

# STATEMENT OF ACCOUNTS 2017/18



Peter McCall

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Peter McCall

Police and Crime Commissioner  
for Cumbria

Statement of Accounts 2017/18

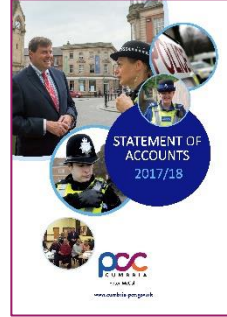
## About this Publication

This publication contains both the single entity financial statements for the Police and Crime Commissioner for Cumbria (the Commissioner) and the financial statements for the group position which incorporates those of the Chief Constable for Cumbria Constabulary.



The Statement of Accounts for 2017/18 is available on the Commissioner's website at [www.cumbria-pcc.gov.uk](http://www.cumbria-pcc.gov.uk).

The corresponding accounts for the Chief Constable can be found on the Constabulary website at: [www.cumbria.police.uk](http://www.cumbria.police.uk)



The Statement of Accounts is also available in printed format from the office of the Police and Crime Commissioner for a nominal fee of £15 per copy.

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# Police and Crime Commissioner for Cumbria

## Statement of Accounts 2017/18

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The Joint CFO Narrative Report. For a quick, highly summarised version of this Statement of Accounts please read the next 19 pages. **The full story starts on page 22**, please read that too.

Please see page 37 for a full list of the notes to the accounts and cross references to page numbers.

Throughout this publication wherever a word, phrase or acronym is shown in teal coloured text and underlined an explanation is provided in the Glossary of Terms.



## Introduction

I am pleased to introduce the financial Statement of Accounts for the 2017/18 financial year. This financial statement sets out both the single entity statements of the Police and Crime Commissioner for Cumbria and the consolidated group position, incorporating the statements of the Chief Constable for Cumbria Constabulary. The accounts are published in accordance with the Accounts and Audit Regulations 2015.

This section of the statements is the Narrative Report. The purpose of the report is to offer readers a guide to the most significant matters reported in our statement of accounts. It sets out our overall financial position and a series of mini statements summarising and explaining the primary financial statements. It includes information on our performance and value for money. A commentary is also provided to set out the major influences impacting our income and expenditure in the current and future financial years.

By providing this information we aim to support our readers with an understandable and informative narrative on those matters most significant to our financial position and our financial and non-financial performance. This narrative report is provided as part of the overall publication of the financial statements and also as a standalone report. It can be accessed through the Commissioner's website: [www.cumbria-pcc.gov.uk](http://www.cumbria-pcc.gov.uk) together with the single entity statements of the Chief Constable.

## Statutory Framework

The Police and Crime Commissioner was established as a statutory entity under the Police Reform and Social Responsibility Act 2011 (PRSRA 2011). The PRSRA 2011 provides that there will be a Police and Crime Commissioner for each police area with responsibility for ensuring the maintenance of the police force for the area, securing that the police force is efficient and effective and holding the Chief Constable to account. The Commissioner has wider responsibilities than those solely relating to the police force. These include responsibility for the delivery of community safety and crime reduction, the enhancement of the delivery of criminal justice in their area and providing support to victims.

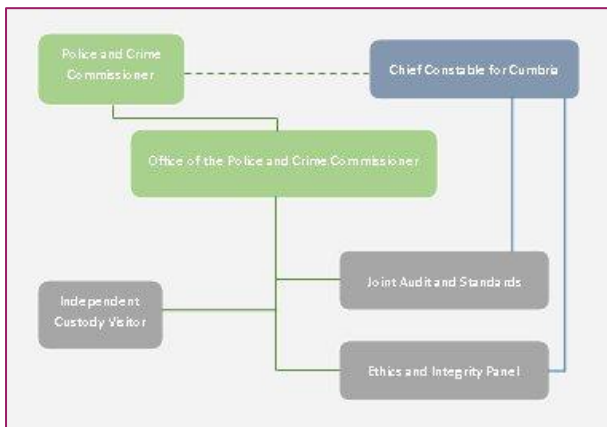
The PRSRA 2011 also established the Chief Constable as a separate statutory entity, distinct from the Commissioner and with operational independence. The Chief Constable is responsible for maintaining the Queen's peace and the exercise of police powers. The Chief Constable is accountable to the Commissioner for leadership of the force, the delivery of efficient and effective policing and the management of resources and expenditure.

The PRSRA 2011 sets out the statutory financial framework for the Commissioner and Chief Constable. The legislation provides for the Secretary of State to issue a financial code of practice in relation to the proper administration of financial affairs. The Home Office under the legislation issues a Financial Management Code of Practice for the Police Forces of

England and Wales. The Code supports the statutory framework further setting out the financial relationships and requirements for the Commissioner and Chief Constable.

This financial framework provides that the Commissioner receives all funding, including government grants, council tax income and other sources of income related to policing and crime reduction. The Commissioner decides the budget, allocating assets and funds to the Chief Constable. This, in addition to the powers of the Commissioner to set the strategic direction for policing and appoint and dismiss the Chief Constable, creates a subsidiary relationship between the Commissioner and the Chief Constable. As such, the Commissioner must publish a set of group accounts in addition to single entity accounts. The Chief Constable must publish single entity accounts and provide information to the Commissioner to support the publication of the group accounts.

## Our Organisation



The Police and Crime Commissioner is supported by an office of 10.1 fte staff, this includes two statutory officers.

The Chief Constable is accountable to the Commissioner and has responsibilities to support the Commissioner in the delivery of the strategy and objectives set out in the Police and Crime Plan. Both entities have appointed a Joint Audit and Standards Committee and a Joint Ethics and Integrity Panel. The Committee and Panel comprise independent members to oversee arrangements for governance, including financial reporting and the arrangements for integrity and ethical behaviour. Four Custody Visiting Panels fulfil the statutory requirement for independent review of custody. Membership of the panels at the end of 2017/18 were: Barrow 9; Kendal 9, North Cumbria 12 and West Cumbria 8.

## Our Goals

The Commissioner sets the strategic direction for policing and wider interventions within the Police and Crime Plan. The vision for our plan is that Cumbria remains a safe place to work and visit, where the public has a say in policing and organisations and community groups work together to address the causes of crime, as well as the consequences. Key priorities include keeping crime at low levels, reducing the impact of anti-social behaviour, bringing criminals to justice and reducing the harm caused by hate crime, domestic abuse and sexual abuse.

We work to achieve this by holding the Chief Constable to account for the delivery of effective policing and by commissioning a range of activity and interventions with the Constabulary and our wider partners. The Police and Crime Commissioner launched his new Police and Crime Plan 'Making Cumbria Even Safer' in

November 2016 setting out our future strategy and goals.

## Our People

Our people are the most important resource we have in achieving our goals. Our values commit to having an empowered staff who are high performing, professional and have high levels of satisfaction in their roles. The Commissioner's Office and Constabulary perform well in relation to the gender diversity of the workforce. At Chief Officer Level, excluding the elected Police and Crime Commissioner, 33% of the single entity Chief Officers are female as are 100% of senior managers. A breakdown by gender of the number of men and women across the organisation at the end of the financial year and the number of men and women who were managers is set out below.

Actual Employees as at 31 March 2018	PCC		Total FTE
	Male FTE	Female FTE	
<b>PCC Single Entity</b>			
Chief Officers	0.5	1.0	<b>1.5</b>
Senior Management	0.0	1.0	<b>1.0</b>
All Other Employees	1.0	6.6	<b>7.6</b>
<b>Total PCC Employees</b>	<b>1.5</b>	<b>8.6</b>	<b>10.1</b>
<b>Group</b>			
Chief Officers	7.0	3.0	<b>10.0</b>
Senior Management	9.0	7.0	<b>16.0</b>
All Other Employees	935.4	837.9	<b>1,773.3</b>
<b>Total Group Employees</b>	<b>951.4</b>	<b>847.9</b>	<b>1,799.3</b>

## Chief Executive Report

The Commissioner is now half way through his election term of Office. The next elections are due in May 2020.

The Commissioner has been able to further embed his Police and Crime Plan with the support of the Constabulary and partners. This has helped establish effective relationships with key local government, criminal justice, health and third sector partners to develop initiatives and commission activities to reduce crime, support victims and enhance community safety and criminal justice.

The Police and Crime Plan contains the police and crime objectives, which all contribute toward achieving the Commissioner's overall aim 'to make Cumbria an even safer place'. Objectives are monitored through a performance framework and Public Accountability Conferences; a public meeting where the Commissioner holds the Chief Constable to account.

The Commissioner has continued to provide a range of services for victims and specific services for victims of sexual violence, domestic violence and perpetrator programmes.

The Commissioner has well established financial and governance frameworks necessary to fulfil statutory, regulatory and best practice requirements, supported by the relevant professional bodies for local government and policing. This benefits from continuous development to ensure the office continues to meet the highest standards.

Public consultation and engagement are paramount to the Commissioner as he is the 'voice' for the people of Cumbria for policing. A wide range of diverse opportunities are available for the public to speak directly to the Commissioner, which is facilitated by the Commissioner being out in the community. This is further supported by the public contacting the Commissioner by email and letter, with more than 282 people contacting the Commissioner in this way during 2017/18; a figure that is increasing year on year. This information is used to influence decisions made by the Commissioner and improve policing services such as 101, local anti-social behaviour and driving issues.

The Commissioner undertook a successful public consultation for the increase in the council tax precept for 2018/19, with a high number of respondents and the support for his proposals compared to previous years. In total 1,500 people took part and 72% supported the increase in council tax precept. As a result of the public consultation and the views of the Chief Constable and Police and Crime Panel, the Commissioner took the decision to increase council tax precept by £11.97 for a Band D property, which equated to an increase of 5.42%.

The Commissioner continues to hold the Chief Constable to account at bi-monthly Public Accountability Conferences and weekly 1-2-1s with the Chief Constable focusing on performance in terms of crime and anti-social behaviour.

This is further supported by the independent inspectorate; Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS),

external and internal auditors to assist in his scrutiny of governance, finance, risks and internal control. In conjunction with the Constabulary the Commissioner also operates a Joint Audit and Standards Committee and an Ethics and Integrity Panel.

The Commissioner's staff embrace the fast moving pace of the Office and this is evident for the work that is on-going in relation to Bluelight collaboration and other commissioning developments. The Office is well placed to deal with the new challenges for 2018/19 with responsibility for appeals expected to transfer to the Commissioner from early 2019 and further develop the public facing responsibility of the Commissioner.

## Finance Review

### 2017/18 Grant Settlement and Budget

The Commissioner set a combined net revenue budget of £96.178m for 2017/18 on 22 February 2017. Funding of this amount came from the Police Grant settlement (£58.710m) and income from Council Tax (£37.468m). The budget increased the Council Tax precept by 1.91%, taking the Commissioner's proportion of the band D equivalent tax to £220.77 per annum. The effect of the increase is to support the medium term financial forecast and mitigate the impact of the £0.833m reduction in Police Grant compared to 2016/17. The budget provided funding for the Chief Constable of £111.607m comprising a £116.289m expenditure budget to support policing and an income budget of £4.682m. The Commissioner's budget provided £2.234m for Commissioned Services, to provide funding for partnership working across the Commissioner's wider

# Joint Chief Finance Officer Narrative Report

community safety, crime reduction and victim support responsibilities.

The capital budget was set at £6.521m. Capital expenditure is made up broadly of expenditure on assets that have a useful life of beyond one year. Approximately 40% of the programme related to investment in ICT including the provision of mobile devices, with the remainder being made up estates improvements and the cyclical replacement of fleet vehicles. The budget was funded from capital grants (£1.8m), direct contributions from revenue (£1.6m) and capital reserves (£3.1m). The capital budget was subsequently revised upwards to £9.1m reflecting the effect of the 2016/17 capital outturn position.

The table below shows the summary revenue budget for 2017/18 as set on 22 February 2017, the revised budget (taking into account budget changes made during the year) and the outturn position. The presentation below is as the figures are reported throughout the year in the management accounts. At the year-end a number of technical accounting adjustments (required by proper accounting practice) are made. For this reason, the outturn in the table below will not reconcile directly to the Summary Comprehensive Income and Expenditure statement on page 9. References to the PCC relate to the Police and Crime Commissioner.

## Summary Budget and Outturn

Summary Budget & Outturn	Base	Revised		(Under)/
	Budget	Budget	Outturn	Overspend
	2017/18	2017/18	2017/18	2017/18
	£000s	£000s	£000s	£000s
Constabulary Budget	111,607	111,643	111,602	(41)
Office of the PCC	780	784	757	(27)
Other PCC budgets	12,882	14,909	15,233	324
Grants/Contributions	(27,511)	(29,726)	(29,726)	0
To/(From) Reserves	(1,580)	(1,432)	(1,688)	(256)
<b>Net Expenditure</b>	<b>96,178</b>	<b>96,178</b>	<b>96,178</b>	<b>0</b>
Government Grants	(58,710)	(58,710)	(58,710)	0
Council Tax	(37,468)	(37,468)	(37,468)	0
<b>Total External Funding</b>	<b>(96,178)</b>	<b>(96,178)</b>	<b>(96,178)</b>	<b>0</b>

The Constabulary gross expenditure budget is made up of funding for employee costs (£104.0m; of which Police Officers comprise £78.7m), transport costs of £2.2m and supplies/other costs of £11.8m. The Commissioner's budgets comprise the costs of running his office (£0.784m) and the net position on a range of other costs. These include estates costs (£3.92m for premises used by the Constabulary and Commissioner), Commissioned Services (£3.81m to deliver the Police and Crime Plan) and budgets to finance capital expenditure and the costs of technical accounting adjustments (£6.65m). PCC other budgets also include the costs of insurance and past pension costs. Overall a net contribution from reserves of £1.69m was made in the year to fund expenditure.

## In-Year Financial Performance

Revenue Expenditure: The out-turn position for 2017/18 is an overspend of £0.256m. The overall overspend is made up of an underspend of £0.025m on the core budgets of the Commissioner and



Constabulary plus a one off contribution of £0.281m to a legal provision in relation to ongoing legal cases. The core underspend equates to 0.02% of the revised net budget of £96.178m, which is comfortably within the target for the revenue expenditure to be within 1% of the budget at out-turn. During 2017/18 the Constabulary's pay budget experienced pressure due to a combination of a higher than anticipated pay award, maintaining officer numbers and increased overtime to provide public re-assurance following the terrorist incidents in Manchester and London. However, this was offset by underspending elsewhere within the Constabulary budget. In relation to the Commissioner's budgets premises costs were slightly above budget, due, in part, to fire safety checks following the Grenfell Tower disaster. However, this was offset by savings in the Office of the Commissioner, as a result of staff re-structuring including the move to a shared Chief Finance Officer with the Constabulary.

Budget forecasts during the year indicated that the Constabulary budget could be overspent by £1m. However, in the final quarter of the year a combination of pro-active work to manage the budget, additional income receipts and a change in accounting treatment in relation to the apprenticeship levy meant that the Constabulary came in just under budget at the year end.

The overall over-spend has been met from a budget support reserve, which was set aside for this purpose. Detailed outturn reports which explain the full range of

variances can be found on the budget and finance section of the Commissioner's website.

The Commissioner maintains the Police Property Act Fund. The fund has been accumulated over a period of time as a result of the disposal of property coming into the possession of the police under the Police Property Act 1987 and the Powers of the Criminal Courts Act 1973. Community groups and individuals can submit applications for funding on a quarterly basis. During 2017/18 awards totaling £58k were made. As at 31 March 2018 the Police Property Act fund balance stood at £64k.

The 2017/18 Capital Expenditure Outturn amounted to £5.3m against a revised budget of £9.1m. During the year Cumbria has delivered the first phase of its new crime system 'Red Sigma' and begun a project to replace its Command and Control systems. Work on delivering mobile working solutions for officers and staff in roles, which are required to operate at multiple locations, has continued. Other capital expenditure has been incurred in upgrading flood defences at the HQ site and the cyclical replacement of vehicles and ICT equipment. Planning work has also taken place for the construction of a replacement deployment centre for the Eden area.

The variance between actual expenditure and the revised budget is £4.4m (45%), which is significantly outside the 8% target for variations in capital expenditure. Whilst actual performance has fallen substantially short of target, this has been for a number of reasons, which were largely outside of the control of

staff working directly on schemes. The largest elements of slippage relate to a small delay in commencing construction of the Eden Deployment Centre, which has begun in early 2018/19 and supplier delays for fleet vehicles due to heavy demand for vehicles purchased from national contracts.

## The Financial Statements

This section of the narrative report provides an explanation of the various parts of the financial statements alongside a high-level summary and narrative on the financial position. The aim of the statements are to demonstrate to the reader the overall financial position of the Commissioner at the end of the financial year, together with the cost of the services provided during the year and the financing of that expenditure. The reporting format is specifically designed to meet the requirements of the Code of Practice on Local Authority Accounting. A series of notes are provided to assist readers in their understanding of the statement, whilst the presentational format is designed to make for easier reading by those who access the document through the Commissioner's website. The key financial statements are:

- The Comprehensive Income and Expenditure Statement (CIES)
- The Movement in Reserves Statement (MiRS)
- The Balance Sheet (BS)
- The Cash Flow Statement (CFS)
- The Police Officer Pension Fund Accounts

## Comprehensive Income and Expenditure Statement

The Comprehensive Income and Expenditure Statement (CIES) shows the cost of policing and other services provided in the year and the income from government grants and council tax that fund those services. The CIES is shown on page 30 of the full statement of accounts. An expenditure and income analysis that sets out what those costs are (e.g. staffing, transport etc.) is provided in note 6 on page 49.

The table below sets out a summary CIES statement.

Summary CI&ES	Gross Expenditure 2017/18 £000s	Gross Income 2017/18 £000s	Net Expenditure 2017/18 £000s
Cost of Police Services	104,646	(9,935)	94,711
<b>Cost of Services</b>	<b>104,646</b>	<b>(9,935)</b>	<b>94,711</b>
Other operating expenditure	20,917	(20,657)	260
Financing Costs and Investment Income	38,051	(3,515)	34,536
Council tax and grant income	0	(101,824)	(101,824)
<b>(surplus)/deficit on the provision of services</b>	<b>163,614</b>	<b>(135,931)</b>	<b>27,683</b>
Other comprehensive income and expenditure			(89,206)
<b>Total Comprehensive income and expenditure</b>			<b>(61,523)</b>

The statement shows that the net cost of providing services in the year amounted to £94.711m, which is predominantly the costs of policing.

In addition to showing the cost of services, the CIES also sets out net financing costs of £34.536m. The most significant element of financing costs comprise pension charges (£34.007m). These charges are calculated in accordance with generally accepted accounting practices and do not all need to be funded in the 2017/18 financial year. Financing costs also include the costs of borrowing (capital financing). These costs are extremely low other than those that

fund the Workington PFI building. This is because the capital programme is funded internally using cash reserves to reduce investment risk and reflect the relatively low interest rates available on investing such balances. At the end of the financial year £17.979m (inclusive of PFI contract) of the capital programme is funded by the use of cash backed internal reserves rather than borrowing from the open market. At some point in the future, due to a planned reduction in reserves, the Commissioner will need to consider external borrowing.

Showing expenditure and income within this statement in accordance with generally accepted accounting practices results in expenditure exceeding income (a deficit on the provision of services) by £27.683m. A further accounting adjustment of £89.206m income through the 'other comprehensive income and expenditure' line results in an overall position on the statement of a surplus of £61.523m. This is an accounting surplus that is taken to Unusable Reserves. Page 7 of this summary sets out the out-turn position based on the management accounts, and excluding the technical accounting entries required for the CI&ES. The management accounts show an overspend of £0.256m against the 2017/18 budget.

## Movement in Reserves Statement

This statement shows the different reserves held by the Commissioner. These are analysed into 'Usable Reserves' and 'Unusable Reserves'. Usable reserves can be used to fund expenditure. They may help to pay for future costs or reduce the amount we need to raise in council tax to meet our expenses. Unusable

Reserves are principally technical accounting adjustments. The Movement in Reserves Statement shows the opening balance on all reserves at the start of the year, movements in year and the closing balance. The Movement in Reserves statement is shown on pages 32-33 in the full statement of accounts. The table below sets out a summary movement in reserves statement.

Summary Movement in Reserves	Balance 31/03/2017 £000s	Movements 2017/18 £000s	Balance 31/03/2018 £000s
Police Fund	3,000	0	3,000
Earmarked Revenue Reserves	3,435	3,606	7,041
Earmarked Capital Reserves	17,829	(4,975)	12,854
Capital Receipts	926	523	1,449
Capital Grants Unapplied	5,417	364	5,781
<b>Total Usable Reserves</b>	<b>30,607</b>	<b>(482)</b>	<b>30,125</b>
Unusable Reserves	(1,246,608)	62,005	(1,184,603)
<b>Total Reserves</b>	<b>(1,216,001)</b>	<b>61,523</b>	<b>(1,154,478)</b>

Movements in usable reserves for 2017/18 show a net balance of £0.482m. This is the cumulative position recording the amounts we have drawn down from specific (earmarked) reserves to help fund expenditure during the year. There are separate accounts to record our receipt and use of income from the sale of property and government grants for capital expenditure. Capital receipts amount to £0.523m and were received following the sale of Barrow Police Station and one police house. Capital grants amounting to £0.364m were received during the year and will in the future be applied to finance capital expenditure.

At the end of the year, the Police Fund at 31 March 2018 stands at £3.0m and provides for unplanned financial risks. Earmarked revenue reserves are £7.041m. These reserves provide for a number of

specific operational contingencies, one off budget/project costs and funding to meet future liabilities in respect of insurances and the PFI contract. The most substantial area of reserves at £12.854m are now those set aside to fund the capital programme, all of which is planned to be fully applied by 2022/23. Further detail on earmarked reserves is provided within note 8 to the statement of accounts on pages 54-55.

At the 31<sup>st</sup> March 2018 we have negative unusable reserves of £1,185m. Unusable reserves provide a mechanism through which transactions are entered into the accounts in accordance with accounting standards. They also provide the means to manage differences in the timing and calculation of those transactions and the actual expenditure or income we need to charge to our accounts. For example, our properties are regularly re-valued. When this happens any increase in their value is shown in a revaluation reserve. The reserve 'records' the additional income we may receive when the property is sold, but it is 'unusable' until we decide to dispose of the property and achieve a sale. When we sell, the revaluation reserve will be reduced by any increase in value that was recorded before sale. The actual income we receive will be shown in our usable capital receipts reserve, where it can be used to fund new capital expenditure. The balance on our unusable reserves reflects the position following the required accounting transactions. The cumulative position for unusable reserves includes reserves of:

- £46.478m in respect of the revaluation reserve and capital adjustment account, recording accounting transactions for our capital assets.

