 £000	2019-20 £000
Income from sale of goods and services	5	(261,758)	(245,499)
Other operating income	5	(6,549)	(7,047)
Total operating income	5	(268,307)	(252,546)
Staff costs	3	203,365	190,295
Purchase of goods and services	4	19,091	21,435
Rentals under operating leases	4	8,512	9,571
Non cash items	4	3,529	3,038
Disbursements	4	38,206	40,440
Total operating expenditure		272,703	264,779
Net operating expenditure		4,396	12,233
Total Comprehensive Expenditure for the year		4,396	12,233

All income and expenditure is derived from continuing operations.

The notes on pages 73 to 84 form part of these Accounts.

Statement of Financial Position as at 31 March 2021

	Note	31 March 2021		31 March 2020	
		£000	£000	£000	£000
Non-current assets					
Property, plant and equipment	6	6,977		9,296	
Intangible assets	7	739		771	
Total non-current assets		7,716		10,067	
Current assets					
Trade and other receivables	9	46,859		36,750	
Cash and cash equivalents	10	1,678		5,672	
Total current assets		48,537		42,422	
Total assets			56,253		52,489
Current liabilities					
Trade and other payables	11	(33,014)		(39,636)	
Provisions	12	(603)		(120)	
Total current liabilities		(33,617)		(39,756)	
Non-current assets plus net current assets			22,636		12,733
Non-current liabilities					
Provisions	12	(285)		(768)	
Total non-current liabilities			(285)		(768)
Total assets less liabilities			22,351		11,965
Taxpayers' equity and other reserves					
General fund			22,351		11,965
Total equity			22,351		11,965

The notes on pages 73 to 84 form part of these Accounts.

Susanna McGibbon
Accounting Officer
20 May 2021

Statement of Cash Flows

for the period ended 31 March 2021

	Note	2020-21 £000	2019-20 £000
Cash flows from operating activities			
Net operating expenditure	2	(4,396)	(12,233)
Adjustments for non-cash transactions arising in the year	4	3,529	3,038
(Increase) in trade and other receivables	9	(10,109)	(2,102)
(Decrease)/Increase in trade and other payables*	11	(2,355)	4,965
Net cash outflow from operating activities		(13,331)	(6,332)
Cash flows from investing activities			
Purchase of property, plant and equipment	6	(1,019)	(5,725)
Purchase of intangible assets	7	(350)	(416)
Net cash outflow from investing activities		(1,369)	(6,141)
Cash flows from financing activities			
From the Consolidated Fund (Supply) – current year		10,706	8,664
Contingencies Fund advance		25,000	17,000
Repayment of Contingencies Fund advance		(25,000)	(17,000)
Net Financing		10,706	8,664
Net (decrease) in cash and cash equivalents in the period	10	(3,994)	(3,809)
Cash and cash equivalents at the beginning of the period	10	5,672	9,481
Cash and cash equivalents at the end of the period	10	1,678	5,672

*The movement on payables excludes movements in payables relating to items not passing through the Statement of Comprehensive Net Expenditure such as departmental balances with the Consolidated Fund

The notes on pages 73 to 84 form part of these Accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2021

	Note	General Fund £000	Revaluation Reserve £000	Total Reserves £000
Balance at 31 March 2019		11,226	419	11,645
Changes in taxpayer's equity for 2019-20				
Net parliamentary funding – drawn down		8,664	-	8,664
Net parliamentary funding – deemed	10	9,481	-	9,481
Supply payable adjustment	11	(5,672)	-	(5,672)
Comprehensive net expenditure for the year	2	(12,233)	-	(12,233)
Non-cash adjustments:				
Auditors' remuneration	4	80	-	80
Movements in reserves				
Transfers between reserves		419	(419)	-
Total recognised income for 2019-20		739	(419)	320
Balance at 31 March 2020		11,965	-	11,965
Changes in taxpayer's equity for 2020-21				
Net parliamentary funding – drawn down		10,706	-	10,706
Net parliamentary funding – deemed	10	5,672	-	5,672
Supply payable adjustment	11	(1,678)	-	(1,678)
Comprehensive net expenditure for the year	2	(4,396)	-	(4,396)
Non-cash adjustments:				
Auditors' remuneration	4	82	-	82
Total recognised expenditure for 2020-21		10,386	-	10,386
Balance at 31 March 2021		22,351	-	22,351

The General Fund represents the total assets less liabilities of each of the entities within the accounting boundary, to the extent that the total is not represented by other reserves and financing items.