- -£1,229m in respect of negative pensions reserves. The pensions reserves record accounting transactions for the Police and Local Government Pension Schemes. The change in the balance on this reserve in 2017/18 is positive and is as a result of changes in actuarial assumptions that have had a negative impact on scheme liabilities.

## The Balance Sheet

The Balance Sheet shows the value as at the balance sheet date (31 March 2018) of the Commissioner's assets and liabilities. The balance sheet is shown on page 34 in the full statement of accounts. The table below sets out a summary balance sheet.

Summary Balance Sheet	Balance	Balance
	31/03/2017	31/03/2018
	£000s	£000s
Property, plant & equipment	62,325	61,494
Long Term Assets	2,377	2,003
Current assets	26,827	30,993
Current Liabilities	(11,052)	(14,048)
Long Term Liabilities	(1,296,478)	(1,234,920)
<b>Net Assets</b>	<b>(1,216,001)</b>	<b>(1,154,478)</b>
Usable reserves	30,607	30,125
Unusable Reserves	(1,246,608)	(1,184,603)
<b>Total reserves</b>	<b>(1,216,001)</b>	<b>(1,154,478)</b>

The balance sheets shows property, plant and equipment assets, which include the Commissioner's estate, fleet of vehicles and ICT/communications equipment, with a value of £61.494m. Of this, land and buildings comprise £51.077m. Long terms assets are comprised of intangible assets £2.003m. Current assets are principally made up of investments (£12.082m), debtors (£13.944m) and cash (£3.774m) and have a total value of £30.993m. Investments are made in accordance with the Commissioner's treasury

management strategy and support the management of reserves and cash flows. Debtors' balances are primarily made up of institutional debtors, for example central government, and prepayments. This means that the risk of not receiving the debt remains low. The Commissioner has a good collection record in respect of debtor invoices raised for services provided. During 2017/18 19 sundry debtor invoices totaling £2,555 were authorised to be written off as not collectable. The Bad Debt Provision stands at £2,839 against the future risk that not all outstanding invoices will prove to be 100% collectable. The Commissioner's debtors include a share of the debtors recorded by the 6 Cumbrian District Council's in respect of council tax. This debt amounts to £1.971m and is reduced by the Commissioner's share of their respective bad debt provisions of £0.868m. See note 14 to the statement of accounts (Page 69).

Balance sheet liabilities are amounts owed by the Commissioner. They include creditors, PFI debt, pensions and finance lease liabilities. They are split between short term (current) and long term liabilities, the current liabilities being those amounts due to be paid within 1 year. The most significant element of current liabilities are short term creditors which total £13.906m. The combined short and long term liability on the PFI scheme amount to £4.887m at 31<sup>st</sup> March 2018. Long term liabilities are the most significant figure on the balance sheet, showing a balance of £1,235m (£1,296m in 2016/17). The main element of this amount is a pension's deficit of £1,229m (£1,290m in 2016/17) for the Local Government Pension Scheme (LGPS) and the Police Pension Scheme. However, this deficit will be funded over a number of years, with

financial support from Central Government, meaning that the financial position of the Commissioner remains healthy.

## The Cash Flow Statement

The Cash Flow Statement shows the changes in cash held in bank accounts and changes in Money Market funds. Money Market funds are an alternative way of depositing cash to earn interest. The cash can be withdrawn from the fund without having to give notice and they are therefore referred to as cash equivalents.

The statement shows how the Commissioner generates and uses cash and cash equivalents. Cash flows are classified within the cash flow statement as arising from operating activity, investing activity and financing activity. The statement is shown on pages 35-36 of the full statement of accounts. The table below sets out a summary cash flow statement.

<b>Summary Cash Flow Statement</b>	<b>Cash flows 2016/17 £000s</b>	<b>Cash flows 2017/18 £000s</b>
<b>Cash &amp; Cash Equivalents 1 April</b>	<b>(3,303)</b>	<b>(3,044)</b>
Net cash flow from:		
Operating activity	(2,303)	(7,248)
Investing activity	(548)	6,393
Financing activity	3,110	125
<b>Cash &amp; Cash Equivalents 31 March, made up of:</b>	<b>(3,044)</b>	<b>(3,774)</b>
Bank Accounts	(2,040)	(2,069)
Money Market Funds	(1,004)	(1,705)

The table shows a cash inflow of £7.248m from operating activity. This is the net of our cash income including government grants, council tax and charges for services, less how much cash has been paid out, for example for salaries and goods that have been purchased. Cash flows from investing activity show an



# Joint Chief Finance Officer Narrative Report

outflow of £6.393m and primarily represents the net balance of investment deposits less the amount of cash received when the investment comes to the end of its term. Investment activity provides a way to manage resources that will be used to fund future expenditure, earning interest on any balances. Investment activity also includes cash flows from the purchase and sale of capital assets (e.g. property). Cash flows arising from financing activities show a net cash outflow of £0.125m, this being amount of cash used in relation to financing and borrowing. The Commissioner has no borrowing other than that which relates to finance leases and the PFI agreement. An amount of £125k was paid to reduce those debts during the year.

The Commissioner's cash flow statement shows an overall balance of £3.774m, compared to £3.044m in 2016/17, reflecting an increase in cash and cash equivalents of £0.730m over the year. At the end of the year £1.705m of the Commissioner's cash deposits was held in money market funds and £2.069m in banks.

## Police Officer Pension Fund Account

This statement sets out the transactions on the police officer pension fund account for the year. The statement records all the contributions that have been made during the year to the pension fund. These are primarily contributions from employees and the Constabulary as employer. Contribution rates are set nationally by the Home Office. There are also small amounts of other contributions. These are either transferred contributions, where members join the Constabulary and pension scheme during the year, through transfer from another police force, and

transfer in their existing pension benefits. Other contributions also include additional payments made by the employer to cover the cost of ill-health retirements. The fund records the pensions (benefits) that are paid out of the fund to its members. Any difference between the contributions received into the fund and the amount being paid out is met by government grant. This means the police pension fund always balances to nil.

Summary Police Pension Fund	Pension Fund A/C 2016/17 £000s	Pension Fund A/C 2017/18 £000s
Contributions - Employer	(8,133)	(8,194)
Contributions - Officers	(5,179)	(5,185)
Contributions - Other	(419)	(357)
Benefits Payable	32,390	35,724
Other Payments	27	32
<b>Net Amount Payable</b>	<b>18,686</b>	<b>22,020</b>
Contribution from Home Office	(17,590)	(20,918)
Additional Funding Payable by the Police and Crime Commissioner (2.9%)	(1,096)	(1,102)
Net Amount Payable	0	0

The statement identifies contributions into the fund of £8.194m from the Constabulary (employer) and £5.185m from police officers. Employer contribution rates in 2017/18 were maintained at 21.3%. In total £35.724m of pensions have been paid out of the fund. The balance between contributions and those pensions' benefits of £22.020m has been funded by Home Office Grant of £20.918m and additional contributions from the Commissioner of £1.102m. The full police officer pension fund account is shown on pages 94 to 95 of the financial statements accompanied with a page of explanatory notes.

## Supporting Information to the Financial Statements

The key financial statements are supplemented by an explanation of the accounting policies used in preparing the statements. They also contain a comprehensive set of notes that explain in more detail a number of entries in the primary financial statements. A glossary of terms provides an explanation of the various technical accounting terms and abbreviations. The statements are published alongside the Annual Governance Statement for the Police and Crime Commissioner and the Chief Constable in accordance with the 2015 Accounts and Audit (England) Regulations.

## Business Review

During 2017/18 the Commissioner has continued a number of programmes and initiatives working with the Constabulary and wider partners to deliver the key priorities within the Police and Crime Plan. This work has included 'The Bridgeway' Sexual Assault Support Service, which brings together a number of newly commissioned services (forensic-medical, counselling) and a new integrated Independent Domestic and Sexual Abuse Crisis Support Service, which will operate across the county providing support to high risk victims of domestic abuse and victims of rape and serious sexual assault. Since its launch the Bridgeway has provided support to over 400 victims and survivors of sexual assault.

In relation to the provision of wider victim support services, the OPCC commissioned Victim Support to develop and implement a bespoke Quality Framework

and conduct an audit to monitor compliance with the Victims Code in Cumbria. The Quality Assessment Framework is now being adopted in other areas of the country and is seen as best practice in improving the delivery of victim services.

The OPCC has also commissioned programmes to work with perpetrators of domestic abuse, 'Turning the Spotlight' on domestic abuse and 'Step-Up' which focus on reducing incidents of domestic abuse by working with perpetrators and victims providing a holistic support service for the whole family. The 'Turning the Spotlight' programme has received over 400 referrals since its implementation in 2015. Between April 2017 and March 2018, 72 referrals were received by the Step-up programme which aims to change behaviours and reduce domestic abuse incidents perpetrated by adolescents and children on parents and/or carers. Other perpetrator projects include 'The Well' which provides support to ex-offenders and veterans to take control of their recovery from substance abuse, by working on a targeted approach aimed at reducing offending and re-offending using peer champions with lived experiences. Over 300 ex-offenders have been supported directly and a further 700 indirectly through The Well's Mutual Aid Facilitation Project.

The Petal's programme, being delivered by Women's Community Matters, was launched in April 2017. This initiative provides an 8-week one to one support package that works with women who have experienced and perpetrated abuse and those at risk of offending. During the financial year 2017/18 over 50

women have been referred on to the Petals Programme.

There has been a number of new commissioning activities in 2017/18. Principal amongst these was the commissioning and delivery of the 'Get Safe Online project' offering a comprehensive programme of online safety and awareness training over the next three years. Over 400 people have attended the sessions across Cumbria. To support the reducing the harm caused by hate crime, the OPCC has commissioned initiatives including a DVD on Mate Crime. Carlisle MENCAP were funded to design, produce and deliver a DVD on 'Mate Crime' designed to empower disabled people to come forward and report if they have been a victim of, or witness incidents of hate crime. On the 20th March 2018 PCC, Home Office representatives joined Carlisle MENCAP to launch the DVD. The 'Feel the Hate' theatre production, which was delivered across secondary schools in Cumbria in 2017/18 has been re-commissioned for 2018/19 following its success. The production focuses on raising awareness around the impacts of hate crime. This is being delivered alongside a 1 year pilot of interventions aimed at reducing hate based incidents. The Value, Attitudes and Behaviours programme will work with offenders and perpetrators aged 18 years and above who have committed a hate based incident and will focus on changing behaviours and attitudes. Remedi have been commissioned to deliver restorative practices across Cumbria by giving victims the chance to decide how offenders should pay a consequence for the crime they have committed. This includes the chance for the victim to meet with offender. To date over 80 victims were supported by

Remedi, 96% of victims who received a service indicated they felt safer and/or at least satisfied with the service they have received.

Prevention work has been a key theme for partnership activity. For young people a Child Sexual Exploitation 'Be SAVY' Programme delivered by Brathay Trust is a 6-month intervention programme with weekly sessions for participants aged between 12 to 17 years having been assessed as vulnerable to child sexual exploitation. 82% of those who engaged in the programme reported they were more able to recognise a healthy relationship. During 2017/18 the return of the 'Chelsea's Choice' theatre production which educates young people to the risks of CSE, has reached over 6,000 students each year. Of students who saw the production 99% reported they had a better understanding of CSE and grooming. Funding has been provided to Skelton Brownies working in partnership with Barnardos to deliver child sexual exploitation awareness raising sessions to Girl Guiding, Brownies and Scout leaders across Cumbria. The training has enabled these groups to engage with in excess of 4,000 girls and boys aged 8 to 15 years from diverse socio-economic backgrounds.

A significant priority for the Commissioner is the continued support provided to the Constabulary to manage demands for service. Following a successful funding bid to the Home Office in 2016/17, the OPCC, Police and partner agency worked collaboratively to establish a Mental Health Crisis Assessment Centre which provides 24/7 multi-agency support and assistance to people at the point mental health crisis

by providing a place of safety. 944 referrals have been received onto the services, resulting in a 28% reduction in the use of Custody as a place of safety.

Multi-agency partnership activity which included; the establishment of Cumbria's first Youth Commission, has enabled young people the opportunity to work alongside the Police and Crime Commissioner to address and develop solutions to issues important to or impacting on them. The Youth Commission are working with several partner agencies to address issues highlighted in the Youth Commission's 1st Annual report from 2016/17. A number of grants have been made available for community groups, including several youth groups, for initiatives and innovative schemes, which support the objectives of the Police and Crime Plan including preventing and reducing the harm caused by anti-social behaviour. The Commissioner has also sought to engage with young people and encourage citizens in policing through the launch of mini police in Cumbria.

In fulfilment of the new statutory requirement for the Commissioner to collaborate on the delivery of emergency services, during 2017/18 the Commissioner undertook an options appraisal exercise to determine the approach to 'Bluelight' collaboration. Following the conclusion of this work and consultation with significant stakeholders, it was decided that for the moment a collaborative model of service delivery would be adopted. Under this approach existing management arrangements will be maintained. In order to progress collaboration in respect of Bluelight services in 2017/18, the Commissioner appointed a

Blue light Collaboration Manager, whose role is to work with emergency services partners including the Constabulary to develop more co-operative and efficient ways of working between the police and fire service.

Our key events diary sets out the significant activities that have shaped our work over the year, proving an overview of what we have delivered and achieved.

## Key Events

### April 2017

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- Independent Custody Visitors attend the ICV Annual Conference.
  - Dignity in Dementia programme funded by PCC wins NHS Northern Lights Dementia Award.
  - PCC launches Community Awards Scheme to recognise the outstanding work carried out by people within Cumbria from a voluntary or professional capacity.
  - PCC awards 'Turning the Spotlight' on Domestic Abuse Intervention Project to Victim Support following a competitive tender exercise.
  - 7 Projects are awarded funding from the PCC's Community Fund
- 

### May 2017

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- PCC attends the launch of the Cinnamon Network aimed at helping vulnerable people within Cumbria.
  - PCC attends launch of the Triple A project 'All About Autism' the training film for police officer aims to raise awareness and promote an understanding of autism.
  - Chelsea's Choice returns to Cumbria to raise awareness of child sexual exploitation.
- 

### June 2017

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- Get Safe Online project is launched, offering a comprehensive programme of online safety and awareness training over the next three years.
  - Get Safe Online Community Event held during Cumberland Show.
  - 14 projects are awarded funding from the PCC's Property Fund for June 2017.
-

- PCC attended the Pubwatch Star Awards highlighting the exceptional work being undertaken to address the issue of violence and ASB linked to night-time economy.
- Cumbria Independent Custody Visitors join peers across the North West and take part in co-ordinated custody visits to mark Volunteers Week.

## July 2017

- Recruitment begins for additional volunteers for PCC's Independent Custody Visitor Scheme
- PCC announces the winners of the Community Awards for North, South and West Cumbria.

## August 2017

- PCC holds 8 autumn public surgeries across the Cumbria.
- Get Safe Online Business Event was held aimed at raising awareness of the risks of online safety to businesses in Cumbria.

## September 2017

- PCC attends Cumbria Pride Event in Carlisle
- PCC publishes his first Annual Report
- Get Safe Online Community event held during Westmorland Show
- 5 projects are awarded funding from the PCC Property Fund for September 2017
- PCC in partnership with Safer Cumbria held Domestic Abuse and Sexual Violence Support Service consultation.
- PCC reduces staff costs by combining existing roles of two senior members of staff to cover Chief Executive Post.

## October 2017

- Launch of Gateway 4 Women Centre in Carlisle offering a holistic approach to women's health and well-being.
- PCC funds theatre production 'Feel the Hate' aimed at raising awareness of hate crime.
- Funds North Cumbria Girlguiding and Barnardos to deliver a training programme aimed at preventing child sexual exploitation.
- PCC supports world Mental Health Day
- PCC appoints BlueLight Collaboration Manager to coordinate the collaboration between Police and Fire Service.

## November 2017

- PCC joins staff and volunteers in the second phase of training in preparation for the delivery of 'Turning the Spotlight' on Domestic Abuse programme.
- PCC visits Garden Life, the project funded through the Commissioners Community Fund aims to help reduce youth offender behaviour and youth re-offending.
- PCC attends Brathay Trust to support the OPCC funded 'Be SAVY' project to help safeguard youngsters who are at risk of being sexually exploited.
- PCC launches consultation on Council Tax Precept.
- PCC announces Grants are available from Cumbria Victims Charitable Trust.

## December 2017

- Cumbria Youth Commission presents their 1<sup>st</sup> year findings and recommendations to the PCC and Multi-Agency Forum.
- 5 Projects are awarded funding from the PCC's Property Fund for December 2017.

## January 2018

- **PCC launches second consultation on Council Tax Precept**
- PCC in partnership with Young Cumbria announces recruitment drive to find additional young people to join the Cumbria Youth Commission.

## February 2018

- Michele Skeer is appointed as new Chief Constable
- PCC agrees Police Budget for 2018/19
- PCC joins MENCAP to celebrate their 50th Anniversary.

## March 2018

- PCC and Cumbria Constabulary launch 'Mini Police'
- MENCAP launches 'Mate Crime' DVD funded by PCC the DVD aims to raise awareness of this type of hate crime.
- 7 Projects are awarded funding from the PCCs Property Fund for March 2018.

## April 2018

- PCC launches Chelsea's Choice theatre production for a third year aimed at raising awareness of child sexual exploitation to students. Over 5400 students saw the play last



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year and 99% said they had a better understanding of CSE and grooming.

- Independent Custody Visitors attend ICV Annual Conference
- 

## May 2018

- PCC launches a new Integrated Independent Domestic and Sexual Abuse Crisis Support Service which will operate across the county providing support to high risk victims of domestic abuse, rape and serious sexual assault.
  - Work commences on the construction of the new £4.6m Eden Police Deployment Centre.
- 

## Performance Report

We measure our performance across a number of key themes reflecting the priorities in the Police and Crime Plan. These are Effective Policing, Community Safety, Criminal Justice, Customer/Victim Satisfaction and Finance & Value for Money.

### Effective Policing

- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Police Effectiveness Efficiency and Legitimacy (PEEL) Inspections: The PEEL Inspections judge the efficiency, effectiveness and legitimacy of the Constabulary in keeping people safe and reducing crime. For 2017 HMICFRS determined that the judgement for Cumbria Constabulary was 'good' in all aspects of effectiveness, efficiency and legitimacy. The Chief Constable reports to the Police and Crime Commissioner on how the Constabulary will tackle any areas requiring improvement and her response to HMICFRS recommendations.
- For 2017/18 overall crime increased by 12.4%, which equates to an increase of 3,144 crimes over

the 12 month period to 31st March 2018. Cumbria is not alone in this trend with all forces nationally with the exception of the City of London reporting an increase. The increase is largely attributable to improved crime reporting. Based on figures to December 2017 Cumbria continues to maintain the third lowest level of reported crime in the whole country.

- Violence against the person offences have increased by 28.2% over the year. Whilst all categories of violent crime showed an increase with the exception of homicides, the largest increases were seen in the less serious violence without injury category. Again, improved standards of crime reporting and recording are the principal reasons for the increase. Cumbria is the 2nd lowest force nationally for volume of crimes.

### Community Safety

- Antisocial behaviour has continued to fall, and has seen a 8.5% reduction compared to the same period last year; this includes a 9.5% reduction in youth anti-social behaviour. Nationally, Cumbria has the lowest number of incidents (excluding City of London).
- Hate crimes and incidents continue to be closely monitored. During 2017/18, the number of incidents rose by 32.7%. The Constabulary and partners continue to work to encourage reporting of hate crime. Based on the latest data to 2016/17 Cumbria remains one of the lowest forces for hate crimes both nationally and in the North West region.
- Work has also targeted increased reporting for sexual and domestic violence. During the year

reported incidents of domestic abuse have increased by 2.6% and there has been a 32.2% increase in sexual offences.

## Criminal Justice

- All recorded offences are assigned an outcome based on a national framework for crime. Crime outcomes are classed as positive where the offender is either charged or summonsed, receives an out of court disposal or where the Crown Prosecution Service (CPS) or police determine it is not in the public interest to prosecute. In all cases the crime outcome represents positive police activity in detecting the crime. Positive crime outcome performance is 24.3% for 2017/18.
- Cumbria conviction rates for Magistrates Court cases for the quarter to December 2017 equated to 91.6%, which is ranked 1st nationally amongst 42 forces. Crown Court convictions for the same period equated to 85.3%, Cumbria is ranked 10th out of 42 forces.

## Customer and Victim Satisfaction

- Performance in customer and victim satisfaction is measured through regular independent surveys following police contact. This is supplemented by the process for police complaints that includes independent sampling of complaint files and scrutiny of local to national comparatives against complaints upheld.
- The latest satisfaction figures for the overall service experience (which includes criteria such as 'making contact', 'action taken', treatment by staff) remain high at 87.8%, which compares to 88.1% in 2016/17.

- When allegations are made against the police, those resolved locally perform well against national comparative timescales.

## Finance & Value for Money

- We measure our performance against targets for achieving financial outturn within a percentage of the net budget. For 2017/18 this was set at 1% for the revenue budget and 8% for the capital budget.
- Actual performance for revenue (excluding the one off contribution to provisions) was 0.2%, achieving well within the target.
- Capital outturn was 42% below budget, falling significantly outside target. Whilst this was a disappointing result, the year-end position was expected and was impacted by business decisions and circumstances largely beyond the control of the departments delivering the capital programme. Stretch targets will continue to be set for capital expenditure going forward as a recognised area for performance improvement.
- In previous years the budget for the Commissioner and Office of the Police and Crime Commissioner was benchmarked against HMIC Value for Money profiles. Following the inclusion of fire and rescue services under the remit of HMIC, costs for police and crime commissioners are no longer included in the VFM comparators. It has therefore not been possible to undertake a Value for Money analysis for the Office of the Police and Crime Commissioner for 2017/18.
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2017 PEEL inspection assessed the Constabulary as good in respect of efficiency.

- Outcomes against wider performance measures that indicate the effectiveness of activity and interventions are strong against the priority areas of keeping crime at low levels, reducing anti-social behaviour, bringing criminals to justice and increasing reporting of hate crime and domestic and sexual abuse.
- Collectively, these indicators provide assurance of Value for Money in respect of the 2017/18 financial year.

## The Future Outlook

Following his election in 2016, Peter McCall the Police and Crime Commissioner for Cumbria launched his Police and Crime Plan covering the period to 2020. The Plan's key theme is 'Making Cumbria Even Safer' and sets the strategic direction for policing and wider aims for enhancing community safety, criminal justice and supporting victims.

The overall financial position remains strong, which is reflected in the Medium Term Financial Forecast, which sets out the revenue budget position until 2021/22 and a capital programme, which is fully funded over the same period and will support delivery of the 2016-2020 Police and Crime Plan. The current financial position has primarily arisen as a result of positive action on behalf of the Constabulary to reduce costs in the context of reductions in government funding since 2010. This has enabled reserves to be maintained at a level that balances financial resilience and supports continued investment.

The Medium Term Financial Strategy and 2018/19 budget was approved in the context of the Government's undertaking to protect police grants in cash terms for two years to 2019/20 and affording Commissioner's increased flexibility to raise council tax over the same period. However, the greater certainty with respect to funding is accompanied by increasing cost pressures following the Government's decision to remove the public sector pay cap and the economic uncertainty regarding Brexit. Training and pension costs are also expected to rise over the short to medium term.

Against this background the 2018/19 budget resources an establishment of 1147 Police Officers, an increase of 25 and a maintenance of Police, Community Support Officers at 95. The budget also supports the roll out of body worn video for all officers, which is expected to provide improved evidence to support criminal justice. The budget provides £116.902m funding for the Chief Constable to deliver policing for Cumbria. The longer term 10 year capital programme commits to £59.5m investment across the estate, fleet and ICT.

Whilst the position is financially resilient in the short term, the future outlook is uncertain. Based on the MTFF assumptions savings, will need to be delivered from 2020/21 to balance the budget forecast, which will rise to £3.7m by 2021/2022. The most significant medium term risk to the forecast and delivery of the Police and Crime Plan remains the potential review of the police funding formula, which has now been delayed until the next Comprehensive Spending Review from 2020/21.

# Joint Chief Finance Officer Narrative Report

In light of the financial outlook above and in the context of the MTFF and savings plans, the Commissioner and the Joint Chief Finance Officer have reviewed the going concern position of the PCC/Group and have concluded that it is appropriate to produce the Commissioner's accounts on a going concern basis.

## Acknowledgements

The financial statements were originally authorised for issue by me as Joint Chief Finance Officer on 24 May 2018. Following completion of the audit, they were re-authorised by me on 19 July 2018 and were formally approved by the Police and Crime Commissioner on 19 July 2018.

In closing, it is appropriate to acknowledge the dedication and professionalism of Michelle Bellis the Deputy Chief Finance Officer, Lorraine Holme and the wider finance team in again achieving the closure of accounts and the publication of these Statements against challenging deadlines and complex financial reporting standards.

Roger Marshall

Joint Chief Finance Officer

The accounts present a true and fair view of the position of the Police and Crime Commissioner for Cumbria Single Entity and Group Accounts as at 31 March 2018 and its income and expenditure for the year there ended.

Signature removed for publication on website

Roger Marshall CPFA

Joint Chief Finance Officer

Date: 19 July 2018

Signature removed for publication on website

Peter McCall

Police and Crime Commissioner

Date: 19 July 2018.

## 1 The Commissioner's Responsibilities

The Police and Crime Commissioner (The Commissioner/PCC) is the recipient of funding relating to policing and crime reduction and has statutory responsibility for the Police Fund. The Commissioner is required to:

- make arrangements for the proper administration of his financial affairs and to secure that one of his officers has the responsibility for the administration of those affairs. In this organisation, that officer is the Joint Chief Finance Officer (CFO).
- manage his affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- approve the Statement of Accounts including annexes to the Statement of Accounts.

## 2 The Chief Constable's Responsibilities

The Chief Constable (the CC) is accountable to the Police and Crime Commissioner for the management of resources and expenditure by the police force. All funding for the Chief Constable comes from the Police and Crime Commissioner. The Chief Constable is required to:

- make arrangements for the proper administration of her financial affairs and to secure that one of her officers has the responsibility for the administration of those affairs. In this organisation, that officer is the Joint Chief Finance Officer (CFO).
- manage her affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- approve the Statement of Accounts including annexes to the Statement of Accounts.

## 3 The Joint Chief Finance Officer's Responsibilities

The Joint Chief Finance Officer is responsible for the preparation of the Commissioner's, Chief Constable's and Group Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

In preparing this Statement of Account, the CFO has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that are reasonable and prudent;
- complied with the local authority code.



## Responsibilities for the Statement of Accounts

The CFO has also:

- kept proper accounting records, which were up to date
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

The CFO should sign and date the Statement of Accounts, stating that it presents a true and fair view of the financial position of the organisation at the reporting date and its income and expenditure for the year ended 31 March 2018.



## Independent auditor's report to the Police and Crime Commissioner for Cumbria

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the financial statements of the Police and Crime Commissioner for Cumbria (the 'Police and Crime Commissioner') and its subsidiary the Chief Constable for Cumbria Constabulary (the 'group') for the year ended 31 March 2018 which comprise the , the Comprehensive Income and Expenditure Statement – Group, the Comprehensive Income and Expenditure Statement – PCC, Movement in Reserves Statement – Group, Movement in Reserves Statement – PCC, the Balance Sheet – PCC & Group, the Cash Flow Statement – PCC & Group and notes to the financial statements, including a summary of significant accounting policies and Annexes A, B, C and D and include the Police Officer Pension Fund Account comprising the Police Officer Pension Fund Account, Pension Fund Net assets and Liabilities and the notes to financial statements. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2017/18.

In our opinion the financial statements:

- give a true and fair view of the financial position of the group and of the Police and Crime Commissioner as at 31 March 2018 and of the group's expenditure and income and the Police and Crime Commissioner's expenditure and income for the year then ended;
- have been prepared properly in accordance with the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2017/18; and
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and the Police and Crime Commissioner in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Who we are reporting to

This report is made solely to the Police and Crime Commissioner, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. Our audit work has been undertaken so that we might state to the Police and Crime Commissioner those matters we are required to state to the Police and Crime Commissioner in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Police and Crime Commissioner as a body, for our audit work, for this report, or for the opinions we have formed.

#### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Joint Chief Finance Officer's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Joint Chief Finance Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the Police and Crime Commissioner's ability to continue to

# Independent Auditor's Report

adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The Joint Chief Finance Officer is responsible for the other information. The other information comprises the information included in the Statement of Accounts, the Joint Chief Finance Officer Narrative Report and Annex D - Annual Governance Statement, other than the group and Police and Crime Commissioner financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge of the group and the Police and Crime Commissioner obtained in the course of our work including that gained through work in relation to the Police and Crime Commissioner's arrangements for securing value for money through economy, efficiency and effectiveness in the use of its resources or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Other information we are required to report on by exception under the Code of Audit Practice

Under the Code of Audit Practice published by the National Audit Office on behalf of the Comptroller and Auditor General (the Code of Audit Practice) we are required to consider whether the Annual Governance Statement does not comply with the 'Delivering Good Governance in Local Government: Framework (2016)' published by CIPFA and SOLACE or is misleading or inconsistent with the information of which we are aware from our audit. We are not required to consider whether the Annual Governance Statement addresses all risks and controls or that risks are satisfactorily addressed by internal controls.

We have nothing to report in this regard.

## Opinion on other matter required by the Code of Audit Practice

In our opinion, based on the work undertaken in the course of the audit of the financial statements and our knowledge of the Police and Crime Commissioner gained through our work in relation to the Police and Crime Commissioner's arrangements for securing economy, efficiency and effectiveness in its use of resources, the other information published together with the financial statements in the Statement of Accounts, the Joint Chief Finance Officer Narrative Report and Annex D - Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which we are required to report by exception

Under the Code of Audit Practice we are required to report to you if:

- we have reported a matter in the public interest under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we have made a written recommendation to the Police and Crime Commissioner under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we have exercised any other special powers of the auditor under the Local Audit and Accountability Act 2014.

We have nothing to report in respect of the above matters.

# Independent Auditor's Report

## **Responsibilities of the Police and Crime Commissioner and the Joint Chief Finance Officer for the financial statements**

As explained more fully in the Responsibilities for the Statement of Account, the Police and Crime Commissioner is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. That officer is the Joint Chief Finance Officer. The Joint Chief Finance Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2017/18, which give a true and fair view, and for such internal control as the Chief Financial Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Joint Chief Finance Officer is responsible for assessing the group's and the Police and Crime Commissioner's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the group or the Police and Crime Commissioner lacks funding for its continued existence or when policy decisions have been made that affect the services provided by the group or the Police and Crime Commissioner.

The Police and Crime Commissioner is Those Charged with Governance.

## **Auditor's responsibilities for the audit of the financial statements**

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

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

## **Report on other legal and regulatory requirements - Conclusion on the Police and Crime Commissioner's arrangements for securing economy, efficiency and effectiveness in its use of resources**

### **Conclusion**

On the basis of our work, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, we are satisfied that the Police and Crime Commissioner put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

### **Responsibilities of the Police and Crime Commissioner**

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

### **Auditor's responsibilities for the review of the Police and Crime Commissioner's arrangements for securing economy, efficiency and effectiveness in its use of resources**

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

# Independent Auditor's Report

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, as to whether in all significant respects the Police and Crime Commissioner had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Police and Crime Commissioner put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to be satisfied that the Police and Crime Commissioner has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

## Report on other legal and regulatory requirements - Certificate

We certify that we have completed the audit of the financial statements of the Police and Crime Commissioner in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice.

*Robin J Baker*

Robin Baker  
for and on behalf of Grant Thornton UK LLP, Appointed Auditor

Royal Liver Building  
Liverpool  
L3 1PS

30 July 2018

The Statement of Accounts includes four primary or core financial statements:

- **Comprehensive Income and Expenditure Statement** - This statement summarises the resources that have been generated and consumed in providing policing and crime reduction services during the year. It includes all day to day expenses and related income on an accruals basis, as well as transactions measuring the value of fixed assets actually consumed and the real projected value of retirement benefits earned by employees in the year.

The expenditure in the statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. Authorities raise taxation to cover expenditure in accordance with regulations; this may be different from the accounting cost. The taxation position is shown in the movement in reserves statement.

*Due to the size of the statements, the positions for the Group and the PCC are shown in separate tables.*

- **Movement in Reserves Statement** - This statement shows the movement in the year on the different reserves held by the Commissioner, analysed into 'Usable Reserves' (i.e. those that can be applied to fund expenditure or reduce taxation) and other 'Unusable Reserves'. The Surplus (or Deficit) on the Provision of Services line shows the true economic cost of providing the Commissioner's services, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the Police Fund Balance for Council Tax setting purposes. The Net Increase/Decrease before Transfers to Earmarked Reserves line shows the statutory Police Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Commissioner.

*Due to the size of the statements, the positions for the Group and the PCC are shown in separate tables, the figures for 2017/18 and the comparators for 2016/17 are also shown in separate tables.*



- **Balance Sheet** – This statement shows the value as at the balance sheet date of the assets and liabilities recognised by the Commissioner. The net assets (assets less liabilities) are matched by the reserves held by the Commissioner. Reserves are reported in two categories.

The first category of reserves are **usable reserves**, i.e. those reserves that the Commissioner may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the capital receipts reserve that may only be used to fund capital expenditure or repay debt).

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

*The balance sheet for the Group and PCC are shown side by side and include both 2017/18 figures and 2016/17 comparators.*

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

*The cash flow statement for the Group and PCC are shown side by side and include both 2017/18 figures and 2016/17 comparators.*

# Comprehensive Income and Expenditure Statement – Group

Comprehensive Income and Expenditure Statement (Group)	Notes	Group	Group	Group	Group	Group	Group
		2016/17	2016/17	2016/17	2017/18	2017/18	2017/18
		Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure
		£000s	£000s	£000s	£000s	£000s	£000s
Cost of Policing and Crime Services	#	99,000	(8,907)	90,093	104,646	(9,935)	94,711
<b>Cost of Policing and Crime Services</b>		<b>99,000</b>	<b>(8,907)</b>	<b>90,093</b>	<b>104,646</b>	<b>(9,935)</b>	<b>94,711</b>
<b>Other Operating Expenditure</b>							
(Gain)/loss on disposal of non current assets	9e	0	21	21	0	260	260
Transfer to Pension Fund/Pension Top Up Grant		17,590	(17,590)	0	20,917	(20,917)	0
		<b>17,590</b>	<b>(17,569)</b>	<b>21</b>	<b>20,917</b>	<b>(20,657)</b>	<b>260</b>
<b>Financing and Investment Income and Expenditure</b>							
Interest payable on PFI unitary payments		633	0	633	619	0	619
Net Interest on the net defined benefit liability (asset)	Annex C (Pg 111)	40,547	(3,938)	36,609	37,432	(3,425)	34,007
Investment property rental income		0	(12)	(12)	0	0	0
Investment interest income		0	(102)	(102)	0	(90)	(90)
		<b>41,180</b>	<b>(4,052)</b>	<b>37,128</b>	<b>38,051</b>	<b>(3,515)</b>	<b>34,536</b>
<b>Taxation and Non-Specific Grant Income</b>							
Recognised capital grants and contributions	27	0	(429)	(429)	0	(364)	(364)
Income from Council Tax	29	0	(36,113)	(36,113)	0	(37,212)	(37,212)
Council Tax Grant (Freeze & Support)	27	0	(4,850)	(4,850)	0	(4,850)	(4,850)
Formula Funding	27	0	(30,822)	(30,822)	0	(30,391)	(30,391)
Home Office Police Grant	27	0	(28,721)	(28,721)	0	(28,320)	(28,320)
PFI Grant	27	0	(687)	(687)	0	(687)	(687)
		<b>0</b>	<b>(101,622)</b>	<b>(101,622)</b>	<b>0</b>	<b>(101,824)</b>	<b>(101,824)</b>
<b>(Surplus) or Deficit on Provision of Services</b>		<b>157,770</b>	<b>(132,150)</b>	<b>25,620</b>	<b>163,614</b>	<b>(135,931)</b>	<b>27,683</b>
<b>Surplus or Deficit on revaluation of Property, Plant and Equipment Assets</b>							
Revaluation (Gains)	9			(1,825)			(108)
Revaluation losses (chargeable to revaluation reserve)	9			618			0
Surplus or deficit on revaluation of available for sale financial assets				18			(7)
<b>Actuarial (gains) / losses on pension assets / liabilities</b>							
- Matching the entry to the pensions reserve	Annex C (Pg 111)			227,972			(89,091)
<b>Other Comprehensive Income and Expenditure</b>				<b>226,783</b>			<b>(89,206)</b>
<b>Total Comprehensive Income and Expenditure</b>				<b>252,403</b>			<b>(61,523)</b>

# A more detailed analysis of the figures that make up the “Cost of Policing and Crime Services” can be found in the Expenditure and Funding Analysis (Note 5) and in the Expenditure and Income Analysed by Nature note (Note 6).

# Comprehensive Income and Expenditure Statement – PCC

Comprehensive Income and Expenditure Statement (PCC)	Notes	PCC	PCC	PCC	PCC	PCC	PCC
		2016/17	2016/17	2016/17	2017/18	2017/18	2017/18
		Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure
		£000s	£000s	£000s	£000s	£000s	£000s
Cost of Policing and Crime Services	#	14,069	(16,288)	(2,219)	13,412	(17,980)	(4,568)
Funding Provided by PCC to CC		105,327	0	105,327	105,851	0	105,851
<b>Cost of Policing and Crime Services</b>		<b>119,396</b>	<b>(16,288)</b>	<b>103,108</b>	<b>119,263</b>	<b>(17,980)</b>	<b>101,283</b>
<b>Other Operating Expenditure</b>							
(Gain)/loss on disposal of non current assets	9e	0	21	21	0	260	260
Transfer to Pension Fund/Pension Top Up Grant		17,590	(17,590)	0	20,917	(20,917)	0
		<b>17,590</b>	<b>(17,569)</b>	<b>21</b>	<b>20,917</b>	<b>(20,657)</b>	<b>260</b>
<b>Financing and Investment Income and Expenditure</b>							
Interest payable on PFI unitary payments		633	0	633	619	0	619
Net Interest on the net defined benefit liability (asset)	Annex C (Pg 112)	117	(95)	22	128	(97)	31
Investment property rental income		0	(12)	(12)	0	0	0
Investment interest income		0	(102)	(102)	0	(90)	(90)
		<b>750</b>	<b>(209)</b>	<b>541</b>	<b>747</b>	<b>(187)</b>	<b>560</b>
<b>Taxation and Non-Specific Grant Income</b>							
Recognised capital grants and contributions	27	0	(429)	(429)	0	(364)	(364)
Income from Council Tax	29	0	(36,113)	(36,113)	0	(37,212)	(37,212)
Council Tax Grant (Freeze & Support)	27	0	(4,850)	(4,850)	0	(4,850)	(4,850)
Formula Funding	27	0	(30,822)	(30,822)	0	(30,391)	(30,391)
Home Office Police Grant	27	0	(28,721)	(28,721)	0	(28,320)	(28,320)
PFI Grant	27	0	(687)	(687)	0	(687)	(687)
		<b>0</b>	<b>(101,622)</b>	<b>(101,622)</b>	<b>0</b>	<b>(101,824)</b>	<b>(101,824)</b>
<b>(Surplus) or Deficit on Provision of Services</b>		<b>137,736</b>	<b>(135,688)</b>	<b>2,048</b>	<b>140,927</b>	<b>(140,648)</b>	<b>279</b>
<b>Surplus or Deficit on revaluation of Property, Plant and Equipment Assets</b>							
Revaluation gains	9			(1,825)			(108)
Revaluation losses (chargeable to revaluation reserve)	9			618			0
Surplus or deficit on revaluation of available for sale financial assets				18			(7)
<b>Actuarial (gains) / losses on pension assets / liabilities</b>							
- Matching the entry to the pensions reserve	Annex C (Pg 112)			541			(269)
<b>Other Comprehensive Income and Expenditure</b>				<b>(648)</b>			<b>(384)</b>
<b>Total Comprehensive Income and Expenditure</b>				<b>1,400</b>			<b>(105)</b>

# A more detailed analysis of the figures that make up the “Cost of Policing and Crime Services” can be found in the Expenditure and Funding Analysis (Note 5) and in the Expenditure and Income Analysed by Nature note (Note 6).

# Movement in Reserves Statement - Group

The figures for the group in 2017/18 are provided in the table below:

Movement in Reserves Statement (Group) Figures for 2017/18										
	Note	Balance at 1 April 2017	Surplus/(deficit) on the provision of services	Other comprehensive income and expenditure	Total comprehensive income and expenditure	Adjustment between accounting basis and funding basis under regulations (Note 7)	Net increase/(decrease) before transfers to/from earmarked reserves	Transfers to/(from) earmarked reserves	Increase/(decrease) in 2017/18	Balance at 31 March 2018
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Usable Reserves</b>										
Police Fund Account	-	3,000	(27,683)	0	(27,683)	26,314	(1,369)	1,369	0	3,000
Earmarked Revenue Reserves	8	3,435	0	0	0	0	0	3,606	3,606	7,041
Earmarked Capital Reserves	8	17,829	0	0	0	0	0	(4,975)	(4,975)	12,854
Capital Receipts Reserve	19	926	0	0	0	523	523	0	523	1,449
Capital Grants Unapplied	19	5,417	0	0	0	364	364	0	364	5,781
<b>Total Usable Reserves</b>		<b>30,607</b>	<b>(27,683)</b>	<b>0</b>	<b>(27,683)</b>	<b>27,201</b>	<b>(482)</b>	<b>0</b>	<b>(482)</b>	<b>30,125</b>
<b>Unusable Reserves</b>										
Revaluation Reserve	20a	9,448	0	108	108	(104)	4	0	4	9,452
Capital Adjustment Account	20b	36,354	0	0	0	672	672	0	672	37,026
Police Pensions Reserve	20e	(1,243,120)	0	78,700	78,700	(23,250)	55,450	0	55,450	(1,187,670)
LGPS Pensions Reserve	20e	(47,136)	0	10,391	10,391	(4,362)	6,029	0	6,029	(41,107)
Collection Fund Adjustment Account	20c	720	0	0	0	(257)	(257)	0	(257)	463
Accumulated Absences Account	20d	(2,856)	0	0	0	100	100	0	100	(2,756)
Available for Sale Financial Instruments Reserve	20f	(18)	0	7	7	0	7	0	7	(11)
<b>Total Unusable Reserves</b>		<b>(1,246,608)</b>	<b>0</b>	<b>89,206</b>	<b>89,206</b>	<b>(27,201)</b>	<b>62,005</b>	<b>0</b>	<b>62,005</b>	<b>(1,184,603)</b>
<b>Total Reserves</b>		<b>(1,216,001)</b>	<b>(27,683)</b>	<b>89,206</b>	<b>61,523</b>	<b>0</b>	<b>61,523</b>	<b>0</b>	<b>61,523</b>	<b>(1,154,478)</b>

The comparative figures for the group in 2016/17 are provided in the table below:

Movement in Reserves Statement (Group) Figures for 2016/17										
	Note	Balance at 1 April 2016	Surplus/(deficit) on the provision of services	Other comprehensive income and expenditure	Total comprehensive income and expenditure	Adjustment between accounting basis and funding basis under regulations (Note 7)	Net increase/(decrease) before transfers to/from earmarked reserves	Transfers to/(from) earmarked reserves	Increase/(decrease) in 2016/17	Balance at 31 March 2017
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Usable Reserves</b>										
Police Fund Account	-	3,000	(25,620)	0	(25,620)	25,961	341	(341)	0	3,000
Earmarked Revenue Reserves	8	3,193	0	0	0	0	0	242	242	3,435
Earmarked Capital Reserves	8	17,730	0	0	0	0	0	99	99	17,829
Capital Receipts Reserve	19	556	0	0	0	370	370	0	370	926
Capital Grants Unapplied	19	5,442	0	0	0	(25)	(25)	0	(25)	5,417
<b>Total Usable Reserves</b>		<b>29,921</b>	<b>(25,620)</b>	<b>0</b>	<b>(25,620)</b>	<b>26,306</b>	<b>686</b>	<b>0</b>	<b>686</b>	<b>30,607</b>
<b>Unusable Reserves</b>										
Revaluation Reserve	20a	8,307	0	1,207	1,207	(66)	1,141	0	1,141	9,448
Capital Adjustment Account	20b	38,973	0	0	0	(2,619)	(2,619)	0	(2,619)	36,354
Police Pensions Reserve	20e	(1,012,460)	0	(208,210)	(208,210)	(22,450)	(230,660)	0	(230,660)	(1,243,120)
LGPS Pensions Reserve	20e	(26,223)	0	(19,762)	(19,762)	(1,151)	(20,913)	0	(20,913)	(47,136)
Collection Fund Adjustment Account	20c	739	0	0	0	(19)	(19)	0	(19)	720
Accumulated Absences Account	20d	(2,856)	0	0	0	(1)	(1)	0	(1)	(2,856)
Available for Sale Financial Instruments Reserve	20f	0	0	(18)	(18)	0	(18)	0	(18)	(18)
<b>Total Unusable Reserves</b>		<b>(993,519)</b>	<b>0</b>	<b>(226,783)</b>	<b>(226,783)</b>	<b>(26,306)</b>	<b>(253,089)</b>	<b>0</b>	<b>(253,089)</b>	<b>(1,246,608)</b>
<b>Total Reserves</b>		<b>(963,598)</b>	<b>(25,620)</b>	<b>(226,783)</b>	<b>(252,403)</b>	<b>0</b>	<b>(252,403)</b>	<b>0</b>	<b>(252,403)</b>	<b>(1,216,001)</b>