The notes on pages 73 to 84 form part of these Accounts.

Notes to the Accounts

1. Statement of accounting policies

The financial statements have been prepared in accordance with the 2020-21 Government Financial Reporting Manual (FRoM) issued by HMT. The accounting policies contained in the FRoM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FRoM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the department for the purpose of giving a true and fair view has been selected. The particular policies adopted by the department are described below. They have been applied consistently in dealing with items considered material in relation to the Accounts.

In common with other government departments, the future financing of the department's liabilities is to be met by future grants of Supply and the application of future income, both to be approved annually by Parliament. After making enquiries, the Accounting Officer has a reasonable expectation that the department has adequate resources to continue in operational existence for a period of at least 12 months from the date the financial statements are authorised for issue.

The going concern basis of accounting for the department is adopted in consideration of the requirements set out in HM Treasury's Government Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future. For the above reasons it has been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

1.1 Accounting convention

These Accounts have been prepared under the historical cost convention and where material modified to account for the revaluation of property, plant and equipment and intangible assets at their value to the business by reference to their current costs.

1.2 Basis of consolidation

The Accounts comprise a consolidation of those entities that fall within the departmental boundary as defined by the FRoM. Transactions between entities included in the consolidation are eliminated. A list of all entities within the departmental boundary is given at Note 17. There is no 'parent' department and separate financial statements are prepared for the Government Legal Department (GLD). The Attorney General's Office (AGO) and HM Crown Prosecution Service Inspectorate (HMCPPI) are not required to produce financial statements; therefore only a group SOCNE and SOFP are produced.

1.3 Income

Income relates directly to the operating activities of the department. It principally comprises fees and charges for legal services provided during the year by GLD to the other central government departments, agencies and arm's length bodies and recovery of disbursements incurred on their behalf. Fees and charges are set in accordance with HMT's guidance set out in Managing Public Money.

In addition, it includes other income such as charges for the administration costs of the Bona Vacantia Division, rental income and service charge relating to tenants of GLD and the AGO, recovery of costs for recruitment and training services provided to other government departments.

This income has been recognised as follows in line with IFRS 15 principles:

- Fees for legal services which are charged as a fixed annual fee for the service provided in that year have been recognised in full for that financial year on the basis that when the year comes to an end the service has been fully provided.
- Fees for legal services which are charged on an hourly basis for provision of advice/casework have been recognised in line with the hours recorded by staff on chargeable work.
- Fees charged to recover costs incurred by GLD where it has been agreed that these will be passed straight onto

customers are recognised in line with when those costs have been recognised by GLD.

Work in progress is recognised as operating income as incurred. This represents unbilled time charges which are valued at the appropriate rate, for the financial year in which the work was undertaken and the accrued cost of disbursements.

1.4 Property, plant and equipment

Assets are carried at estimated fair value using depreciated historic cost as a proxy. The need for revaluation is reconsidered on an annual basis. Expenditure on plant, property and equipment over £5,000 is capitalised on an individual or group basis. On initial recognition they are measured at cost including any costs (such as installation) directly attributable to bringing them into working condition.

1.5 Depreciation

Plant, property and equipment are depreciated at rates calculated to write them down on a straight-line basis over their estimated useful lives. Leasehold improvements are depreciated over the term of the lease.

Assets under construction are not depreciated until they are in use. Once in use they are depreciated over their expected useful life.