# Movement in Reserves Statement – PCC

The figures for the PCC Single Entity in 2017/18 are provided in the table below:

Movement in reserves Statement (PCC) Figures for 2017/18		Note	Balance at 1 April 2017	Surplus/ (deficit) on the provision of services	Other comprehensive income and expenditure	Total comprehensive income and expenditure	Adjustment between accounting basis and funding basis under regulations (Note 7)	Net increase / (decrease) before transfers to/from earmarked reserves	Transfers to/(from) earmarked reserves	Increase/ (decrease) in 2017/18	Balance at 31 March 2018
			£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Usable Reserves</b>											
Police Fund Account	-		3,000	(279)	0	(279)	(1,090)	(1,369)	1,369	0	3,000
Earmarked Revenue Reserves	8		3,435	0	0	0	0	0	3,606	3,606	7,041
Earmarked Capital Reserves	8		17,829	0	0	0	0	0	(4,975)	(4,975)	12,854
Capital Receipts Reserve	19		926	0	0	0	523	523	0	523	1,449
Capital Grants Unapplied	19		5,417	0	0	0	364	364	0	364	5,781
<b>Total Usable Reserves</b>			<b>30,607</b>	<b>(279)</b>	<b>0</b>	<b>(279)</b>	<b>(203)</b>	<b>(482)</b>	<b>0</b>	<b>(482)</b>	<b>30,125</b>
<b>Unusable Reserves</b>											
Revaluation Reserve	20a		9,448	0	108	108	(104)	4	0	4	9,452
Capital Adjustment Account	20b		36,354	0	0	0	672	672	0	672	37,026
LGPS Pensions Reserve	20e		(1,258)	0	269	269	(109)	160	0	160	(1,098)
Collection Fund Adjustment Account	20c		720	0	0	0	(257)	(257)	0	(257)	463
Accumulated Absences Account	20d		(7)	0	0	0	1	1	0	1	(6)
Available for Sale Financial Instruments Reserve	20f		(18)	0	7	7	0	7	0	7	(11)
<b>Total Unusable Reserves</b>			<b>45,239</b>	<b>0</b>	<b>384</b>	<b>384</b>	<b>203</b>	<b>587</b>	<b>0</b>	<b>587</b>	<b>45,826</b>
<b>Total Reserves</b>			<b>75,846</b>	<b>(279)</b>	<b>384</b>	<b>105</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>105</b>	<b>75,951</b>

The comparative figures for 2016/17 are provided in the table below:

Movement in Reserves Statement (PCC) Figures for 2016/17		Note	Balance at 1 April 2016	Surplus/ (deficit) on the provision of services	Other comprehensive income and expenditure	Total comprehensive income and expenditure	Adjustment between accounting basis and funding basis under regulations (Note 7)	Net increase / (decrease) before transfers to/from earmarked reserves	Transfers to/(from) earmarked reserves	Increase/ (decrease) in 2016/17	Balance at 31 March 2017
			£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Usable Reserves</b>											
Police Fund Account	-		3,000	(2,048)	0	(2,048)	2,389	341	(341)	0	3,000
Earmarked Revenue Reserves	8		3,193	0	0	0	0	0	242	242	3,435
Earmarked Capital Reserves	8		17,730	0	0	0	0	0	99	99	17,829
Capital Receipts Reserve	19		556	0	0	0	370	370	0	370	926
Capital Grants Unapplied	19		5,442	0	0	0	(25)	(25)	0	(25)	5,417
<b>Total Usable Reserves</b>			<b>29,921</b>	<b>(2,048)</b>	<b>0</b>	<b>(2,048)</b>	<b>2,734</b>	<b>686</b>	<b>0</b>	<b>686</b>	<b>30,607</b>
<b>Unusable Reserves</b>											
Revaluation Reserve	20a		8,307	0	1,207	1,207	(66)	1,141	0	1,141	9,448
Capital Adjustment Account	20b		38,973	0	0	0	(2,619)	(2,619)	0	(2,619)	36,354
LGPS Pensions Reserve	20e		(687)	0	(541)	(541)	(30)	(571)	0	(571)	(1,258)
Collection Fund Adjustment Account	20c		739	0	0	0	(19)	(19)	0	(19)	720
Accumulated Absences Account	20d		(7)	0	0	0	0	0	0	0	(7)
Available for Sale Financial Instruments Reserve	20f		0	0	(18)	(18)	0	(18)	0	(18)	(18)
<b>Total Unusable Reserves</b>			<b>47,325</b>	<b>0</b>	<b>648</b>	<b>648</b>	<b>(2,734)</b>	<b>(2,086)</b>	<b>0</b>	<b>(2,086)</b>	<b>45,239</b>
<b>Total Reserves</b>			<b>77,246</b>	<b>(2,048)</b>	<b>648</b>	<b>(1,400)</b>	<b>0</b>	<b>(1,400)</b>	<b>0</b>	<b>(1,400)</b>	<b>75,846</b>

# Balance Sheet – PCC & Group

Balance Sheet	Notes	PCC	PCC	Group	Group
		31 March 2017	31 March 2018	31 March 2017	31 March 2018
		£000s	£000s	£000s	£000s
<b>Property, Plant &amp; Equipment</b>					
Land and Buildings	9	52,015	51,077	52,015	51,077
Vehicles	9	2,267	3,200	2,267	3,200
Information Technology Equipment	9	6,414	5,806	6,414	5,806
Furniture, Equipment & Plant	9	1,512	1,121	1,512	1,121
Assets Under Construction (Land & Buildings)	9	7	280	7	280
Investment Properties		110	10	110	10
		<b>62,325</b>	<b>61,494</b>	<b>62,325</b>	<b>61,494</b>
Long Term Investments	17	2,043	0	2,043	0
Intangible Assets - Software	11	334	2,003	334	2,003
<b>Long Term Assets</b>		<b>64,702</b>	<b>63,497</b>	<b>64,702</b>	<b>63,497</b>
Short Term Investments	17	8,102	12,082	8,102	12,082
Assets held for sale (within 1yr)	10	1,546	961	1,546	961
Inventories		0	0	253	232
Short Term Debtors (external)	14	13,882	13,944	13,882	13,944
Short Term Debtors (amounts owed to PCC by CC re CC share of external Creditors)	14	8,164	11,542	0	0
Short Term Debtors (funding balance owed to PCC by CC)	14	4,688	4,500	0	0
Cash and Cash Equivalents	CF6	3,044	3,774	3,044	3,774
<b>Current Assets</b>		<b>39,426</b>	<b>46,803</b>	<b>26,827</b>	<b>30,993</b>
Short Term Creditors (external)	15	(10,927)	(13,906)	(10,927)	(13,906)
Short Term Creditors (amounts owed by PCC to CC re CC share of external debtors)	15	(4,520)	(4,386)	0	0
Short Term Creditors (funding balance due from PCC to CC)	15	(6,565)	(10,072)	0	0
PFI Finance Lease Liability Due within 1 Year	12	(125)	(142)	(125)	(142)
<b>Current Liabilities</b>		<b>(22,137)</b>	<b>(28,506)</b>	<b>(11,052)</b>	<b>(14,048)</b>
Provisions	16	0	0	(1,335)	(1,398)
Other Long Term Liabilities					
Pensions liability - Police	18	0	0	(1,243,120)	(1,187,670)
Pensions liability - LGPS	18	(1,258)	(1,098)	(47,136)	(41,107)
PFI Finance Lease Liability	12	(4,887)	(4,745)	(4,887)	(4,745)
<b>Long Term Liabilities</b>		<b>(6,145)</b>	<b>(5,843)</b>	<b>(1,296,478)</b>	<b>(1,234,920)</b>
<b>Net Assets</b>		<b>75,846</b>	<b>75,951</b>	<b>(1,216,001)</b>	<b>(1,154,478)</b>
<b>Usable reserves</b>	19				
Police Fund		3,000	3,000	3,000	3,000
Earmarked reserves (revenue)	8	3,435	7,041	3,435	7,041
Earmarked reserves (capital)	8	17,829	12,854	17,829	12,854
Capital Receipts Reserve	7	926	1,449	926	1,449
Capital Grants Unapplied	7	5,417	5,781	5,417	5,781
		<b>30,607</b>	<b>30,125</b>	<b>30,607</b>	<b>30,125</b>
<b>Unusable Reserves</b>	20				
Revaluation Reserve	20a	9,448	9,452	9,448	9,452
Capital Adjustment Account	20b	36,354	37,026	36,354	37,026
Pensions Reserve - Police	20e	0	0	(1,243,120)	(1,187,670)
Pensions Reserve - LGPS	20e	(1,258)	(1,098)	(47,136)	(41,107)
Collection Fund Adjustment Account	20c	720	463	720	463
Accumulated Absences Account	20d	(7)	(6)	(2,856)	(2,756)
Available for Sale Financial Instruments Reserve	20f	(18)	(11)	(18)	(11)
		<b>45,239</b>	<b>45,826</b>	<b>(1,246,608)</b>	<b>(1,184,603)</b>
<b>Total Reserves</b>		<b>75,846</b>	<b>75,951</b>	<b>(1,216,001)</b>	<b>(1,154,478)</b>

The unaudited accounts were issued on **24 May 2018** and the audited accounts were authorised for issue on **19 July 2018**.

Signed: signature removed for publication on website

Roger Marshall, Joint Chief Finance Officer.



# Cash Flow Statement – PCC & Group

Cash Flow Statement (PCC and Group)	See Note Below	PCC 2016/17 £000s	PCC 2017/18 £000s	Group 2016/17 £000s	Group 2017/18 £000s
Net (Surplus) or Deficit on the provision of services		2,048	279	25,620	27,683
Adjustment to net surplus or deficit on the provision of services for non-cash movements	CF1	(4,728)	(8,062)	(28,300)	(35,466)
Adjustment for items included in the net surplus or deficit on the provision of services that are investing and financing activities	CF2	377	535	377	535
<b>Net cash (inflow)/ outflow from Operating Activities</b>	CF3	<b>(2,303)</b>	<b>(7,248)</b>	<b>(2,303)</b>	<b>(7,248)</b>
Investing Activities	CF4	(548)	6,393	(548)	6,393
Financing Activities	CF5	3,110	125	3,110	125
<b>Net (increase) or decrease in cash and cash equivalents</b>		<b>259</b>	<b>(730)</b>	<b>259</b>	<b>(730)</b>
Cash and cash equivalents at the beginning of the reporting period		(3,303)	(3,044)	(3,303)	(3,044)
<b>Cash and cash equivalents at the end of the reporting period</b>	CF6	<b>(3,044)</b>	<b>(3,774)</b>	<b>(3,044)</b>	<b>(3,774)</b>
<b>Notes to the Cash Flow Statement</b>					
<b>CF1 - The Adjustment to net surplus or deficit on the provision of services for non-cash movements are made up as follows:</b>					
Depreciation & Amortisation		(4,761)	(4,423)	(4,761)	(4,423)
Impairment & Downward Valuations		(791)	161	(791)	161
Carrying amount of non current assets - sold		(438)	(848)	(438)	(848)
Grants applied to the financing of capital expenditure		429	364	429	364
Pension Liability (Contributions to/from Pensions Reserve)		(30)	(109)	(23,601)	(27,612)
Creditors - Change in Balance Sheet		1,767	(2,980)	1,767	(2,980)
Creditors - Change in Balance Sheet (Adjustment for Purchase of Fixed Assets)		(2,323)	(107)	(2,323)	(107)
Creditors - Adjustment re CC Share of Debtors		(86)	134	0	0
Creditors - Adjustment re Balance of Funding due from PCC to CC		(352)	(3,507)	0	0
Debtors - Change in Balance Sheet		1,977	62	1,977	62
Debtors - Change in Balance Sheet (Adjustment for Purchase of Fixed Assets)		240	0	240	0
Debtors - Change in Balance Sheet (Adjustment for Investment Interest)		(9)	1	(9)	1
Debtors - Adjustment re CC Share of Creditors		(413)	3,378	0	0
Debtors - Adjustment re Balance of Funding due from CC to PCC		62	(188)	0	0
Stock - Change in Balance Sheet		0	0	(15)	(21)
Provisions - Change in Balance Sheet		0	0	(775)	(63)
<b>Adjustment to net surplus or deficit on the provision of services for non-cash movements</b>		<b>(4,728)</b>	<b>(8,062)</b>	<b>(28,300)</b>	<b>(35,466)</b>

# Cash Flow Statement – PCC & Group

Cash Flow Statement (PCC and Group)		PCC 2016/17 £000s	PCC 2017/18 £000s	Group 2016/17 £000s	Group 2017/18 £000s
<b>CF2 - The Adjustment for items included in the net surplus or deficit on the provision of services that are investing and financing activities are made up as follows:</b>					
Proceeds from the Sale of Property, Plant & Equipment and Intangibles		377	535	377	535
<b>Adjustment for items included in the net surplus or deficit on the provision of services that are investing and financing activities</b>		<b>377</b>	<b>535</b>	<b>377</b>	<b>535</b>
<b>CF3 - The cash flows from <i>Operating Activities</i> include the following items:</b>					
Interest received		(111)	(89)	(111)	(89)
Interest Paid		633	599	633	599
<b>CF4 - The cash flows from <i>Investing Activities</i> are made up as follows:</b>					
Purchase of property, plant and equipment and intangible assets		5,117	5,362	5,117	5,362
Purchase of short-term and long-term investments		45,676	30,900	45,676	30,900
Proceeds from the sale of property, plant and equipment and intangible assets		(377)	(535)	(377)	(535)
Proceeds from short-term and long-term investments		(50,535)	(28,970)	(50,535)	(28,970)
Other receipts from investing activities		(429)	(364)	(429)	(364)
<b>Net cash flows from investing activities</b>		<b>(548)</b>	<b>6,393</b>	<b>(548)</b>	<b>6,393</b>
<b>CF5 - The cash flows from <i>Financing Activities</i> are made up as follows:</b>					
Other receipts from financing activities		3,000	0	3,000	0
Cash payments for the reduction of the outstanding liabilities relating to finance leases and on-balance sheet PFI contracts		110	125	110	125
<b>Net cash flows from financing activities</b>		<b>3,110</b>	<b>125</b>	<b>3,110</b>	<b>125</b>
<b>CF6 - The balance of <i>Cash and Cash Equivalents</i> is made up as follows:</b>					
Bank current accounts		(29)	(37)	(29)	(37)
Short-term deposit with bank (overnight)		(2,011)	(2,032)	(2,011)	(2,032)
Investments in Money Market Funds (available on demand)		(1,004)	(1,705)	(1,004)	(1,705)
<b>Total Cash and Cash Equivalents</b>		<b>(3,044)</b>	<b>(3,774)</b>	<b>(3,044)</b>	<b>(3,774)</b>

## Accounting Policy - Cash and Cash Equivalents

Cash is represented by cash in hand, petty cash and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. [Cash and cash equivalents](#) may also include overdrawn balances at the bank where they are an integral part of cash management. Generally, cash and cash equivalents will comprise, cash in hand, bank account balances, overnight deposits and deposits with Money Market Funds which are repayable on demand without penalty or loss of interest.

In accordance with the Commissioner's funding arrangement with the Chief Constable, the Chief Constable is funded on a cash basis, accordingly all cash and cash equivalent balances are recorded on the balance sheet of the Commissioner.

In the Cash Flow Statement, [cash and cash equivalents](#) are shown net of bank overdrafts that are repayable on demand or form an integral part of cash management.

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The notes to the accounts are provided to aid the understanding of material items within the core financial statements. Where the figures provided are different for the Group and PCC Single Entity either separate notes will be provided or a single note will show the respective figures in different columns, these will be headed Group or PCC. Where the figures are the same for the group and single entity a single note is provided, this is headed up PCC/Group. As a general rule, the column showing the figures for 2017/18 will be highlighted, whilst the comparatives for 2016/17 (where provided) will not.

The notes sometimes include terms that may require further explanation. Where possible, explanations are provided within the note, otherwise explanations are provided within the “glossary of terms” in pages 96-98. Terms for which an explanation is provided will be depicted by text that is shown in [teal coloured text and underlined](#).

## 1 Accounting Policies

There are a number of accounting policies that determine how items within the accounts are treated. Where these accounting policies relate to a particular note to the accounts, the accounting policy will now be shown alongside that note in a grey text box. Where an accounting policy is more generic and applicable across the statement accounts it will continue to be shown in a separate technical annex, **Annex A** (see pages 99-101).

## 2 Critical Judgements in Applying Accounting Policies

In applying the accounting policies as set out alongside the relevant note or in Annex A (pages 99 to 101), the Commissioner has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- There is a high degree of uncertainty about future levels of funding for policing. However, the Commissioner has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Commissioner might be impaired as a result of a need to close facilities and reduce levels of service provision.
- The Commissioner is deemed to control the services provided under the PFI agreement in relation to the West Cumbria TPA HQ at Workington. The accounting policies for PFI schemes and similar contracts have been applied to the arrangement. The Commissioner has a number of options regarding ownership of the PFI building beyond the initial 25 year contract period including the right to purchase the asset for half of its market value at that time. In December 2015, the PFI building at Hall Brow Workington experienced flooding for the second time in six years. The impact of the flooding on the building highlighted resilience issues for the longer term in respect of both custody and deployment. As a result, options for the future provision of the police estate in West Cumbria are under review and the capital programme for 2018/19 and beyond includes an indicative scheme which seeks to address those resilience issues and provide a longer term solution to the PFI arrangement. In accounting for the PFI contract it is assumed that there is reasonable certainty that the Commissioner will exercise the right to purchase the building. Accordingly the PFI land and building are recognised as property, plant and equipment in the Commissioner's balance sheet at full value of £7.4m. In addition, a liability for outstanding obligations to pay for the building, which includes the cost of purchasing the asset for half its market value at the end of the PFI period are also shown on the balance sheet. As the PFI contract approaches its end it may be necessary to reflect an additional liability to recognise that the market value of the asset may exceed the construction cost.

## 3 Events after the Balance Sheet Date

A post balance sheet event is an event, subsequent to the date of the financial statements, and for which International Financial Reporting Standards and the Code require adjustment or disclosure. Consideration has been given as to whether any events meet the requirement to be disclosed as a post balance sheet event and it has been concluded that no such matters require disclosure.

The Statement of Accounts was authorised for issue by the Joint Chief Finance Officer on 19 July 2018. Events taking place after this date are not reflected in the financial statements or notes.

### Accounting Policy - Events after the Balance Sheet Date

Events after the balance sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date the Statement of Accounts is authorised for issue which have an impact on the financial statements and are treated as follows. Two types of events can be identified:

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

Events taking place after the authorised for issue date are not reflected in the statement of accounts.

## 4 Assumptions made about the future and other Sources of Estimation Uncertainty

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

The items in the Commissioner's group balance sheet as at 31 March 2018 for which there is significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Property, Plant and Equipment	<p>Land and buildings assets are revalued on a five year rolling basis. Therefore the value of the assets that have not been subject to valuation in the financial year may not reflect the true value of that asset.</p> <p>At the balance sheet date 31 March 2018 the value of property, plant and equipment was £61m.</p>	<p>Revaluation gains and losses or disposal proceeds in future years may be significantly different than anticipated. However, as all land and building assets are subject to an annual impairment review, the impact of this is thought to be immaterial.</p>
Pensions Liability	<p>Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. Two firms of consulting actuaries are engaged to provide the Commissioner with expert advice about the assumptions to be applied for both the Police Pension Scheme (Government Actuaries Department) and the Local Government Pension Scheme (Mercer Ltd).</p> <p>At the balance sheet date, the liability in respect of the LGPS pension scheme was £41m and for the police pension scheme was £1,188m.</p>	<p>The effects on the net pension liability of changes in individual assumptions can be measured. Examples of the impact of changes in individual assumptions is included in the sensitivity analysis provided in the technical annex to the accounts (Annex C) Pension Disclosures (pages 108-119).</p>
Provisions	<p>The Chief Constable has made a provision of £279k for the settlement of insurance liabilities for a number of eventualities which are not covered by external insurers. The provision is based on an actuarial estimate but it is not yet certain that all valid claims have yet been received by the Chief Constable.</p>	<p>An increase over the forthcoming year of 10% in either the number of claims received or the estimated average settlement would each have the effect of adding £28k to the provision needed.</p>
	<p>The Chief Constable has made a provision of £1.119m in relation to the potential cost of legal claims against the Constabulary which are currently ongoing.</p>	<p>An increase over the forthcoming year of 10% in either the number of claims received or the estimated average settlement would each have the effect of adding £112k to the provision needed.</p>



## 5 Expenditure and Funding Analysis

This note shows how annual expenditure is used and funded from resources (government grants, council tax precepts) by the Commissioner in comparison with those resources consumed or earned in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between subjective headings. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

*Due to the size of the statements, the positions for the Group and the PCC are shown in separate tables.*

The figures for the group in 2017/18 are provided in the table below:

Expenditure and Funding Analysis (Group)	As reported for resource management	Adjustment to arrive at the net amount chargeable to the Police Fund balance (Note 5)	Group 2017/18 Net Expenditure Chargeable to the Police Fund balance	Adjustments between Funding and Accounting Basis (Note 7)	Net Expenditure in the Comprehensive Income and Expenditure Statement
	£000s	£000s	£000s	£000s	£000s
<b>Cost of Policing &amp; Crime Services</b>					
Police Officer Pay & Allowances	78,760	0	78,760	(9,570)	69,190
PCSO Pay & Allowances	3,011	0	3,011	(388)	2,623
Police Staff Pay & Allowances	20,247	0	20,247	3,563	23,810
Other Employee Budgets	2,935	0	2,935	0	2,935
Premises Related Expenditure	4,118	0	4,118	0	4,118
Transport Related Expenditure	2,154	0	2,154	0	2,154
Supplies & Services Expenditure	10,236	0	10,236	0	10,236
Third Party Related Expenditure	4,959	0	4,959	0	4,959
Technical Accounting Adjustments	9,993	(4,423)	5,570	(1,309)	4,261
Income from Fees & Charges	(6,089)	0	(6,089)	0	(6,089)
Grants & Contributions	(24,763)	0	(24,763)	0	(24,763)
Use of Capital Receipts	(12)	0	(12)	12	0
Non distributed costs	1,018	0	1,018	0	1,018
Termination Payments	259	0	259	0	259
<b>Net Cost of Services</b>	<b>106,826</b>	<b>(4,423)</b>	<b>102,403</b>	<b>(7,692)</b>	<b>94,711</b>
Other Income and Expenditure	(101,034)	0	(101,034)	34,007	(67,027)
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>5,792</b>	<b>(4,423)</b>	<b>1,369</b>	<b>26,315</b>	<b>27,684</b>
	Police Fund	Earmarked Revenue Reserves	Earmarked Capital Reserves	Total	
Opening Police Fund Balance 1 April 2017	(3,000)	(3,435)	(17,829)	(24,264)	
Less Deficit on Police Fund Balance in Year	0	(3,606)	4,975	1,369	
<b>Closing Police Fund Balance at 31 March 2017</b>	<b>(3,000)</b>	<b>(7,041)</b>	<b>(12,854)</b>	<b>(22,895)</b>	

# Notes to the Accounts

The comparative figures for the group in 2016/17 are provided in the table below:

Expenditure and Funding Analysis (Group)	As reported for resource management	Adjustment to arrive at the net amount chargeable to the Police Fund balance (Note 5)	Group 2016/17 Net Expenditure Chargeable to the Police Fund balance	Adjustments between Funding and Accounting Basis (Note 7)	Net Expenditure in the Comprehensive Income and Expenditure Statement
	£000s	£000s	£000s	£000s	£000s
<b>Cost of Policing &amp; Crime Services</b>					
Police Officer Pay & Allowances	75,570	0	75,570	(13,260)	62,310
PCSO Pay & Allowances	2,674	0	2,674	(21)	2,653
Police Staff Pay & Allowances	20,376	0	20,376	273	20,649
Other Employee Budgets	3,907	0	3,907	0	3,907
Premises Related Expenditure	4,124	0	4,124	0	4,124
Transport Related Expenditure	2,236	0	2,236	0	2,236
Supplies & Services Expenditure	10,193	0	10,193	0	10,193
Third Party Related Expenditure	4,240	0	4,240	0	4,240
Technical Accounting Adjustments	7,964	(4,762)	3,202	2,352	5,554
Income from Fees & Charges	(5,143)	12	(5,131)	0	(5,131)
Grants & Contributions	(21,365)	0	(21,365)	0	(21,365)
Use of Capital Receipts	(8)	0	(8)	8	0
Non distributed costs	417	0	417	0	417
Termination Payments	306	0	306	0	306
<b>Net Cost of Services</b>	<b>105,491</b>	<b>(4,750)</b>	<b>100,741</b>	<b>(10,648)</b>	<b>90,093</b>
Other Income and Expenditure	(101,082)	0	(101,082)	36,609	(64,473)
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>4,409</b>	<b>(4,750)</b>	<b>(341)</b>	<b>25,961</b>	<b>25,620</b>
	<b>Police Fund</b>	<b>Earmarked Revenue Reserves</b>	<b>Earmarked Capital Reserves</b>	<b>Total</b>	
Opening Police Fund Balance 1 April 2016	(3,000)	(3,193)	(17,730)	<b>(23,923)</b>	
Less Deficit on Police Fund Balance in Year	0	(242)	(99)	<b>(341)</b>	
<b>Closing Police Fund Balance at 31 March 2017</b>	<b>(3,000)</b>	<b>(3,435)</b>	<b>(17,829)</b>	<b>(24,264)</b>	

# Notes to the Accounts

The figures for the PCC in 2017/18 are provided in the table below:

Expenditure and Funding Analysis (PCC)	As reported for resource management	Adjustment to arrive at the net amount chargeable to the Police Fund balance (Note 5)	PCC 2017/18 Net Expenditure Chargeable to the Police Fund balance	Adjustments between Funding and Accounting Basis (Note 7)	Net Expenditure in the Comprehensive Income and Expenditure Statement
	£000s	£000s	£000s	£000s	£000s
<b>Cost of Policing &amp; Crime Services</b>					
Police Officer Pay & Allowances	20,918	0	20,918	0	20,918
Police Staff Pay & Allowances	838	0	838	78	916
Other Employee Budgets	60	0	60	0	60
Premises Related Expenditure	(1,167)	0	(1,167)	0	(1,167)
Transport Related Expenditure	(653)	0	(653)	0	(653)
Supplies & Services Expenditure	(1,610)	0	(1,610)	0	(1,610)
Third Party Related Expenditure	3,514	0	3,514	0	3,514
Technical Accounting Adjustments	9,894	(4,423)	5,471	(1,210)	4,261
Income from Fees & Charges	(6,089)	0	(6,089)	0	(6,089)
Grants & Contributions	(24,763)	0	(24,763)	0	(24,763)
Use of Capital Receipts	(12)	0	(12)	12	0
Termination Payments	45	0	45	0	45
Funding Provided by PCC to CC	105,851	0	105,851	0	105,851
<b>Net Cost of Services</b>	<b>106,826</b>	<b>(4,423)</b>	<b>102,403</b>	<b>(1,120)</b>	<b>101,283</b>
Other Income and Expenditure	(101,034)	0	(101,034)	31	(101,003)
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>5,792</b>	<b>(4,423)</b>	<b>1,369</b>	<b>(1,089)</b>	<b>280</b>
	<b>Police Fund</b>	<b>Earmarked Revenue Reserves</b>	<b>Earmarked Capital Reserves</b>	<b>Total</b>	
Opening Police Fund Balance 1 April 2017	(3,000)	(3,435)	(17,829)	<b>(24,264)</b>	
Less Deficit on Police Fund Balance in Year	0	(3,606)	4,975	<b>1,369</b>	
<b>Closing Police Fund Balance at 31 March 2017</b>	<b>(3,000)</b>	<b>(7,041)</b>	<b>(12,854)</b>	<b>(22,895)</b>	

# Notes to the Accounts

The comparative figures for the PCC in 2016/17 are provided in the table below:

Expenditure and Funding Analysis (PCC)	As reported for resource management	Adjustment to arrive at the net amount chargeable to the Police Fund balance (Note 5)	PCC 2016/17 Net Expenditure Chargeable to the Police Fund balance	Adjustments between Funding and Accounting Basis (Note 7)	Net Expenditure in the Comprehensive Income and Expenditure Statement
	£000s	£000s	£000s	£000s	£000s
<b>Cost of Policing &amp; Crime Services</b>					
Police Officer Pay & Allowances	17,590	0	17,590	0	17,590
Police Staff Pay & Allowances	826	0	826	8	834
Other Employee Budgets	51	0	51	0	51
Premises Related Expenditure	(1,150)	0	(1,150)	0	(1,150)
Transport Related Expenditure	(930)	0	(930)	0	(930)
Supplies & Services Expenditure	(658)	0	(658)	0	(658)
Third Party Related Expenditure	2,986	0	2,986	0	2,986
Technical Accounting Adjustments	7,965	(4,762)	3,203	2,351	5,554
Income from Fees & Charges	(5,143)	12	(5,131)	0	(5,131)
Grants & Contributions	(21,365)	0	(21,365)	0	(21,365)
Use of Capital Receipts	(8)	0	(8)	8	0
Funding Provided by PCC to CC	105,327	0	105,327	0	105,327
<b>Net Cost of Services</b>	<b>105,491</b>	<b>(4,750)</b>	<b>100,741</b>	<b>2,367</b>	<b>103,108</b>
Other Income and Expenditure	(101,082)	0	(101,082)	22	(101,060)
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>4,409</b>	<b>(4,750)</b>	<b>(341)</b>	<b>2,389</b>	<b>2,048</b>
	<b>Police Fund</b>	<b>Earmarked Revenue Reserves</b>	<b>Earmarked Capital Reserves</b>	<b>Total</b>	
Opening Police Fund Balance 1 April 2016	(3,000)	(3,193)	(17,730)	<b>(23,923)</b>	
Less Deficit on Police Fund Balance in Year	0	(242)	(99)	<b>(341)</b>	
<b>Closing Police Fund Balance at 31 March 2017</b>	<b>(3,000)</b>	<b>(3,435)</b>	<b>(17,829)</b>	<b>(24,264)</b>	

## 5.a Note to the Expenditure Funding Analysis

This note provides a reconciliation of the main adjustments to net expenditure chargeable to the Police Fund (as detailed in note 6) to arrive at the amounts in the Comprehensive Income and Expenditure Statement (pages 30-31). The relevant transfers between reserves are explained in the Movement in Reserves Statement (pages 32-33).

The figures for the Group for 2017/18 are set out in the table below:

Note to the Expenditure and Funding Analysis (Group)	Group 2017/18						
	Depreciation	Rental Income	Total to arrive at amount charged to the Police Fund	Adjustment for capital purposes (See below)	Net change for the Pensions Adjustment (See below)	Other Differences (See below)	Total Adjustment Between funding and accounting basis
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Cost of Policing &amp; Crime Services</b>							
Police Officer Pay & Allowances	0	0	0	0	(9,570)	0	(9,570)
PCSO Pay & Allowances	0	0	0	0	(388)	0	(388)
Police Staff Pay & Allowances	0	0	0	0	3,563	0	3,563
Technical Accounting Adjustments	(4,423)	0	(4,423)	(1,466)	0	157	(1,309)
Use of Capital Receipts	0	0	0	0	0	12	12
<b>Net Cost of Services</b>	<b>(4,423)</b>	<b>0</b>	<b>(4,423)</b>	<b>(1,466)</b>	<b>(6,395)</b>	<b>169</b>	<b>(7,692)</b>
Other Income and Expenditure	0	0	0	0	34,007	0	34,007
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>(4,423)</b>	<b>0</b>	<b>(4,423)</b>	<b>(1,466)</b>	<b>27,612</b>	<b>169</b>	<b>26,315</b>
<b>Further Analysis of Adjustments</b>							
Depreciation/Amortisation				4,423	0	0	4,423
Minimum Revenue Provision (MRP)				(423)	0	0	(423)
Revaluations				(161)	0	0	(161)
Direct Revenue Contribution				(5,254)	0	0	(5,254)
Capital Grant Reversal				(364)	0	0	(364)
Profit & Loss on Sale of FA				313	0	0	313
Police Pensions - Interest on Liabilities				0	32,820	0	32,820
Police Pensions - Reverse Employer Contributions				0	(31,240)	0	(31,240)
Police Pensions - Current Service Cost				0	20,870	0	20,870
Police Pensions - Curtailment/Settlement				0	800	0	800
LGPS - Interest on Liabilities				0	4,612	0	4,612
LGPS - Return on Plan Assets				0	(3,425)	0	(3,425)
LGPS - Curtailment/Settlement				0	218	0	218
LGPS - Reverse Employer Contributions				0	(2,944)	0	(2,944)
LGPS - Current Service Cost				0	5,901	0	5,901
Use of Capital Receipts				0	0	12	12
Collection Fund Adjustment				0	0	257	257
Accumulated Absences Account Adj				0	0	(100)	(100)
<b>Total Adjustments</b>				<b>(1,466)</b>	<b>27,612</b>	<b>169</b>	<b>26,315</b>

# Notes to the Accounts

The comparative figures for the Group for 2016/17 are set out in the table below:

Note to the Expenditure and Funding Analysis (Group)	Group 2016/17						
	Depreciation	Rental Income	Total to arrive at amount charged to the Police Fund	Adjustment for capital purposes (See below)	Net change for the Pensions Adjustment (See below)	Other Differences (See below)	Total Adjustment Between funding and accounting basis
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Cost of Policing &amp; Crime Services</b>							
Police Officer Pay & Allowances	0	0	0	0	(13,260)	0	(13,260)
PCSO Pay & Allowances	0	0	0	0	(21)	0	(21)
Police Staff Pay & Allowances	0	0	0	0	273	0	273
Technical Accounting Adjustments	(4,761)	0	(4,761)	2,333	0	19	2,352
Income from Fees & Charges	0	12	12	0	0	0	0
Use of Capital Receipts	0	0	0	0	0	8	8
<b>Net Cost of Services</b>	<b>(4,761)</b>	<b>12</b>	<b>(4,749)</b>	<b>2,333</b>	<b>(13,008)</b>	<b>27</b>	<b>(10,648)</b>
Other Income and Expenditure	0	0	0	0	36,609	0	36,609
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>(4,761)</b>	<b>12</b>	<b>(4,749)</b>	<b>2,333</b>	<b>23,601</b>	<b>27</b>	<b>25,961</b>
<b>Further Analysis of Adjustments</b>							
Depreciation/Amortisation				4,761	0	0	4,761
Minimum Revenue Provision (MRP)				(413)	0	0	(413)
Revaluations				791	0	0	791
Direct Revenue Contribution				(2,439)	0	0	(2,439)
Capital Grant Reversal				(429)	0	0	(429)
Pofit & Loss on Sale of FA				62	0	0	62
Police Pensions - Interest on Liabilities				0	35,710	0	35,710
Police Pensions - Reverse Employer Contributions				0	(27,860)	0	(27,860)
Police Pensions - Current Service Cost				0	14,600	0	14,600
LGPS - Interest on Liabilities				0	4,837	0	4,837
LGPS - Return on Plan Assets				0	(3,938)	0	(3,938)
LGPS - Curtailment/Settlement				0	417	0	417
LGPS - Reverse Employer Contributions				0	(3,974)	0	(3,974)
LGPS - Current Service Cost				0	3,809	0	3,809
Use of Capital Receipts				0	0	8	8
Collection Fund Adjustment				0	0	20	20
Accumulated Absences Account Adj				0	0	(1)	(1)
<b>Total Adjustments</b>				<b>2,333</b>	<b>23,601</b>	<b>27</b>	<b>25,961</b>



# Notes to the Accounts

The figures for the PCC for 2017/18 are set out in the table below:

Note to the Expenditure and Funding Analysis (PCC)	Depreciation	Rental Income	Total to arrive at amount charged to the Police Fund	PCC 2017/18 Adjustment for capital purposes (See below)	Net change for the Pensions Adjustment (See below)	Other Differences (See below)	Total Adjustment Between funding and accounting basis
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Cost of Policing &amp; Crime Services</b>							
Police Officer Pay & Allowances	0	0	0	0	0	0	0
PCSO Pay & Allowances	0	0	0	0	0	0	0
Police Staff Pay & Allowances	0	0	0	0	78	0	78
Other Employee Budgets	0	0	0	0	0	0	0
Premises Related Expenditure	0	0	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies & Services Expenditure	0	0	0	0	0	0	0
Third Party Related Expenditure	0	0	0	0	0	0	0
Technical Accounting Adjustments	(4,423)	0	(4,423)	(1,466)	0	256	(1,210)
Income from Fees & Charges	0	0	0	0	0	0	0
Grants & Contributions	0	0	0	0	0	0	0
Use of Capital Receipts	0	0	0	0	0	12	12
Non distributed costs	0	0	0	0	0	0	0
Termination Payments	0	0	0	0	0	0	0
<b>Net Cost of Services</b>	<b>(4,423)</b>	<b>0</b>	<b>(4,423)</b>	<b>(1,466)</b>	<b>78</b>	<b>268</b>	<b>(1,120)</b>
Other Income and Expenditure	0	0	0	0	31	0	31
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>(4,423)</b>	<b>0</b>	<b>(4,423)</b>	<b>(1,466)</b>	<b>109</b>	<b>268</b>	<b>(1,089)</b>
<b>Further Analysis of Adjustments</b>							
Depreciation/Amortisation				4,423	0	0	4,423
Minimum Revenue Provision (MRP)				(423)	0	0	(423)
Revaluations				(161)	0	0	(161)
Direct Revenue Contribution				(5,254)	0	0	(5,254)
Capital Grant Reversal				(364)	0	0	(364)
Profit & Loss on Sale of FA				313	0	0	313
LGPS - Interest on Liabilities				0	128	0	128
LGPS - Return on Plan Assets				0	(97)	0	(97)
LGPS - Curtailment/Settlement				0	0	0	0
LGPS - Reverse Employer Contributions				0	(73)	0	(73)
LGPS - Current Service Cost				0	151	0	151
Use of Capital Receipts				0	0	12	12
Collection Fund Adjustment				0	0	257	257
Accumulated Absences Account Adj				0	0	(1)	(1)
<b>Total Adjustments</b>				<b>(1,466)</b>	<b>109</b>	<b>268</b>	<b>(1,089)</b>

# Notes to the Accounts

The comparative figures for the PCC for 2016/17 are set out in the table below:

Note to the Expenditure and Funding Analysis (PCC)	Depreciation	Rental Income	Total to arrive at amount charged to the Police Fund	PCC 2016/17 Adjustment for capital purposes (See below)	Net change for the Pensions Adjustment (See below)	Other Differences (See below)	Total Adjustment Between funding and accounting basis
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Cost of Policing &amp; Crime Services</b>							
Police Staff Pay & Allowances	0	0	0	0	8	0	8
Technical Accounting Adjustments	(4,761)	0	(4,761)	2,333	0	18	2,351
Income from Fees & Charges	0	12	12	0	0	0	0
Use of Capital Receipts	0	0	0	0	0	8	8
<b>Net Cost of Services</b>	<b>(4,761)</b>	<b>12</b>	<b>(4,749)</b>	<b>2,333</b>	<b>8</b>	<b>26</b>	<b>2,367</b>
Other Income and Expenditure	0	0	0	0	22	0	22
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>(4,761)</b>	<b>12</b>	<b>(4,749)</b>	<b>2,333</b>	<b>30</b>	<b>26</b>	<b>2,389</b>
<b>Further Analysis of Adjustments</b>							
Depreciation/Amortisation				4,761	0	0	4,761
Minimum Revenue Provision (MRP)				(413)	0	0	(413)
Revaluations				791	0	0	791
Direct Revenue Contribution				(2,439)	0	0	(2,439)
Capital Grant Reversal				(429)	0	0	(429)
Profit & Loss on Sale of FA				62	0	0	62
LGPS - Interest on Liabilities				0	117	0	117
LGPS - Return on Plan Assets				0	(95)	0	(95)
LGPS - Curtailment/Settlement				0	0	0	0
LGPS - Reverse Employer Contributions				0	(118)	0	(118)
LGPS - Current Service Cost				0	126	0	126
Use of Capital Receipts				0	0	8	8
Collection Fund Adjustment				0	0	19	19
Accumulated Absences Account Adj				0	0	(1)	(1)
<b>Total Adjustments</b>				<b>2,333</b>	<b>30</b>	<b>26</b>	<b>2,389</b>

## 6 Expenditure and Income Analysed by Nature

This note provides an analysis of the expenditure and income by the nature of that spend/income.

Expenditure and Income	PCC	PCC	Group	Group
	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s
<b>Expenditure</b>				
Police Pay & Allowances	17,590	20,918	75,570	78,760
PCSO Pay & Allowances	0	0	2,674	3,011
Police Staff Pay & Allowances	826	838	20,376	20,247
Other Employee Costs	51	60	3,907	2,935
Premises Related Costs	(1,150)	(1,167)	4,124	4,118
Transport Related Costs	(930)	(653)	2,236	2,154
Supplies & Services	(658)	(1,610)	10,193	10,236
Third Party Payments	2,987	3,514	4,241	4,959
External Interest	633	619	633	619
(Gain)/Loss on the Disposal of Assets	21	260	21	260
Technical Accounting Adjustments	3,222	5,729	3,221	5,828
Non Distributed Costs	0	0	417	1,018
Termination Payments	0	45	306	259
Funding Between PCC & CC	105,327	105,851	0	0
<b>Total Expenditure</b>	<b>127,919</b>	<b>134,404</b>	<b>127,919</b>	<b>134,404</b>
<b>Income</b>				
Income from Fees & Charges	(5,131)	(6,089)	(5,131)	(6,089)
Investment Property Rental Income	(12)	0	(12)	0
Income from Grant & Contributions	(3,775)	(3,846)	(3,775)	(3,846)
Interest & Investment Income	(102)	(90)	(102)	(90)
PFI Grant	(688)	(687)	(688)	(687)
Pensions Top Up grant (Home Office)	(17,590)	(20,917)	(17,590)	(20,917)
<b>Total Income</b>	<b>(27,298)</b>	<b>(31,629)</b>	<b>(27,298)</b>	<b>(31,629)</b>
<b>Use of Reserves</b>				
Transfer to/(from) Earmarked Reserves (Revenue)	242	3,606	242	3,606
Transfer to/(from) Earmarked Reserves (Capital)	99	(4,975)	99	(4,975)
	<b>341</b>	<b>(1,369)</b>	<b>341</b>	<b>(1,369)</b>
<b>External Financing</b>				
Income from Council Tax	(36,113)	(37,212)	(36,113)	(37,212)
Collection Fund Adjustment	(19)	(257)	(19)	(257)
General Government Grants				
- Home Office Police Grant	(28,721)	(28,320)	(28,721)	(28,320)
- Home Office Capital Grant & Other Capital Grants	(429)	(364)	(429)	(364)
- Council Tax Grants (Freeze & Support)	(4,850)	(4,850)	(4,850)	(4,850)
Formula Funding	(30,822)	(30,391)	(30,822)	(30,391)
<b>Total</b>	<b>(100,954)</b>	<b>(101,394)</b>	<b>(100,954)</b>	<b>(101,394)</b>
<b>(Surplus)/Deficit on the Provision of Services</b>	<b>8</b>	<b>12</b>	<b>8</b>	<b>12</b>

## 7 Adjustments between Accounting Basis and Funding Basis under Regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Commissioner in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Commissioner to meet future capital and revenue expenditure.