Asset lives are normally within the following ranges:

- | | |
|--------------------------|--|
| - Leasehold improvements | limited to period remaining on lease (up to ten years) |
| - Furniture and fittings | three, five or ten years |
| - ICT network | three to five years |

1.6 Intangible Assets

Purchased and internally developed software, purchased software licences and website costs are capitalised as intangible assets and are valued at depreciated historic cost as a proxy for fair value. The need for revaluation is reconsidered on an annual basis.

Intangible assets under construction are not amortised until they are in use. Once they are in use, they are amortised over the life of the associated project or their expected useful economic life. Asset lives are normally within the following ranges:

- | | |
|------------------------|---------------------|
| - Software development | three to five years |
| - Software licences | three to five years |
| - Website costs | five years |

1.7 Debt recovery

All aged debt is regularly reviewed to ascertain the continuing prospect of recovery and that it remains economical to continue to pursue recovery. Where recovery is considered doubtful or uneconomic, the department will provide for or write-off the debt by reducing the value of debtors within the statement of financial position.

1.8 Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS). The defined benefit schemes are unfunded and are non-contributory except in respect of dependants' benefits. This is a multi-employer scheme and it is not possible to separate the assets and liabilities, and is therefore accounted for in the same manner as defined contribution schemes. The department recognises the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from employees' services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution schemes, the department recognises the contributions payable for the year.

1.9 Contingent Liabilities

Contingent liabilities are disclosed, where applicable, in the notes to the Accounts in accordance with IAS 37. Remote contingent liabilities that are not required to be disclosed by IAS 37 but are required to be reported to Parliament, where applicable, are included in the Accountability Report.

1.10 Leases

Operating lease rentals are charged to the Statement of Comprehensive Net Expenditure in equal amounts over the lease term from the date of occupation. Future payments as disclosed in Note 14 (Commitments under operating leases) are not discounted. The department does not hold any finance leases.

1.11 Taxation

Where VAT is recoverable by the department, amounts are included net of VAT. Irrecoverable VAT is included in operating costs and capital additions. The amount due to or from HM Revenue and Customs in respect of VAT is included within debtors or creditors as appropriate. Operating income is stated net of VAT.

1.12 Third Party Assets

The department holds various funds on behalf of its clients. These relate to ongoing legal processes. These balances are not recognised in the Statement of Financial Position but are disclosed in Note 16 to these Accounts.

1.13 IFRS issued but not yet effective

IFRS 16 Leases is effective for periods beginning on or after 1 January 2019. The new standard will be implemented three years later from 1 April 2022 for government departments and reflected in the FReM from 2022-23. It is expected to have a significant impact on the financial statements, which do currently contain significant lease liabilities, but further work is required to assess the full impact.

2. Statement of operating costs by operating segment

The department's reportable segments are as follows:

- Government Legal Department (GLD)
- Attorney General's Office (AGO)
- HM Crown Prosecution Service Inspectorate (HMCPIS)

Management monitors the operating results of the three entities separately for the purpose of making decisions about resources to be allocated and of assessing performance. Each entity's performance is evaluated against the Voted Funds. GLD's services are described in the Annual Report.

2020-21	GLD £000	AGO £000	HMCPIS £000	Eliminations £000	Consolidated £000
Income and Expenditure					
Revenues					
Third Party	(268,145)	(162)	-	-	(268,307)
Inter-segment	(488)	(45)	-	533	-
Total Revenues	(268,633)	(207)	-	533	(268,307)
Gross Expenditure	264,644	5,573	2,486	-	272,703
Inter-segment	-	346	187	(533)	-
Net Operating Expenditure	(3,989)	5,712	2,673	-	4,396

Income primarily relates to fees and charges for legal services provided during the year to clients from central government departments, agencies and ALBs. Government is treated as a single customer and therefore no further disclosure has been included.