The figures for the Group for 2017/18 are set out in the table below:

Adjustments between Accounting Basis and Funding Basis Under Regulations	Note	Group Police Fund Balance £000s	Group Capital Receipts Reserve £000s	Group Capital Grants Unapplied £000s	Group Total Usable Reserves £000s
<b>Adjustments to the Revenue Resources</b>					
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:					
- Pensions costs (transferred to (or from) the Pensions Reserve)	20e/ Annex C	27,612	0	0	27,612
- Council tax (transfers to or from Collection Fund)	20c/29	257	0	0	257
- Holiday Pay (transfers to or from Accumulated Absences Account)	20d	(100)	0	0	(100)
- Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	9	4,746	0	364	5,110
<b>Total Adjustments to the Revenue Resources</b>		<b>32,515</b>	<b>0</b>	<b>364</b>	<b>32,879</b>
<b>Adjustments between Revenue and Capital Resources</b>					
- Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	9e	(535)	535	0	0
- Administrative costs of non-current asset disposals (funded by a contribution from the Capital receipts Reserve)	9e	12	(12)	0	0
- Statutory provision for the repayment of debt (MRP) (transfer from the Capital Adjustment Account)	32	(423)	0	0	(423)
- Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	30a	(5,255)	0	0	(5,255)
<b>Total Adjustments between Revenue and Capital Resources</b>		<b>(6,201)</b>	<b>523</b>	<b>0</b>	<b>(5,678)</b>
<b>Adjustments to Capital Resources</b>					
- Use of the Capital Receipts Reserve to finance capital expenditure	30a	0	0	0	0
- Application of capital grants to finance capital expenditure	20b	0	0	0	0
<b>Total Adjustments to Capital Resources</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Adjustments</b>		<b>26,314</b>	<b>523</b>	<b>364</b>	<b>27,201</b>

The comparative figures for the Group for 2016/17 are set out in the table below:

Adjustments between Accounting Basis and Funding Basis Under Regulations	Note	Group Police Fund Balance £000s	Group Capital Receipts Reserve £000s	Group Capital Grants Unapplied £000s	Group Total Usable Reserves £000s
<b>Adjustments to the Revenue Resources</b>					
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:					
- Pensions costs (transferred to (or from) the Pensions Reserve)	20e/ Annex C	23,601	0	0	23,601
- Council tax (transfers to or from Collection Fund)	20c/29	19	0	0	19
- Holiday Pay (transfers to or from Accumulated Absences Account)	20d	0	1	0	1
- Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	9	5,562	0	429	5,991
<b>Total Adjustments to the Revenue Resources</b>		<b>29,182</b>	<b>1</b>	<b>429</b>	<b>29,612</b>
<b>Adjustments between Revenue and Capital Resources</b>					
- Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	9e	(377)	377	0	0
- Administrative costs of non-current asset disposals (funded by a contribution from the Capital receipts Reserve)	9e	8	(8)	0	0
- Statutory provision for the repayment of debt (MRP) (transfer from the Capital Adjustment Account)	32	(413)	0	0	(413)
- Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	30a	(2,439)	0	0	(2,439)
<b>Total Adjustments between Revenue and Capital Resources</b>		<b>(3,221)</b>	<b>369</b>	<b>0</b>	<b>(2,852)</b>
<b>Adjustments to Capital Resources</b>					
- Use of the Capital Receipts Reserve to finance capital expenditure	30a	0	0	0	0
- Application of capital grants to finance capital expenditure	20b	0	0	(454)	(454)
<b>Total Adjustments to Capital Resources</b>		<b>0</b>	<b>0</b>	<b>(454)</b>	<b>(454)</b>
<b>Total Adjustments</b>		<b>25,961</b>	<b>370</b>	<b>(25)</b>	<b>26,306</b>

# Notes to the Accounts

The figures for the PCC for 2017/18 are set out in the table below:

<b>Adjustments between Accounting Basis and Funding Basis Under Regulations</b>	<b>Note</b>	<b>PCC Police Fund Balance £000s</b>	<b>PCC Capital Receipts Reserve £000s</b>	<b>PCC Capital Grants Unapplied £000s</b>	<b>PCC Total Usable Reserves £000s</b>
<b>Adjustments to the Revenue Resources</b>					
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:					
- Pensions costs (transferred to (or from) the Pensions Reserve)	<b>20e/ Annex C</b>	109	0	0	<b>109</b>
- Council tax (transfers to or from Collection Fund)	<b>20c/29</b>	257	0	0	<b>257</b>
- Holiday Pay (transfers to or from Accumulated Absences Account)	<b>20d</b>	(1)	0	0	<b>(1)</b>
- Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	<b>9</b>	4,746	0	364	<b>5,110</b>
<b>Total Adjustments to the Revenue Resources</b>		<b>5,111</b>	<b>0</b>	<b>364</b>	<b>5,475</b>
<b>Adjustments between Revenue and Capital Resources</b>					
- Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	<b>9e</b>	(535)	535	0	<b>0</b>
- Administrative costs of non-current asset disposals (funded by a contribution from the Capital receipts Reserve)	<b>9e</b>	12	(12)	0	<b>0</b>
- Statutory provision for the repayment of debt (MRP) (transfer from the Capital Adjustment Account)	<b>32</b>	(423)	0	0	<b>(423)</b>
- Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	<b>30a</b>	(5,255)	0	0	<b>(5,255)</b>
<b>Total Adjustments between Revenue and Capital Resources</b>		<b>(6,201)</b>	<b>523</b>	<b>0</b>	<b>(5,678)</b>
<b>Adjustments to Capital Resources</b>					
- Use of the Capital Receipts Reserve to finance capital expenditure	<b>30a</b>	0	0	0	<b>0</b>
- Application of capital grants to finance capital expenditure	<b>20b</b>	0	0	0	<b>0</b>
<b>Total Adjustments to Capital Resources</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Adjustments</b>		<b>(1,090)</b>	<b>523</b>	<b>364</b>	<b>(203)</b>

The comparative figures for the PCC for 2016/17 are set out in the table below:

Adjustments between Accounting Basis and Funding Basis Under Regulations	Note	PCC Police Fund Balance £000s	PCC Capital Receipts Reserve £000s	PCC Capital Grants Unapplied £000s	PCC Total Usable Reserves £000s
<b>Adjustments to the Revenue Resources</b>					
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:					
- Pensions costs (transferred to (or from) the Pensions Reserve)	20e/ Annex C	30	0	0	30
- Council tax (transfers to or from Collection Fund)	20c/29	19	0	0	19
- Holiday Pay (transfers to or from Accumulated Absences Account)	20d	0	0	0	0
- Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)	9	5,562	0	429	5,991
<b>Total Adjustments to the Revenue Resources</b>		<b>5,611</b>	<b>0</b>	<b>429</b>	<b>6,040</b>
<b>Adjustments between Revenue and Capital Resources</b>					
- Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	9e	(377)	377	0	0
- Administrative costs of non-current asset disposals (funded by a contribution from the Capital receipts Reserve)	9e	7	(7)	0	0
- Statutory provision for the repayment of debt (MRP) (transfer from the Capital Adjustment Account)	32	(413)	0	0	(413)
- Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	30a	(2,439)	0	0	(2,439)
<b>Total Adjustments between Revenue and Capital Resources</b>		<b>(3,222)</b>	<b>370</b>	<b>0</b>	<b>(2,852)</b>
<b>Adjustments to Capital Resources</b>					
- Use of the Capital Receipts Reserve to finance capital expenditure	30a	0	0	0	0
- Application of capital grants to finance capital expenditure	20b	0	0	(454)	(454)
<b>Total Adjustments to Capital Resources</b>		<b>0</b>	<b>0</b>	<b>(454)</b>	<b>(454)</b>
<b>Total Adjustments</b>		<b>2,389</b>	<b>370</b>	<b>(25)</b>	<b>2,734</b>



## 8 Transfers to/from Earmarked Reserves

This note sets out the amounts set aside from the Police Fund balances in earmarked reserves to provide financing for future expenditure plans and the movement on earmarked reserves during 2017/18 (and comparatives for 2016/17).

<b>Earmarked Reserves</b>	<b>PCC/Group 2016/17 £000s</b>	<b>PCC/Group 2017/18 £000s</b>	<b>Description/Purpose</b>
<b>Insurance Reserve</b>			
<b>Balance at Start of Year</b>	<b>587</b>	<b>738</b>	To offset any insurance claims not specifically detailed in the insurance provision.
Transfer to Reserve in Year	191	353	
Transfer from Reserve in Year	(40)	51	
<b>Balance at End of Year</b>	<b>738</b>	<b>1,142</b>	
<b>Commissioned Services Reserve</b>			
<b>Balance at Start of Year</b>	<b>0</b>	<b>419</b>	To provide resources for future expenditure on existing commitments under PCC commissioned services.
Transfer to Reserve in Year	419	255	
Transfer from Reserve in Year	0	0	
Transfers Between Reserves	0	0	
<b>Balance at End of Year</b>	<b>419</b>	<b>674</b>	
<b>Motor Claim Reserve</b>			
<b>Balance at Start of Year</b>	<b>0</b>	<b>19</b>	To provide resources to assist in funding unexpected 3rd party motor claims, if necessary. Under a new arrangement following the insurance tender process in 2016 the saving on the motor insurance renewal has been reserved to manage the fluctuations of this new arrangement.
Transfer to Reserve in Year	19	0	
Transfer from Reserve in Year	0	0	
Transfers Between Reserves	0	0	
<b>Balance at End of Year</b>	<b>19</b>	<b>19</b>	
<b>Chief Constable's Operational Reserve</b>			
<b>Balance at Start of Year</b>	<b>250</b>	<b>144</b>	To provide resources to assist in funding unexpected major events, if necessary. The Home Office Financial Management Code recommends that there should be an operational contingency.
Transfer to Reserve in Year	0	20	
Transfer from Reserve in Year	(106)	0	
Transfers Between Reserves	0	86	
<b>Balance at End of Year</b>	<b>144</b>	<b>250</b>	
<b>Chief Constable's Contingency</b>			
<b>Balance at Start of Year</b>	<b>500</b>	<b>0</b>	A reserve established in 2014/15, which was used to fund the outturn overspend position in 2016/17 and was subsequently reinstated during 2017/18. Reserve held to meet an increase in budget pressure arising in year as a result of budgeting risks taken during the budget process. The establishment of this reserve has supported a significant reduction in the ongoing revenue budget requirement.
Transfer to Reserve in Year	0	500	
Transfer from Reserve in Year	(500)	0	
<b>Balance at End of Year</b>	<b>0</b>	<b>500</b>	
<b>PFI Reserve &amp; Lifecycle Replacement</b>			
<b>Balance at Start of Year</b>	<b>313</b>	<b>309</b>	To equalise the impact on the Comprehensive Income and Expenditure Statement of changing levels of grant income and charges over the period of the PFI contract. A decision was taken during 2015/16 to transfer funds within this reserve in response to the December 2015 floods and consequent changes to the capital programme.
Transfer to Reserve in Year	0	0	
Transfer from Reserve in Year	(4)	(20)	
Transfers Between Reserves	0	0	
<b>Balance at End of Year</b>	<b>309</b>	<b>289</b>	
<b>Police and Crime Commissioner Operational Contingency</b>			
<b>Balance at Start of Year</b>	<b>250</b>	<b>250</b>	To provide resources both to back up the annual operational contingency and, in addition, to assist in funding unexpected expenditure/budget pressures in line with the Commissioner's responsibilities. The Home Office Financial Management Code recommends that there should be an operational contingency.
Transfer to Reserve in Year	0	0	
Transfer from Reserve in Year	0	0	
<b>Balance at End of Year</b>	<b>250</b>	<b>250</b>	

## Transfers to/from Earmarked Reserves (Continued)

Earmarked Reserves	PCC/Group 2016/17 £000s	PCC/Group 2017/18 £000s	Description/Purpose
<b>Investment Fund</b>			
<b>Balance at Start of Year</b>	<b>219</b>	<b>984</b>	This fund was established to invest in initiatives to deliver the police and crime plan. During the year the reserve has been used to manage funding to support the significant investment in mobile and digital working. A decision was taken during 2015/16 to transfer funds within this reserve in response to the December 2015 floods and consequent changes to the capital programme.
Transfer to Reserve in Year	1,343	36	
Transfer from Reserve in Year	(2,056)	192	
Transfers Between Reserves	1,478	(482)	
<b>Balance at End of Year</b>	<b>984</b>	<b>730</b>	
<b>Short Term Project Reserves</b>			
<b>Balance at Start of Year</b>	<b>1,074</b>	<b>571</b>	To support a variety of locally managed initiatives granted under the scheme of devolved resource management. These are primarily multi-year technology based projects or resources to provide funding for unbudgeted revenue costs within the 2017/18 or 2018/19 financial year.
Transfer to Reserve in Year	201	3,344	
Transfer from Reserve in Year	(704)	(642)	
Transfers Between Reserves	0	(86)	
<b>Balance at End of Year</b>	<b>571</b>	<b>3,187</b>	
<b>Total Revenue Reserves</b>			
<b>Balance at Start of Year</b>	<b>3,193</b>	<b>3,434</b>	Total of all reserves earmarked for revenue purposes (as set out above).
<b>Transfer to Reserve in Year</b>	<b>2,174</b>	<b>4,508</b>	
<b>Transfer from Reserve in Year</b>	<b>(3,410)</b>	<b>(419)</b>	
<b>Transfers Between Reserves</b>	<b>1,478</b>	<b>(482)</b>	
<b>Balance at End of Year</b>	<b>3,435</b>	<b>7,041</b>	
<b>Capital Reserves</b>			
<b>Balance at Start of Year</b>	<b>17,730</b>	<b>17,829</b>	The capital reserve holds direct contributions from the revenue budget to fund capital schemes within the approved capital programme. Capital reserves are set at a level to ensure that the programme is fully funded for the life of the medium term financial forecast (4 years). The reserve was increased during 2015/16 following changes to the capital programme from 2016/17 onwards in response to the December 2015 floods. During 2017/18, the decision was taken to utilise part of this reserve to support the revenue budget.
Transfer to Reserve in Year	3,473	0	
Transfer from Reserve in Year	(1,896)	(5,457)	
Transfers Between Reserves	(1,478)	482	
<b>Balance at End of Year</b>	<b>17,829</b>	<b>12,854</b>	

## 9 Property, Plant and Equipment

The table below summarises the movements in Property, Plant and Equipment during the year:

Property, Plant and Equipment	Land and Buildings	Vehicles	PCC/Group IT and Technology	Furniture Equipment & Plant	Assets Under Construction	Total Property, Plant & Equipment	PFI Assets Included in P.P.E.
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Cost or Valuation</b>							
At 1 April 2017	53,596	8,640	19,834	4,639	7	86,716	7,917
Additions	89	1,614	1,379	7	273	3,362	0
Enhancements	103	0	0	0	0	103	0
Revaluation increases/(decreases) recognised in the Revaluation Reserve	(35)	0	0	0	0	(35)	0
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(821)	0	0	0	0	(821)	0
Derecognition - Disposals	0	(1,040)	(3,260)	0	0	(4,300)	0
Assets reclassified (to)/from Held for Sale	(163)	0	0	0	0	(163)	0
<b>At 31 March 2018</b>	<b>52,769</b>	<b>9,214</b>	<b>17,953</b>	<b>4,646</b>	<b>280</b>	<b>84,862</b>	<b>7,917</b>
<b>Accumulated Depreciation &amp; Impairment</b>							
At 1 April 2017	(1,581)	(6,373)	(13,420)	(3,127)	0	(24,501)	(317)
Depreciation Charge	(1,236)	(681)	(1,987)	(398)	0	(4,302)	(168)
Derecognition - Disposals	0	1,040	3,260	0	0	4,300	0
Depreciation written out to the Revaluation Reserve	143	0	0	0	0	143	0
Depreciation written out to the Surplus/Deficit on the Provision of Services	982	0	0	0	0	982	0
<b>Depreciation as at 31 March 2018</b>	<b>(1,692)</b>	<b>(6,014)</b>	<b>(12,147)</b>	<b>(3,525)</b>	<b>0</b>	<b>(23,378)</b>	<b>(485)</b>
<b>Net Book Value</b>							
<b>At 31 March 2018</b>	<b>51,077</b>	<b>3,200</b>	<b>5,806</b>	<b>1,121</b>	<b>280</b>	<b>61,484</b>	<b>7,432</b>
<b>At 31 March 2017</b>	<b>52,015</b>	<b>2,267</b>	<b>6,414</b>	<b>1,512</b>	<b>7</b>	<b>62,215</b>	<b>7,600</b>



Construction on the Eden Deployment Centre commenced in May 2018 (design image)

The comparative figures for 2016/17 are set out in the table below:

Property, Plant and Equipment	Land and Buildings £000s	Vehicles £000s	PCC/Group		Assets Under Construction £000s	Total Property, Plant & Equipment £000s	PFI Assets Included in P.P.E. £000s
			IT and Technology £000s	Furniture Equipment & Plant £000s			
<b>Cost or Valuation</b>							
At 1 April 2016	53,908	8,724	18,357	4,458	199	85,646	7,014
Additions	0	353	1,591	181	626	2,751	0
Additions from Assets under construction	818	0	0	0	(818)	0	0
Enhancements	185	0	0	0	0	185	0
Revaluation increases/(decreases) recognised in the Revaluation Reserve	(154)	0	0	0	0	(154)	858
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(402)	0	0	0	0	(402)	45
Derecognition - Disposals	(250)	(437)	(114)	0	0	(801)	0
Derecognition - Other	(499)	0	0	0	0	(499)	0
Assets reclassified (to)/from Investment Property	(10)	0	0	0	0	(10)	0
<b>At 31 March 2017</b>	<b>53,596</b>	<b>8,640</b>	<b>19,834</b>	<b>4,639</b>	<b>7</b>	<b>86,716</b>	<b>7,917</b>
<b>Accumulated Depreciation &amp; Impairment</b>							
At 1 April 2016	(1,810)	(5,836)	(11,490)	(2,756)	0	(21,892)	(250)
Depreciation Charge	(1,253)	(974)	(2,044)	(371)	0	(4,642)	(153)
Derecognition - Disposals	11	437	114	0	0	562	0
Depreciation written out to the Revaluation Reserve	1,361	0	0	0	0	1,361	271
Depreciation written out to the Surplus/Deficit on the Provision of Services	295	0	0	0	0	295	
Impairment written out to the Surplus/Deficit on the Provision of Services	(185)	0	0	0	0	(185)	(185)
<b>Depreciation as at 31 March 2017</b>	<b>(1,581)</b>	<b>(6,373)</b>	<b>(13,420)</b>	<b>(3,127)</b>	<b>0</b>	<b>(24,501)</b>	<b>(317)</b>
<b>Net Book Value</b>							
At 31 March 2017	52,015	2,267	6,414	1,512	7	62,215	7,600
At 31 March 2016	52,098	2,888	6,867	1,702	199	63,754	6,764



## Accounting Policy - Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods and services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

The cost of services are debited with the following amounts to record the cost of holding [non-current assets](#) during the year:

- [Depreciation](#) attributable to the assets used by the relevant services.
- Revaluation and [impairment](#) losses on assets used by the services where there are no accumulated gains in the [Revaluation Reserve](#) against which the losses can be written off.
- [Amortisation](#) of non-current assets attributable to the services.

Council Tax is not required to be raised to fund depreciation, revaluation and impairment losses or amortisations. However, an annual contribution from revenue is required towards the reduction in the overall borrowing requirement equal to an amount calculated on a prudent basis and determined in accordance with statutory guidance. This contribution is known as MRP ([Minimum Revenue Provision](#)). Depreciation, revaluation and impairment losses and amortisations are therefore replaced by the contribution in the Police Fund Balance, by way of an adjusting transaction with the [Capital Adjustment Account](#) in the Movement in Reserves Statement for the difference between the two.

In accordance with the Commissioner’s funding arrangement with the Chief Constable, the Commissioner holds all non-current assets. Accordingly, all depreciation, revaluations and impairments are recorded in the Commissioner’s single entity financial statements. However, the Commissioner makes a charge to the Chief Constable for the use of non-current assets, which is equivalent to his share of depreciation.

### Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an [accruals](#) basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset’s potential to deliver future economic benefits (i.e. repairs and maintenance) is charged to revenue as an expense through the Comprehensive Income and Expenditure Statement when it is incurred.

[De-minimis](#) levels have been set for capital projects at £25,000. No de-minimis level is set for individual items within capital projects.

### Measurement

Assets are initially measured at cost, comprising:

- The purchase price
- Any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management

Borrowing costs incurred are not capitalised whilst assets are under construction.

Assets are then carried in the Balance Sheet using the following measurement basis:

Category	Basis of Valuation
Land and Buildings (Specialised)	Depreciated Replacement Cost
Land and Buildings (Non Specialised)	Existing Use Value
Vehicles, Plant, Furniture and Equipment	Depreciated Historic Cost (as a proxy for current value)
Assets Under Construction	Historic Cost

Assets included in the Balance Sheet at [current value](#) (i.e. not valued at historic cost) are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year-end, but as a minimum every five years.



## Measurement (continued)

Increases in valuations are matched by credits to the [Revaluation Reserve](#) to recognise unrealised gains. Gains are to be credited to the relevant function line(s) in the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a function up to the amount of the original loss, adjusted for [depreciation](#) (if material) that would have been charged if the loss had not been recognised.

## Depreciation

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

Depreciation is calculated on the following bases:

- Land and Buildings - straight-line allocation over the useful life of the property as estimated by the valuer up to a maximum of 50 years
- Vehicles – straight line allocation over the estimated useful life (3 to 10 years)
- IT Equipment – straight line allocation over the estimated useful life (5 to 8 years)

No depreciation charge is made however in the year of acquisition but a full year charge is made in the year of disposal. A full year's depreciation charge is made in the year of revaluation of any asset.

Depreciation also has to be calculated on revaluation gains and is represented by the difference between depreciation calculated at current cost and depreciation calculated at historic cost. The difference between the two values is transferred each year from the [Revaluation Reserve](#) to the [Capital Adjustment Account](#).

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately (see component accounting section below).

Once ICT equipment assets have been fully depreciated, at the end of their useful lives, the gross book value and accumulated depreciation for those assets will be written out of the asset register. There will be no impact on the core financial statements (balance sheet) as a result of this as the net book value will already be nil.

## Component Accounting

Under the IFRS based code, separate recognition, [depreciation](#) and de-recognition of parts of assets is required. This is often referred to as [componentisation](#). Componentisation is a change that has to be applied prospectively which means that it only needs to be considered for any [non-current assets](#), acquired, improved or revalued after 1 April 2010. A componentisation policy has been established whereby all land and building assets with a value in excess of £1m will be assessed to see if they contain a significant component. A significant component is defined in the policy as one which exceeds £200k in value and has a different life to the remainder of the asset. Where a component of a non-current asset is replaced or restored, the carrying amount of the old component shall be derecognised and the new component reflected in the carrying amount. Each significant component of an item of property, plant or equipment is depreciated separately. Depreciation is calculated on the balance brought forward at the start of each year. Depreciation on the componentised assets will therefore only become effective in the year following revaluation and subsequent split for componentisation.

Under the terms of the Commissioner's funding arrangement to the Chief Constable all property, plant and equipment is held by the Commissioner. Accordingly, all accounting entries in relation to the acquisition, enhancement, revaluation, [impairment](#), depreciation and sale of such assets are recorded in the single entity accounts of the Commissioner. The Commissioner makes a charge to the Chief Constable for the use of such assets which is equivalent to the Chief Constable's share of depreciation.

## 9.a Valuations Rolling Programme

The Commissioner carries out a rolling programme that ensures that all Property, Plant and Equipment required to be measured at current value is revalued at least every five years. Valuations of land and buildings are carried out on behalf of the Commissioner by Mr. C. Smith BSc MRICS, Carigiet Cowen, Telford House, Riverside, Warwick Road, Carlisle CA1 2BT and were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institute of Chartered Surveyors (RICS). Valuations of vehicles, plant, furniture and equipment are based on historic cost as a proxy for fair value. The basis of the valuations is set out in the accounting policies. The table below sets out details of the land and buildings valuations undertaken over the five year rolling programme.