2019-20	GLD £000	AGO £000	HMCPIS £000	Eliminations £000	Consolidated £000
Income and Expenditure					
Revenues					
Third Party	(252,422)	(115)	(9)	-	(252,546)
Inter-segment	(665)	(30)	-	695	-
Total Revenues	(253,087)	(145)	-	695	(252,546)
Gross Expenditure	257,410	5,290	2,079	-	264,779
Inter-segment	-	406	289	(695)	-
Net Operating Expenditure	4,323	5,551	2,359	-	12,233

3. Staff Costs

Staff costs comprise:

				2020-21	2019-20
	Permanently employed staff	Others	Ministers	Total	Total
	£000	£000	£000	£000	£000
Wages and salaries	134,513	-	155	134,668	121,836
Social security costs	14,740	-	19	14,759	13,440
Other pension costs	35,028	-	-	35,028	33,346
Historic pension underpayment*	1,263	-	-	1,263	-
Sub Total	185,544	-	174	185,718	168,622
Agency and contracted staff	-	16,930	-	16,930	20,795
Inward secondments	-	717	-	717	878
Total	185,544	17,647	174	203,365	190,295
Less recoveries in respect of outward secondments	(800)	-	-	(800)	(959)
Total Net Costs	184,744	17,647	174	202,565	189,336

No staff costs have been charged to capital.

*A payment was made to PCSPS in respect of an historic pension underpayment.

4. Other Expenditure

	2020-21	2019-20
	£000	£000
Total Other Expenditure		
Disbursements	38,206	40,440
Rentals under operating leases	8,512	9,571
Purchase of goods and services:		
Accommodation	4,490	7,254
IT and communications costs	4,518	4,111
Library information services	3,195	2,195
Training	1,472	1,914
Recruitment	1,435	1,235
Other	3,981	4,726
Non-cash items:		
Depreciation	3,065	2,681
Amortisation	382	277
External auditors' remuneration*	82	80
Total Other Expenditure	69,338	74,484

* External auditors' remuneration represents the notional audit fees of £82k (2019-20: £79.5k) for the Departmental Resource Account, and Government Legal Department Account. No non-audit services were provided during the financial year.

5. Income

Analysis of income by classification and activity

	2020-21 £000	2019-20 £000
Income from sales of goods and services:		
Legal fees and charges to clients	224,555	208,160
Disbursements	35,723	36,343
LION subscription	1,480	996
	261,758	245,499
Recovery of costs from Bona Vacantia	4,811	4,492
Recovery of secondments out	800	959
Rental income	-	435
Tenant service charges	-	224
Other income	938	937
	6,549	7,047
Total income	268,307	252,546

Income is shown net of inter-group transactions between GLD, AGO and HMCPSI.

6. Property, plant and equipment

	Assets under construction £000	Leasehold improvements £000	ICT Network £000	Furniture and Fittings £000	2020-21 Total £000
Cost or Valuation					
At 1 April 2020	-	4,882	5,859	2,429	13,170
Additions	-	123	830	(207)	746
At 31 March 2021	-	5,005	6,689	2,222	13,916
Depreciation					
At 1 April 2020	-	931	2,613	330	3,874
Charge in year	-	942	1,865	258	3,065
At 31 March 2021	-	1,873	4,478	588	6,939
Carrying amount at 31 March 2021	-	3,132	2,211	1,634	6,977
Asset Financing					
Owned	-	3,132	2,211	1,634	6,977
At 31 March 2021	-	3,132	2,211	1,634	6,977

	Assets under construction £000	Leasehold improvements £000	ICT Network £000	Furniture and Fittings £000	2019-20 Total £000
Cost or Valuation					
At 1 April 2019	229	1,563	11,920	4,162	17,874
Additions	-	3,079	803	897	4,779
Capitalised provision	-	388	-	-	388
Disposals	-	(295)	(7,428)	(2,494)	(10,217)
Reclassification	(229)	147	564	(136)	346
At 31 March 2020	-	4,882	5,859	2,429	13,170
Depreciation					
At 1 April 2019	-	817	8,084	2,509	11,410
Charge in year	-	409	1,957	315	2,681
Revaluations	-	(295)	(7,428)	(2,494)	(10,217)
At 31 March 2020	-	931	2,613	330	3,874
Carrying amount at 31 March 2020	-	3,951	3,246	2,099	9,296
Carrying amount at 31 March 2019	229	746	3,836	1,653	6,464

Cash flow analysis for property, plant and equipment	2020-21 £000	2019-20 £000
Property, plant and equipment additions	746	5,167
Movement in accruals for property, plant and equipment	273	558
Cash flows for property, plant and equipment	1,019	5,725

Additions are negative for some categories due to revisions to cost estimates for assets capitalised in 2019-20 relative to the amounts accrued at 31 March 2020.