Valuations Rolling Programme	PCC/Group					Total
	Land and Buildings	Vehicles	IT and Technology	Furniture & Plant Equipment	Assets Under Construction	Property, Plant & Equipment
	£000s	£000s	£000s	£000s	£000s	£000s
Carried at Historical Cost		9,214	17,953	4,241	280	31,688
Valued at Current Value as at:						
- 31 March 2018	7,479	0	0	0	0	7,479
- 31 March 2017	24,512	0	0	176	0	24,688
- 31 March 2016	21,698	0	0	229	0	21,927
<b>Total Cost or Valuation</b>	<b>53,689</b>	<b>9,214</b>	<b>17,953</b>	<b>4,646</b>	<b>280</b>	<b>85,782</b>

### Accounting Policy - Valuations

Where decreases in value are identified, they are accounted for as follows:

- Where there is a balance of revaluation gains for the asset in the [Revaluation Reserve](#), the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).
- Where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant function lines(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal inception. Gains arising before that date have been consolidated into the [Capital Adjustment Account](#). Revaluation gains and losses are not permitted to have an impact on the Police Fund. The gains and losses are therefore reversed out of the Police Fund in the Movement in [Reserves](#) Statement and posted to the Capital Adjustment Account.

### Accounting Policy – Valuations Material Estimation Techniques

IAS 1 Presentation of Financial Statements requires disclosure of any estimation techniques applied, such that if a different methodology had been used a material variance in the amounts disclosed would have been arrived at. For property valuations the only material estimation techniques used is as follows:

All operational buildings are revalued on a rolling five-year programme and the estimation techniques used are based on the “open market value in existing use” or in the case of specialised operational police properties “depreciated replacement cost” which is consistent with proper accounting practice. The professional valuer, Mr. C. Smith of Carigiet Cowen, applied these valuation methods.



## 9.b Impairment Review

The Commissioner's professional valuer, Mr. C. Smith BSc MRICS, Carigiet Cowen, Telford House, Riverside, Warwick Road, Carlisle CA1 2BT, has made an assessment of the possible effects of material impairment to land and buildings during the financial year. His assessment was based on a number of specific criteria, which, in his opinion, could affect the valuation of assets. The outcome of the assessment process is the valuer has concluded that there are no impairments. Following the December 2015 flooding, the valuer impaired the Workington premises on a permanent basis reflecting an increase in the perceived risk of future flooding, this impairment has now been incorporated into the 2016/17 revaluation of that premises.

### Accounting Policy - Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for as follows:

- Where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).
- Where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant function line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently by a revaluation gain, the reversal is credited to the relevant function line(s) in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation (if material) that would have been charged if the loss had not been recognised.

Impairment losses are not a charge against Council Tax. The balance on the Comprehensive Income and Expenditure Statement arising from an impairment loss is appropriated to the Capital Adjustment Account through the Movement in Reserves Statement.

## 9.c Property, Plant and Equipment in the Ownership of the Police and Crime Commissioner

A brief analysis of the Commissioner's principal assets as at 31 March 2018 is set out below:

Property, Plant and Equipment in Ownership of PCC	PCC/Group As at 31 March	
	2017 Number	2018 Number
HQ, TPA HQ & Larger Police Stations	9	9
Other Police Stations	9	9
Police Houses and other Properties	12	11
Surplus Properties/ Held for Sale/ Investment Properties	4	3
Vehicles	348	359

## 9.d Effects of Changes in Estimates

There have been no material changes in estimates in the 2017/18 accounts.

## 9.e Gain / Loss on Sale of Property, Plant and Equipment

The table below analyses the (gain)/loss on sale of property, plant and equipment for the year ended 31 March 2018.

Gain/Loss on Sale of Property, Plant and Equipment	Net Book Value £000s	PCC/Group		(Gain) / Loss 2017/18 £000s
		Costs of Sale £000s	Proceeds of Sale £000s	
Land and Buildings	848	12	(535)	325
Vehicles	0	6	(71)	(65)
<b>Total</b>	<b>848</b>	<b>18</b>	<b>(606)</b>	<b>260</b>

The comparative figures for 2016/17 are set out in the table below:

Gain/Loss on Sale of Property, Plant and Equipment	Net Book Value £000s	PCC/Group		(Gain) / Loss 2016/17 £000s
		Costs of Sale £000s	Proceeds of Sale £000s	
Land and Buildings	437	8	(367)	78
Vehicles	0	6	(63)	(57)
<b>Total</b>	<b>437</b>	<b>14</b>	<b>(430)</b>	<b>21</b>

Note in 2017/18 £71k (£53k in 2016/17) of receipts from proceeds of sale included in the above table were individually below the £10k threshold for recognition as capital receipts and have therefore been treated as revenue income. This explains why the capital receipts recorded in note 7 show £535k (£377k in 2016/17) rather than £606k (£430k in 2016/17) as above.

### Accounting Policy - Capital Receipts

Amounts received for a disposal in excess of £10,000 are categorised as Capital Receipts. The balance of receipts is required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the underlying need to borrow (the capital financing requirement). Receipts are appropriated to the reserve from the Police Fund Balance in the Movement in Reserves Statement.

## 10 Assets Held for Sale

Assets held for sale relate to land and buildings assets that are available for immediate sale in their present condition subject to terms that are usual and customary for sales of such assets. The assets are being actively marketed for a sale at a price that is reasonable in relation to its current [fair value](#). The sale is expected to qualify for recognition as a completed sale within one year from the date of classification. The table below shows the movement on Assets Held for Sale in 2017/18 with comparative information for 2016/17.

Assets Held for Sale	PCC/Group As at 31 March	
	2017 £000s	2018 £000s
Balance outstanding at start of year	1,744	1,546
Newly classified as held for sale	0	163
Assets sold	(198)	(748)
<b>Balance outstanding at end of year</b>	<b>1,546</b>	<b>961</b>

*At 31 March 2018 a total of 2 properties were classified as **held for sale**: Ulverston Police Station and a former police house in Carlisle.*

### Accounting Policy - Disposal and Non-Current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and [fair value](#) less costs to sell. Where there is a subsequent decrease to fair value less cost to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any losses previously recognised in the Surplus or Deficit on Provision of Services. [Depreciation](#) is not charged on Assets held for Sale.

If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to [non-current assets](#) and valued at the lower of:

- their carrying amount before they were classified as held for sale. In this case the carrying amount is adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale.
- their recoverable amount at the date of the decision not to sell.

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

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Disposal costs are shown in other operating expenditure in the Comprehensive Income and Expenditure Statement. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). In line with Statutory Instrument 2010 No 454, disposal costs of up to 4% of the sale proceeds are financed from capital receipts. Any revaluation gains accumulated for the asset in the [Revaluation Reserve](#) are transferred to the [Capital Adjustment Account](#). The written-off value of disposals is not a charge against Council Tax, as the cost of [non-current assets](#) is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the Police Fund Balance in the Movement in Reserves Statement.

## 11 Intangible Assets

The Commissioner accounts for his computer software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item within Property, Plant and Equipment. The intangible assets include computer software development and acquisitions. All software is given a finite useful life (5 years), based on assessments of the period that the software is expected to be of use to the Commissioner. The carrying amount of intangible assets is amortised on a straight line basis and is charged to the Comprehensive Income and Expenditure Statement.

A summary of the movements in intangible assets during the year and the position as at 31 March 2018 (with comparatives for 2016/17) is set out in the table below:

Intangible Assets	PCC/Group	
	2016/17 £000s	2017/18 £000s
Balance at start of year		
- Gross carrying amount	3,220	3,318
- Accumulated amortisation	(2,864)	(2,984)
<b>Net carrying amount at start of year</b>	<b>356</b>	<b>334</b>
Additions	98	1,790
Disposals	0	(81)
Amortisations for the period	(120)	(121)
Amortisation adjustment re disposals	0	81
<b>Net carrying amount at end of year</b>	<b>334</b>	<b>2,003</b>
Comprising		
- Gross carrying amount	3,318	5,027
- Accumulated amortisation	(2,984)	(3,024)
	<b>334</b>	<b>2,003</b>

*Intangible Assets are those which do not have physical substance but are controlled as a result of past events (e.g. software licences) where expenditure is capitalised when it is expected that future economic benefits or service potential will flow from the asset.*

***Amortisation** is the practice of reducing the value of assets to reflect their reduced worth over time. The term means the same as depreciation.*

### Accounting Policy - Intangible Assets

Intangible assets are initially measured at cost amounts and are only revalued where the fair value of the asset can be determined by an active market. The depreciable amount of an intangible asset is amortised over its useful life (usually 5 years) to the relevant function(s) in the Comprehensive Income and Expenditure Statement. Once intangible assets have been fully amortised, at the end of their useful lives, the gross book value and accumulated amortisation for those assets will be written out of the asset register. There will be no impact on the core financial statements (balance sheet) as a result of this as the net book value will already be nil.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the Police Fund Balance. The amortisation, impairment and gains and losses on disposal are therefore reversed out of the Police Fund in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds over £10,000) the Capital Receipts Reserve. An asset is tested for impairment, whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

In accordance with the terms of the Commissioner's funding arrangement with the Chief Constable, all intangible assets are held by the Commissioner.

## 12 Private Finance Initiative (PFI)

*Private Finance Initiatives (PFI) are arrangements to receive services where the responsibility for making available the property, plant and equipment needed to provide the services passes to the PFI contractor.*

There is currently one PFI scheme recognised on the Balance Sheet and this relates to the West Cumbria Territorial Policing Area HQ at Workington. Under the terms of the Commissioner's funding arrangement to the Chief Constable the Commissioner controls all property and, accordingly, the PFI building is recorded on the Balance Sheet of the Commissioner. A charge is made by the Commissioner to the Chief Constable in the Comprehensive Income and Expenditure Statement for the Chief Constable's use of the building and the services provided.

The former Police Authority entered an agreement for the construction and subsequent servicing of the building in September 2001 under a PFI arrangement. Under the agreement the PFI provider constructed the facility, and undertakes to make the building available to the Commissioner in a specified condition for a 25 year period in return for a monthly unitary charge payment made by the Commissioner. In addition the provider delivers a range of services in relation to the building which are specified in the PFI contract. At the end of the contract period the Commissioner has the right to acquire the building at 50% of its market value.

The PFI asset is recognised on the Commissioner's balance sheet along with a corresponding PFI finance lease liability which recognises the Commissioner's outstanding liability to pay for the asset. The PFI asset is depreciated and revalued in the same way as any other asset in accordance with accounting policies.

The amount paid to the PFI operator each year (known as the unitary charge payment) is now split into four elements in the accounts as follows:

- Service Charges – the fair value of the services received during the year which are debited to the relevant function in the Comprehensive Income and Expenditure Statement.
- Finance cost – an interest charge on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.
- Payment towards liability – applied to write down the Balance Sheet liability towards the PFI operator (the profile of write downs is calculated using the same principles as for a finance lease). However, a corresponding increase in the minimum revenue provision is made in accordance with the Commissioner's minimum revenue provision policy.
- Lifecycle replacement costs – a proportion of the amounts payable is posted to the Balance sheet as a prepayment and then recognised as additions to Property, Plant and Equipment when the relevant works are eventually carried out.

The following information is disclosed in relation to the PFI asset.

### 12.a Movement on Fixed Assets

The value and movement in value of the asset held under the PFI agreement is analysed in note 9 above.

## 12.b PFI Finance Lease Liability

The value of Liabilities resulting from the PFI Agreement are shown in the table below:

PFI Lease Liability	PCC/Group As at 31 March	
	2017 £000s	2018 £000s
Balance at the start of the year	(5,122)	(5,012)
Repayments made during year	110	125
Balance at the end of the year	<b>(5,012)</b>	<b>(4,887)</b>
<b>Split of liability</b>		
Current Liability	(125)	(142)
Long Term Liability	(4,887)	(4,745)
	<b>(5,012)</b>	<b>(4,887)</b>

## 12.c Payments Due to be made under PFI Contract

An estimate of the future payments to be made under the PFI contract are shown in the table below. Where applicable an estimated inflation index of 2% (linked to the GDP deflator) per annum has been applied to the payments.

Payments Due under PFI Contract	PCC/Group			
	Repayment of Liability £000s	Interest Payments £000s	Service Costs £000s	Total £000s
Repayable within one year	142	602	529	<b>1,273</b>
Between two and five years	781	2,196	2,270	<b>5,247</b>
Between six and ten years	3,964	1,488	2,154	<b>7,606</b>
	<b>4,887</b>	<b>4,286</b>	<b>4,953</b>	<b>14,126</b>

The repayment of liability figures include a sum of £2,910k between 6 and 10 years which recognises that there is reasonable certainty that the Commissioner will exercise his right to purchase the PFI building at the end of the PFI contract period. See critical judgement note 2 (page 38) for further explanation.

### Accounting Policy - Private Finance Initiative (PFI) and Similar Contracts

PFI and similar contracts are agreements to receive services, where the responsibility for making available the property, plant and equipment needed to provide the services passes to the PFI contractor. As the services that are provided under the PFI scheme are deemed under the PFI contract to be controlled, the asset is carried on the Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets at [fair value](#) (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment.

[Non-current assets](#) recognised on the Balance Sheet are re-valued and depreciated in the same way as property, plant and equipment.

In accordance with accounting practice, lifecycle replacement costs are now recognised when they are actually incurred. The Commissioner receives specific government funding from [DCLG](#) as a contribution to the costs of financing the scheme.

## 13 Leases

### 13.a Finance Leases

The Commissioner has no material finance leases to be disclosed.

### 13.b Operating leases

The Commissioner utilises land and buildings and equipment assets under operating leases. The land and buildings are typically short to medium term rentals of buildings. The figures do however include the lease of land at Durranhill from Carlisle City Council upon which the North TPA HQ and custody suite was constructed. This lease runs for a period of 125 years until March 2132 and the annual lease payments are currently £31k p.a. The equipment includes livescan fingerprint machines and photocopiers.

The future minimum lease payments due under non-cancellable leases in future years are:

Future Minimum Lease Payments	PCC/Group As at 31 March	
	2017 £000s	2018 £000s
Not later than one year	185	194
Later than one year and not later than five years	124	124
Later than five years.	3,402	3,371
	<b>3,711</b>	<b>3,689</b>

The expenditure charged to the Net Cost of Police Services in relation to these leases was:

Lease Expenditure Charged to Net Cost of Police Services	PCC/Group 2016/17 £000s	PCC/Group 2017/18 £000s
Minimum Lease Payments		
- Land and Buildings	129	120
- Equipment	77	74
	<b>206</b>	<b>194</b>



North Cumbria Territorial Policing Area HQ – Carlisle

*There are two categories of leases:*  
**Operating leases** are where the risks and rewards of ownership stay with the lessor and the annual rental charges are charged through the CI&ES  
**Finance leases** are where the risks and rewards of ownership are transferred to the lessee and where the assets are recognised on the balance sheet of the lessee.



## Accounting Policy - Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and building elements are considered separately for classification. Agreements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfillment of the arrangement is dependent on the use of specific assets.

### Finance leases (as Lessee)

Property, plant and equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its [fair value](#) measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

- A charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability, and
- A finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Property, plant and equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to [depreciation](#) being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer at the end of the lease period).

Council tax is not required to be raised to cover depreciation or revaluation and [impairment](#) losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the Police Fund balance, by way of an adjusting transaction within the [Capital Adjustment Account](#) in the Movement in Reserves Statement for the difference between the two.

### Operating Leases (as Lessee)

- Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the functions benefitting from use of the leased property, plant or equipment. Charges are made on a straight line basis over the life of the lease.

### Finance Leases (as Lessor)

- There are currently no finance leases as a lessor.

### Operating Leases (as Lessor)

- Rental income received under operating leases are credited to the other operating expenditure line within the Comprehensive Income and Expenditure Statement, except where the property has been classified as an investment property, in which case the income is shown in the financing and investment income and expenditure line.

## 14 Short-term Debtors

*Debtors reflect amounts owing to the Police and Crime Commissioner but not yet received at the end of the financial year.*

A breakdown of the amounts owing to the Commissioner as at 31 March 2018 is set out in the table below:

Short-term Debtors	PCC		Group	
	As at 31 March		As at 31 March	
	2017	2018	2017	2018
	£000s	£000s	£000s	£000s
Central Government Bodies	6,241	5,915	6,241	5,915
Other Police / Local Authorities	1,181	630	1,181	630
NHS Bodies	31	39	31	39
Public Corporations & Trading Funds	22	27	22	27
Other Entities and Individuals (see below)	6,408	7,333	6,408	7,333
	<b>13,882</b>	<b>13,944</b>	<b>13,882</b>	<b>13,944</b>
Balances Owed From Chief Constable:				
- Re CC Share of External Creditors	8,164	11,542	0	0
- Re balance of Funding	4,688	4,500	0	0
<b>Total Debtors</b>	<b>26,734</b>	<b>29,986</b>	<b>13,882</b>	<b>13,944</b>

The amounts in respect of other entities and individuals are analysed further in the table below for information.

Analysis of Other Entities and Individuals	PCC		Group	
	As at 31 March		As at 31 March	
	2017	2018	2017	2018
	£000s	£000s	£000s	£000s
Police Pensioners Prepayment	2,243	2,353	2,243	2,353
Goods and Services	763	537	763	537
Prepayments/Payments In Advance	2,376	3,225	2,376	3,225
Employees (accumulated compensating absences)	85	118	85	118
Local Taxpayers (#)	1,819	1,971	1,819	1,971
	<b>7,285</b>	<b>8,204</b>	<b>7,285</b>	<b>8,204</b>
Less - Provision for Bad Debts (Goods & Services)	(1)	(3)	(1)	(3)
Less - Provision for Bad Debts (Local Taxpayers) (#)	(876)	(868)	(876)	(868)
	<b>(877)</b>	<b>(871)</b>	<b>(877)</b>	<b>(871)</b>
<b>Other Entities and Individuals (Net of Impairment)</b>	<b>6,408</b>	<b>7,333</b>	<b>6,408</b>	<b>7,333</b>

# The debtors in respect of Local Taxpayers represent the Commissioner's share of the debtors recorded by the six Cumbrian District Councils in respect of Council Tax. This figure is reduced by the Commissioner's share of their respective bad debt provisions.

## 15 Short-term Creditors

*Creditors reflect amounts owed by the Police and Crime Commissioner for goods and services received which had not been paid for at the end of the financial year.*

An analysis of the amounts owed by the Commissioner as at 31 March 2018 is set out in the table below:

Short-term Creditors	PCC		Group	
	As at 31 March		As at 31 March	
	2017	2018	2017	2018
	£000s	£000s	£000s	£000s
Central Government Bodies	(1,882)	(2,022)	(1,882)	(2,022)
Other Police / Local Authorities	(571)	(1,207)	(571)	(1,207)
NHS Bodies	(907)	(1,053)	(907)	(1,053)
Public Corporations & Trading Funds	(2)	(1)	(2)	(1)
Other Entities and Individuals (see below)	(7,565)	(9,623)	(7,565)	(9,623)
	<b>(10,927)</b>	<b>(13,906)</b>	<b>(10,927)</b>	<b>(13,906)</b>
Balances Owed to Chief Constable:				
- Re CC Share of External & Employee Debtors	(4,520)	(4,386)	0	0
- Re balance of Funding	(6,565)	(10,072)	0	0
<b>Total Creditors</b>	<b>(22,012)</b>	<b>(28,364)</b>	<b>(10,927)</b>	<b>(13,906)</b>

The amounts in respect of other entities and individuals are analysed further in the table below for information.

Analysis of Other Entities and Individuals	PCC		Group	
	As at 31 March		As at 31 March	
	2017	2018	2017	2018
	£000s	£000s	£000s	£000s
Goods and Services	(2,962)	(5,103)	(2,962)	(5,103)
Receipts In Advance	(900)	(955)	(900)	(955)
Employees (accumulated compensating absences)	(2,940)	(2,874)	(2,940)	(2,874)
Local Taxpayers	(763)	(691)	(763)	(691)
<b>Other Entities and Individuals</b>	<b>(7,565)</b>	<b>(9,623)</b>	<b>(7,565)</b>	<b>(9,623)</b>

## 16 Provisions

The Commissioner is able to maintain [provisions](#) to meet expected future liabilities. The Code of Practice on Local Authority Accounting advises that the value of any provisions be charged to the appropriate part of the Comprehensive Income and Expenditure Statement in anticipation of the liability having to be met in the future. The classification of provisions is consistent with the Code of Practice.

A brief description of the purpose of the individual provisions as at 31 March 2018 is provided below:

- Insurance liabilities – this provision has been established to meet a number of eventualities from ongoing claims which are not covered by external insurers. In particular, liability risks up to £100k per event (this figure was £25k until 1 November 2014 when the policy excess was increased from £25k to £100k) are retained by the Commissioner and met internally. The provision for insurance liabilities is subject to an actuarial review on a bi-ennial basis to determine the most appropriate level for the provision based on the circumstances at the time of the review.
- Legal Claims – this provision has been established to cover the potential costs relating to a number of legal claims that are currently ongoing.

### Accounting Policy – Provisions

[Provisions](#) are made when an event has taken place that gives a legal or constructive obligation that probably requires settlement by transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, involvement in a court case that could eventually result in the making of a settlement or the payment of compensation.

[Provisions](#) are charged as an expense to the appropriate function line in the Comprehensive Income and Expenditure Statement in the year that awareness of the obligation arises, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account the relevant risks and uncertainties. Details of provisions made during the year are shown below.

When payments are eventually made, they are charged to the provision carried on the Balance Sheet. Estimated settlements are reviewed at the end of each financial year where it becomes less than probable that a transfer of economic benefits will subsequently be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant function.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the obligation is settled.

# Notes to the Accounts

The table below shows the movements during the year on each of the group provisions and the position as at 31 March 2018.

Provisions	Balance as at 01/04/17	Additional Provisions Made 2017/18	Amounts Used in 2017/18	Unused Amounts Reversed in 2017/18	Balance as at 31/03/18
	£000s	£000s	£000s	£000s	£000s
Insurance Liabilities	(484)	(145)	43	307	(279)
Legal Claims	(851)	(331)	13	50	(1,119)
<b>Total Provisions</b>	<b>(1,335)</b>	<b>(476)</b>	<b>56</b>	<b>357</b>	<b>(1,398)</b>

The comparative information for year ended 31 March 2017 is as follows:

Provisions	Balance as at 01/04/16	Additional Provisions Made 2016/17	Amounts Used in 2016/17	Unused Amounts Reversed in 2016/17	Balance as at 31/03/17
	£000s	£000s	£000s	£000s	£000s
Insurance Liabilities	(484)	(44)	44	0	(484)
Legal Claims	(76)	(800)	(43)	68	(851)
<b>Total Provisions</b>	<b>(560)</b>	<b>(844)</b>	<b>1</b>	<b>68</b>	<b>(1,335)</b>

## 17 Financial Instruments

*Financial Instruments* are contracts that give rise to a financial asset in one entity and a financial liability in another. The term covers both **financial assets** such as loans and receivables and **financial liabilities** such as creditors and borrowings.