7. Intangible assets

	Assets under construction £000	Software Development £000	Software licences £000	Website costs £000	2020-21 Total £000	
Cost or Valuation						
At 1 April 2020	-	-	1,252	-	1,252	
Additions	-	-	350	-	350	
At 31 March 2021	-	-	1,602	-	1,602	
Amortisation						
At 1 April 2020	-	-	481	-	481	
Charge in year	-	-	382	-	382	
At 31 March 2021	-	-	863	-	863	
Carrying amount at 31 March 2021	-	-	739	-	739	
2019-20						
	Assets under construction £000	Software Development £000	Software licences £000	Website costs £000	2019-20 Total £000	
Costs or Valuation						
At 1 April 2019	1	4,065	3,313	590	7,969	
Additions	-	-	248	-	248	
Disposals	-	(4,065)	(1,964)	(590)	(6,619)	
Reclassification	(1)	-	(345)	-	(346)	
At 31 March 2020	-	-	1,252	-	1,252	
Amortisation						
At 1 April 2019	-	4,065	2,168	590	6,823	
Charge in year	-	-	277	-	277	
Disposals	-	(4,065)	(1,964)	(590)	(6,619)	
At 31 March 2020	-	-	481	-	481	
Carrying amount at 31 March 2020	-	-	771	-	771	
Carrying amount at 31 March 2019	1	-	1,145	-	1,146	
Cash flows for intangibles					2020-21 £000	2019-20 £000
Intangible asset additions					350	248
Movements in accruals for intangible assets					-	168
Cash flows for intangible assets					350	416

8. Financial Instruments

As the cash requirements of the department are primarily met from income from clients (other government departments) and a limited amount through the Estimates process, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts to buy in non-financial items in line with the department's expected purchase and usage requirements and the department is therefore exposed to little credit, liquidity or market risk.

9. Trade receivables and other current assets

Analysis by type

	31 March 2021 £000	31 March 2020 £000
Amounts falling due within one year:		
Unbilled time	7,395	6,079
Unbilled disbursements	10,565	8,364
Trade receivables	24,093	19,647
Deposits and advances	237	567
Prepayments and accrued income	4,569	2,093
	46,859	36,750

10. Cash and cash equivalents

	2020-21 £000	2019-20 £000
Balance at 1 April	5,672	9,481
Net change in cash and cash equivalents	(3,994)	(3,809)
Balance at 31 March	1,678	5,672

All balances were held with the Government Banking Service.

11. Trade payables and other current liabilities

Analysis by type

	31 March 2021 £000	31 March 2020 £000
Amounts falling due within one year:		
VAT	6,709	8,118
Other taxation and social security costs	3,997	3,625
Trade payables	280	141
Other payables	286	623
Accruals and deferred income	20,064	21,457
	31,336	33,964
Amounts issued from the Consolidated Fund for Supply and not spent at year end	1,678	5,672
Total payables and other current liabilities	33,014	39,636

12. Provisions for liabilities and charges

	2020-21 Total £000	2019-20 Total £000
Balance at 1 April	888	500
Dilapidations provision capitalised	-	388
Balance at 31 March	888	888

Analysis of expected timing of discounted cash flows	2020-21 Total £000	2019-20 Total £000
Not later than one year	603	120
Later than one year and not later than five years	-	103
Later than five years and not later than ten years	285	665
	888	888

Explanatory notes

12.1 Dilapidations

A provision has been made for dilapidations obligations.

13. Contingent liabilities

There were no contingent liabilities as at 31 March 2021 (31 March 2020: £nil).

14. Commitments under operating leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	2020-21		2019-20	
	Buildings £000	Other £000	Buildings £000	Other £000
Obligations under operating leases for the following periods comprise:				
Not later than one year	8,770	140	8,585	541
Later than one year and not later than five years	32,444	-	30,916	208
Later than five years and not later than ten years	15,548	-	22,100	-
	56,762	140	61,601	749

15. Related party transactions

The department has had a significant number of material transactions with other government departments and public agencies since the nature of the department's business is to provide legal services to central government. The Treasury Solicitor, by virtue of the Treasury Solicitor Act 1876, is also the Crown's Nominee (see Annual Report).

GLD provides legal services to HMRC. Tom Taylor, Non-Executive Director of GLD and Chair of its Audit and Risk Assurance Committee is an independent Member of HMRC's Audit and Risk Committee.

None of the other Board members, or key managerial staff has undertaken any material transactions with the department during the year. Board members' remuneration is disclosed in the Remuneration Report.

The current Solicitor General, Lucy Frazer QC MP is married to the Chief Executive of Alexander Mann Solutions Ltd (AMS). AMS are contracted under a Crown Commercial Service framework arrangement to source contractors and temporary workers. In the current financial year GLD paid £12.8m to AMS. The majority of this cost relates to payments to agency staff but an element of this cost covers the services provided by AMS to source these temporary workers.

16. Third party assets: client monies

Funds are required in advance from clients to enable settlement of awards for damages and contributions toward the cost of court proceedings. The department places these funds on deposit until the final costs of a case have been calculated and settled. These are not departmental assets, these are accounted for as funds held on behalf of third parties and as a consequence do not appear in these Accounts. As at 31 March 2021, these amounted in total to £12,183k (31 March 2020: £18,610k). An analysis of the movements on these funds is shown in the table below:

	2020-21	2019-20
	£000	£000
Opening balance at 1 April	18,610	11,278
Gross inflows	117,415	197,259
Gross outflows	(123,842)	(189,927)
Closing balance at 31 March	12,183	18,610

These balances are held with the Government Banking Service.

17. Entities within the departmental boundary

The entities within the boundary during 2020-21 were as follows:

Supply-financed agencies:

Government Legal Department (GLD)

Non-Executive Non-Departmental Public Bodies:

None

Other entities:

Attorney General's Office (AGO)

HM Crown Prosecution Service Inspectorate (HMCPSI)

The Annual Report and Accounts of the Government Legal Department are published separately.

18. Events after the reporting period

In accordance with the requirements of IAS 10, events after the reporting period are considered up to the date on which the Accounts are authorised for issue. This is interpreted as the date of the Certificate and Report of the Comptroller and Auditor General. There are none to report.

Annex A: Sustainability Report for the year ended 31 March 2021

Introduction

GLD's strategy for sustainability is to improve our performance against the Greening Government Commitments (GGC) 2016-20 with a 2009-10 baseline, wherever possible. The framework for 2021-25 has not been published at the time of this report.

Performance relates to our occupancy our central London Head Office 102 Petty France, our site at Southern House in Croydon and our site at Lateral House in Leeds.

Due the COVID-19 pandemic our sites operated at a reduced capacity consequently all of the measures were significantly lower than the baseline targets.

Performance is presented against each of the minimum reporting areas (data for previous three years and against performance measures (GGC for central government)).

Greenhouse Gas Emissions		Baseline 2009-10	2017-18	2018-19	2019-20	2020-21
Non-Financial Indicators (tCO ₂ e)	Gross Emissions Scope 1 and 2 indirect	2,646	1,639	1,598	1,781	636
	Gross Emissions Scope 3 - Official Business Travel	162	109	153	167	60
	Total Greenhouse Gas Emissions	2,808	1,748	1,751	1,948	666
Related Energy Consumption (KWh)	Electricity	4,411,463	2,709,329	2,688,442	4,086,100	2,206,899
	Gas	207,645	-	-	629,159	418,448
	Oil	991,178	867,035	707,433	219,684	-
	Total Expenditure on Energy	395,242	331,441	584,592	672,193	333,033
Financial Indicators (£)	Expenditure on accredited offsets (e.g. GCOF)	1,489	-	-	-	-
	Expenditure on official business travel	343,057	542,987	803,787	698,992	224,381

Performance Commentary:

The GGC is to:

- Reduce greenhouse emissions by at least 32% from a 2009-10 baseline

Overall emissions (tCO₂e) have fallen 75% below baseline; primarily due travel restrictions in place because of the COVID -19 pandemic.

Waste		Baseline 2009-10	2017-18	2018-19	2019-20	2020-21
	Non-recycled	83	-	-	1	-
Non-Financial Indicators (t)	Reused/recycled	101	126	90	163	35
	Energy Recovery ¹	-	26	26	36	6
	Total Waste	184	152	116	200	41
Financial indicators (£)	Total Disposal Cost	22,360	29,986	26,195	29,526	7,154

¹ Energy recovery is the energy generated from residual waste after recycling has taken place. This is now part of GGC reporting. The waste is burnt to produce electricity and this is put back into the National Grid.

Performance Commentary:

The GGC waste targets are to:

- reduce landfill to less than 10% of overall waste by 2020 compared to the 2009-10 baseline
- continue to reduce the amount of waste generated and increase the proportion of waste which is recycled
- reuse and recycle redundant ICT equipment

Overall waste has been lower for 2020-21 primarily due to the reduced operations at our sites. Virtually all waste is either recycled or sent for energy recovery. All ICT kit is recycled following approved disposal methods.

Finite resource consumption		Baseline 2009-10	2017-18	2018-19	2019-20	2020-21
Non Financial Indicators	Water consumption (m ³)	8,018	8,911	7,087	6,057	4,174
	Paper Consumption (A4 Reams)	49,443	28,891	32,100	12,255	1,949
Financial indicators (£)	Water Supply and Disposal Cost	16,962	20,351	16,242	10,916	5,642

Performance Commentary:

The GGC for paper is to reduce paper consumption by 50% by 2020 from a 2009-10 baseline.

Paper consumption has significantly decreased this year due to staff working from home and making greater use of digital formats.

The GGC for water is to continue to reduce water consumption.

Water consumption is further reduced this year and remains below the baseline as in previous years.

Sustainable Procurement

The GGC also promotes the procurement of sustainable and efficient products whilst, reducing the impact of the supply chain on the environment. This includes embedding efficient procurement practices and improving and publishing data on supply chain impact.

The overall procurement strategy principally includes the use of Crown Commercial Service framework contracts and the Department is subject to the Sustainability Policy that it operates.

The department promotes sustainability in procurement by:

- working closely with its suppliers – particularly in the areas of catering, cleaning and stationery, to improve sustainable processes and the use of products
- buying products and services which are less environmentally damaging; for instance, the use of “thin client” units which use less energy than conventional ‘base unit’ desktop computers
- complying with environmental legislation and regulatory requirements, including relevant environmental conditions or criteria in specifications and tender documents, and evaluating supplier offers accordingly
- raising awareness of environmental issues within the department, and amongst suppliers and contractors

Two of GLD’s suppliers are ISO 14001 accredited. Its:

- off-site storage provider has won the Green Fleet award for their efforts to reduce the environmental impact of their transport fleet
- print service provider complies with the WEEE (Waste Electrical and Electronic Equipment) regulations for disposal of equipment

The contractor, Mitie, who provided facilities management for GLD at 102 Petty France under the PFI arrangement with its landlord, the Ministry of Justice, has launched Plan Zero, which is a commitment to achieve net zero carbon by 2025.

Mitie is committed to reach its Plan Zero target by:

- eliminating carbon emissions from power and transport
- eradicating non-sustainable waste
- enhancing inefficient buildings to meet the highest environmental standards