Under International Financial reporting Standards a full set of disclosure notes are required in respect of financial instruments. These notes for the PCC/Group are included in Section A of a separate technical appendix at Annex B on pages 102 to 107.

The disclosures include:

- The Categories of Financial Instrument
- Gains and Losses on Financial Instruments
- Fair value of Assets and Liabilities Carried at Amortised Cost
- Disclosure of the Nature and Extent of Risks Arising from Financial Instruments

## 18 Pensions

The PCC/Group participates in the Local Government Pension Scheme (LGPS) for Police Staff and three pensions schemes in respect of Police Officers. Under International Financial reporting Standards a full set of disclosure notes are required in respect of Pensions. These notes for the PCC/Group are included in a separate technical appendix at Annex C on pages 108 to 119.

The disclosures include:

- Details of the pension schemes
- A summary of accounting entries in respect of pensions
- Pensions assets and liabilities recognised in the balance sheet
- Reconciliation of the Fair Value of scheme assets
- Basis for estimating assets and liabilities
- A summary of principal assumptions used by the scheme actuary
- Sensitivity analysis in relation to pensions
- Impact on the Commissioner's Cash Flows

## 19 Usable Reserves

*Usable reserves result from the Commissioner's activities and are available to be spent in future years.*

In addition to the Commissioner's Police Fund, which the Commissioner aims to maintain at 3% of budgeted expenditure, the following reserves are maintained and accounted for in line with the Code of practice.

- [Capital Receipts](#) Reserve – this reserve is used to hold capital receipts until they are utilised to finance capital expenditure or reduce borrowing.
- Capital Grants Unapplied Account – this reserve is used to hold capital grants until they are utilised to finance capital expenditure.
- Capital Reserve – this reserve is a revenue backed earmarked reserve that has been set aside to fund capital expenditure.
- [Earmarked Reserves](#) - The Commissioner has a number of earmarked reserves that exist both to provide a [contingency](#) to cushion the effect of unexpected events and to provide a mechanism to build up funds to meet expected liabilities. The Commissioner's earmarked reserves have been formulated in conjunction with the [CIPFA](#) guidance on Reserves and [Provisions](#). Details of the earmarked reserves in existence and a brief description as to their purpose is included in note 8 to the accounts (see pages 54-55).

The movement in the Commissioner's Group and Single Entity Usable Reserves is detailed in the Movement in Reserves Statement (see pages 32 to 33), and the disclosure notes relating to Adjustments between the Accounting Basis and Funding Basis under regulations (Note 7) and Transfer to/from Earmarked reserves (Note 8).

### Accounting Policy - Reserves

Specific amounts are set aside as [reserves](#) for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the Police Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate function in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the Police Fund balance in the Movement in Reserves Statement so that there is no net charge against Council Tax for the expenditure.

Reserves are classified in the Balance Sheet and the Movement in Reserves Statement as either 'usable' (those that can be applied to fund expenditure or reduce local taxation) and 'unusable' (those held for technical accounting purposes). Under the Commissioner's funding arrangement to the Chief Constable all usable reserves are controlled by the Commissioner and recorded in the balance sheet of the Commissioner.



## 20 Unusable Reserves

*Unusable reserves derive from accounting adjustments and are not available to be spent.*

Certain reserves are kept to manage the accounting processes for [non-current assets](#), financial instruments, retirement and employee benefits and do not represent usable resources for the Commissioner.

### 20.a Revaluation Reserve

The [Revaluation Reserve](#) contains the overall gains made by the Commissioner arising from increases in the value of Property, Plant and Equipment and Intangible assets. The balance is reduced when assets with accumulated gains are:

- revalued downwards or impaired and the gains are lost,
- used in the provision of services and the gains are consumed through [depreciation](#), or
- disposed of and the gains are realised.

The Reserve records the unrealised net gain from the revaluation of non-current assets accumulated since 1 April 2007, the date that the reserve was created. Accumulated gains arising before that date are consolidated into the balance on the [Capital Adjustment Account](#). The balance is made up of individual credit balances associated with specific assets and will be equal to the difference between the current value net book value (NBV) and the historic cost NBV for all assets.

The movements on the reserve during 2017/18 and the previous year are set out in the table below:

Revaluation Reserve	PCC/Group 2016/17 £000s	PCC/Group 2017/18 £000s
<b>Balance at Start of Year</b>	<b>8,307</b>	<b>9,448</b>
Upward revaluation of assets	1,825	108
Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	(618)	0
Surplus or deficit on revaluation of non-current assets not posted to the Surplus/Deficit on the Provision of Services	<b>1,207</b>	<b>108</b>
Accumulated gains on assets sold or scrapped	(66)	(104)
Amount written off to Capital Adjustment Account	(66)	(104)
<b>Balance at End of Year</b>	<b>9,448</b>	<b>9,452</b>

## 20.b Capital Adjustment Account

The [Capital Adjustment Account](#) (CAA) absorbs the timing differences arising from the different arrangements for accounting for the consumption of [non-current assets](#) and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as [depreciation](#), [impairment](#) losses and [amortisations](#) are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the [Revaluation Reserve](#) to convert [fair value](#) figures to a historical cost basis). The account is credited with the amounts set aside by the Commissioner as finance for the costs of acquisition, construction and enhancement. The account contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation reserve was created to hold such gains. Note 7 provides details of the source of all the transactions posted to the account apart from those involving the revaluation reserve.

The movements on the account during 2017/18 and the previous year are set out in the table below:

<b>Capital Adjustment Account</b>	<b>PCC/Group 2016/17 £000s</b>	<b>PCC/Group 2017/18 £000s</b>
<b>Balance at Start of Year</b>	<b>38,973</b>	<b>36,354</b>
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement		
Charges for depreciation and impairment of non-current assets	(4,827)	(4,302)
Revaluation gains/(losses) on Property, Plant and Equipment	(607)	161
Amortisation of Intangible assets	(120)	(121)
Amounts of non-current assets written off on disposal or sale as part of the gain or loss on disposal to the Comprehensive Income and Expenditure Statement	(437)	(848)
	<b>(5,991)</b>	<b>(5,110)</b>
Adjusting amounts written out of the Revaluation Reserve	66	104
<b>Net written out amount of the cost of non-current assets consumed in the year</b>	<b>(5,925)</b>	<b>(5,006)</b>
<b>Capital financing applied in the year:</b>		
Application of grants to capital financing from the Capital Grants Unapplied Account	454	0
Statutory provision for the financing of capital investment charged against the General Fund	413	423
Capital expenditure charged against the Police Fund	2,439	5,255
	<b>3,306</b>	<b>5,678</b>
<b>Balance at End of Year</b>	<b>36,354</b>	<b>37,026</b>

## 20.c Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the differences arising from the recognition of Council Tax income in the Comprehensive Income and Expenditure Statement as it falls due from Council Tax payers compared with the statutory arrangements.

The end of year balance on the account reflects the Commissioner's aggregate share of the Surplus/(Deficit) on the Collection fund operated by each of the 6 district councils (or billing authorities) that has yet to be distributed. The movements on the account during 2017/18 and the previous year are set out in the table below:

<b>Collection Fund Adjustment Account</b>	<b>PCC/Group 2016/17 £000s</b>	<b>PCC/Group 2017/18 £000s</b>
Balance at Start of Year	739	720
Amount by which council tax income credited to the Comprehensive Income and Expenditure Statement is different from council tax income calculated for the year in accordance with statutory requirements	(19)	(257)
<b>Balance at End of Year</b>	<b>720</b>	<b>463</b>

A further breakdown of the movement in year by district council, is provided in note 29 on page 89.

### Accounting Policy – Collection Fund

Council Tax is collected from local taxpayers by the billing authorities (district councils). The billing authorities in England are required by statute to maintain a separate fund, known as the **Collection Fund**, for the collection and distribution of amounts due in respect of Council Tax. The fund's key features relevant to accounting for Council Tax in the core financial statements of the billing authorities are:

- In its capacity as a billing authority the council acts as agent; it collects and distributes Council Tax income on behalf of the major preceptors (County Council and the Police and Crime Commissioner for Cumbria) and itself.
- While the Council Tax income for the year credited to the collection fund is accrued income for the year, regulations determine when it should be released from the collection fund and transferred to the general fund of the billing authority or paid out of the collection fund to major preceptors.
- Up to 2008/09 the SORP required the Council Tax income included in the Comprehensive Income and Expenditure Statement to be that which under regulation was required to be transferred from the collection Fund to the general fund of the billing authority. The Major precepting bodies were simply required to show the [precept](#) received from the billing authority during the year.

From the year commencing 1 April 2009, the Council Tax income included in the Comprehensive Income and Expenditure Statement for the year shall be the accrued income for the year. The difference between the income included in the Comprehensive Income and Expenditure Statement and the amount required by regulation to be credited to the collection fund shall be taken to the Collection Fund Adjustment Account and included as a reconciling item in the Movement in Reserves Statement.

Since the collection of Council Tax is, in substance, an agency arrangement, cash collected by the billing authority from Council Tax [debtors](#) belongs proportionately to the billing authority and the major preceptors. There will be therefore a debtor/creditor position between the billing authorities and each major preceptor to be recognised since the net cash paid to each major preceptor in the year will not be its share of cash collected from Council Taxpayers.

The Comprehensive Income and Expenditure Statement shows the share of cash collected in relation to Council Tax for the year. A transfer has been made to the collection fund adjustment account to record the amount due to/from the six districts (billing authorities) as at the year end. The debtors and [creditors](#) contained within the balance sheet now shows the share of Council Tax debtors (less an adjustment for bad and doubtful debts), Council Tax creditors, prepayments and a recognition of the amounts owed to or from the billing authorities.

## 20.d Accumulated Absences Account

The short-term accumulated absences account absorbs the differences that would otherwise arise on the Police Fund balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave, flexi leave, time off in lieu and rest day entitlements carried forward at 31 March. Statutory arrangements require that the impact on the Police Fund Balance is neutralised by transfers to or from the Account.

<b>Accumulated Absences Account</b>	<b>PCC 2016/17 £000s</b>	<b>PCC 2017/18 £000s</b>	<b>Group 2016/17 £000s</b>	<b>Group 2017/18 £000s</b>
<b>Balance at Start of Year</b>	<b>(7)</b>	<b>(7)</b>	<b>(2,855)</b>	<b>(2,856)</b>
Settlement or cancellation of accrual made at the end of the preceding year	7	7	2,855	2,856
Amounts accrued at the end of the current year	(7)	(6)	(2,856)	(2,756)
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	0	1	(1)	100
<b>Balance at End of Year</b>	<b>(7)</b>	<b>(6)</b>	<b>(2,856)</b>	<b>(2,756)</b>

### Accounting Policy - Employee Benefits payable during Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for functions in the year in which employees render service. An [accrual](#) is made for the cost of holiday entitlements, time off in lieu, flexi leave and rest days in lieu earned by employees but not taken before the year-end, which employees can carry forward into the next financial year. The accrual is made at the salary rate applicable at the balance sheet date. The employee accrual is then reversed out through the movement in reserves statement so that it is not charged against council tax.

## 20.e Pensions Reserve

The Pensions [Reserves](#) (LGPS and Police) absorb the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding in accordance with statutory provisions. The Commissioner accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Commissioner makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pension Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Commissioner has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

Pensions Reserve	PCC		Group		Group	
	LGPS Pensions		LGPS Pensions		Police Pensions	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s
Balance at Start of Year	(687)	(1,258)	(26,223)	(47,136)	(1,012,460)	(1,243,120)
Remeasurement of the net defined pension benefit liability/asset	(541)	269	(19,762)	10,391	(208,210)	78,700
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	(148)	(182)	(5,125)	(7,306)	(50,310)	(54,490)
Employer's pension contributions and direct payments to pensioners payable in the year.	118	73	3,974	2,944	27,860	31,240
<b>Balance at End of Year</b>	<b>(1,258)</b>	<b>(1,098)</b>	<b>(47,136)</b>	<b>(41,107)</b>	<b>(1,243,120)</b>	<b>(1,187,670)</b>

## 20.f Available for Sale Financial Instruments Reserve

The Available for Sale Financial Instruments Reserve contains the losses made by the Commissioner arising from decreases in the value of its investments that have quoted market prices or otherwise do not have fixed or determinable payments. The balance is reduced when investments with accumulated losses are:

- Revalued upwards and the losses are recovered.
- Disposed of and the losses are recovered.

Available for Sale Financial Instruments Reserve	PCC/Group	
	2016/17	2017/18
	£000s	£000s
Balance at Start of Year	0	(18)
Revaluation of investments not charged to the Surplus/Deficit on the Provision of Services	(18)	7
<b>Balance at End of Year</b>	<b>(18)</b>	<b>(11)</b>

## 21 Related Party Transactions

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

### 21.a Chief Constable for Cumbria Constabulary

The Police and Crime Commissioner has direct control over the Chief Constable's finances, providing funding for all running costs and taking responsibility for funding of all pensions' liabilities. The Commissioner is responsible for setting the Police and Crime Plan. The Chief Constable retains operational independence and operates within the funding arrangement set by the Commissioner, to deliver the aims and objectives set out in the Police and Crime Plan.

### 21.b Central Government

Central government has effective control over the general operations of the Commissioner – it is responsible for providing the statutory framework within which the Commissioner operates and provides the majority of its funding in the form of grants. Grants received from government departments are set out in the Comprehensive Income and Expenditure Statement (page 30). Government Grants included within the Net Cost of Services are detailed in note 27 below, the extent to which these grants are outstanding at the end of the year is recorded in short-term [debtors](#) note 14.

### 21.c Members

The Commissioner has eight appointed Members, four who serve on the Joint Audit and Standards Committee and four who serve on the Ethics and Integrity Panel. These members are required to declare any direct financial relationship through outside bodies or companies with the Commissioner. No material transactions have been reported in respect of the 2017/18 financial year. The total members allowances paid in 2017/18 are shown in note 22.

### 21.d Officers and Employees

Employees of the Commissioner and senior officers and staff of the Constabulary were asked to declare any direct financial relationship through outside bodies or companies with the Commissioner. No material transactions have been reported in respect of the 2017/18 financial year.

### 21.e Other Public Bodies

The Commissioner's transactions with the Cumbria Local Government Pension Scheme (administered by County Council) are shown in the pension related disclosure notes included within the Technical Annex (Annex C) pages 108-119.

The amounts received in respect of council tax income from the six Cumbrian District Councils are detailed in note 29.

The Commissioner has included within the Comprehensive Income and Expenditure Statement his respective share of costs in relation to collaborative arrangements with other forces/councils. In particular these include:

- The PCC for Cheshire – North West Underwater Search Unit, Northwest Regional Firearms Policy, Northwest Strategic Automatic Number Plate Recognition (ANPR), Regional Emergency Services Network (ESN) and the Regional Specialist Capability Programme.
- The PCC for Merseyside – Regional Crime Unit, Regional Intelligence Unit, Prison Intelligence Unit, Technical Support Unit, Protected Persons Unit, Government Agency Intelligence Network (GAIN), Confiscation Unit, Regional Assets Recovery Team, Operational Security (OPSEY), Cyber Crime, Regional Fraud Team.
- The PCC for Lancashire – Learning & Development Collaboration.
- Cumbria County Council – Shared Internal Audit Service.

## 22 Members Allowances and Expenses

The Code of Practice on Local Authority Accounting requires the disclosure of the total amount of members allowances paid in the year. This is set out in the table below together with a comparative figure for the previous year.

<b>Members Allowances</b>	<b>PCC/Group 2016/17 £000s</b>	<b>PCC/Group 2017/18 £000s</b>
Basic Allowance	16	15
Travel and Subsistence	7	8
	<b>23</b>	<b>23</b>

The above table includes expenses for the four appointed members of the Joint Audit and Standards Committee, the four appointed members of the Ethics and Integrity Panel together with travel allowances payable to independent custody visitors. The table above includes the total costs of members and these apply jointly between the Commissioner and Constabulary.

A full disclosure of allowances and expenses paid to individual members can be found on the Police and Crime Commissioners website at: <https://cumbria-pcc.gov.uk/finance-governance/allowances/>.

## 23 Disclosure of Remuneration for Senior Employees

The following tables sets out the remuneration disclosures for Senior Officers and Relevant Police Officers whose salary is less than £150,000 but more than £50,000 per year. The first table provides the information for 2017/18 and the second provides comparatives for 2016/17.





The table below gives the PCC and Group information for 2017/18 in £000s.

Postholder Information Post Title	Note	Salary (including Fees & Allowances)	Expense Allowances	Salary Sacrifice	Termination Pay & Compensation for loss of office	Benefits in Kind	Other Payments (Police Officers Only)	Total Remuneration Excluding pension Contributions	Pension Contributions	Total Remuneration Including pension Contributions
<b>Shown in Single Entity Statements of Police &amp; Crime Commissioner</b>										
Police & Crime Commissioner		65	2	0	0	0	0	67	10	77
PCC Chief Finance Officer	10	20	0	0	45	0	0	65	3	68
PCC Chief Executive (A)	11	46	0	0	0	0	0	46	7	53
PCC Chief Executive (B)	12	65	0	0	0	0	0	65	10	75
PCC Chief Executive (C)	13	66	0	(1)	0	0	0	65	10	75
<b>Total PCC</b>		<b>262</b>	<b>2</b>	<b>(1)</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>308</b>	<b>40</b>	<b>348</b>
<b>Shown in Single Entity Statements of Chief Constable</b>										
Chief Constable (A)	1	141	7	0	0	0	3	151	0	151
Deputy Chief Constable (A) / Chief Constable (B)	2	118	7	0	0	0	3	128	25	153
Temporary Assistant Chief Constable (A)	3	50	2	0	6	0	2	60	11	71
Assistant Chief Constable (A) / Temporary Deputy Chief Constable (B)	4	82	5	0	0	27	0	114	17	131
Temporary Assistant Chief Constable (B)	5	85	3	0	0	1	3	92	18	110
Joint Chief Finance Officer	6	71	0	0	0	0	0	71	11	82
Director of Corporate Support		82	0	0	0	0	0	82	10	92
Director of Corporate Improvement		82	0	0	0	0	0	82	12	94
Chief Superintendent - Territorial Policing	7	86	2	0	0	1	3	92	18	110
Superintendent - Head of People		75	1	0	0	1	0	77	17	94
Temporary Chief Superintendent - Crime Command	8	56	2	0	0	1	2	61	11	72
Temporary Chief Superintendent - Territorial Policing	9	78	2	0	0	1	3	84	16	100
Director of Legal Services		73	1	0	0	1	0	75	11	86
<b>Total CC</b>		<b>1,079</b>	<b>32</b>	<b>0</b>	<b>6</b>	<b>33</b>	<b>19</b>	<b>1,169</b>	<b>177</b>	<b>1,346</b>
<b>Total Group</b>		<b>1,341</b>	<b>34</b>	<b>(1)</b>	<b>51</b>	<b>33</b>	<b>19</b>	<b>1,477</b>	<b>217</b>	<b>1,694</b>

## Notes:

- Chief Constable (A) retired from the Constabulary on 31/03/18.
- Deputy Chief Constable (A) became Temporary Chief Constable w.e.f. 03/03/18 and Chief Constable (B) from 01/04/18.
- Temporary Assistant Chief Constable (A) was T/ACC w.e.f. 01/01/17 to 30/06/17, reverting to Chief Superintendent on 01/07/17 until retirement on 18/10/17.
- Assistant Chief Constable (A) was appointed on 01/07/17 and was subsequently promoted to Temporary Deputy Chief Constable 03/03/18.
- Temporary Assistant Chief Constable (B) was appointed on 03/03/18, prior to this occupied the position of Chief Superintendent – Crime Command.
- The Chief Constable's Chief Finance Officer became the Joint Chief Finance Officer w.e.f. 31/05/17.
- Chief Superintendent – Territorial Policing was previously Chief Superintendent Operational Benefits Delivery until 18/06/17.
- Temporary Chief Superintendent – Crime Command was appointed on 05/06/17 and was subsequently promoted to Temporary Chief Superintendent on 03/03/18.
- Temporary Chief Superintendent – Territorial Policing was in post until 18/06/17 and then reverted to the role of Superintendent Operational Support.
- The PCC Chief Finance Officer left the organisation on 31/08/17 following a re-structure within the OPCC.
- Chief Executive (A) retired on 30/09/2017.
- Chief Executive (B) was chief executive for the period 01/09/17 to 13/03/18, for the remainder of the financial year, the post holder performed the role of Head of Partnerships and Commissioning.
- Chief Executive (C) was Chief Executive from 14/03/18, for the remainder of the financial year, the post holder performed the role of Head of Communications and Business Services.

The comparative PCC and Group figures for 2016/17 in £000s, are set out in the table below:

Postholder Information Post Title	Note	Salary (including Fees & Allowances)	Expense Allowances	Salary Sacrifice	Termination Pay & Compensation for loss of office	Benefits in Kind	Other Payments (Police Officers Only)	Total Remuneration Excluding pension Contributions	Pension Contributions	Total Remuneration Including pension Contributions
<b>Shown in Single Entity Statements of Police &amp; Crime Commissioner</b>										
Police & Crime Commissioner (A)	1	7	0	0	0	0	0	7	1	8
Police & Crime Commissioner (B)	2	58	2	0	0	0	0	60	7	67
PCC Chief Finance Officer	3	65	0	0	0	0	0	65	8	73
PCC Chief Executive		91	0	0	0	0	0	91	12	103
<b>Total PCC</b>		<b>221</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>223</b>	<b>28</b>	<b>251</b>
<b>Shown in Single Entity Statements of Chief Constable</b>										
Chief Constable		140	7	0	0	0	3	150	0	150
Deputy Chief Constable		114	8	0	0	0	3	125	24	149
Assistant Chief Constable	4	84	0	(1)	4	0	2	89	18	107
Temporary Assistant Chief Constable	5	88	4	(1)	0	1	3	95	19	114
Chief Superintendent (A)	6	12	0	0	0	0	0	12	3	15
Chief Superintendent (B)		83	2	0	0	1	3	89	18	107
Chief Superintendent (C)	7	79	3	0	0	1	3	86	17	103
Temp. Chief Superintendent (A)	8	40	2	0	2	0	1	45	8	53
Temp. Chief Superintendent (B)	9	74	2	0	0	1	3	80	16	96
Chief Inspector PSD	10	55	1	0	0	1	1	58	12	70
Head of PSD - Superintendent	11	15	0	0	0	0	0	15	3	18
Director of Legal Services		73	1	0	0	1	0	75	9	84
Director of Corporate Support		81	0	(1)	0	0	0	80	10	90
Director of Corporate Improvement		81	1	0	0	0	0	82	10	92
CC Chief Finance Officer		67	0	0	0	0	0	67	8	75
<b>Total CC</b>		<b>1,086</b>	<b>31</b>	<b>(3)</b>	<b>6</b>	<b>6</b>	<b>22</b>	<b>1,148</b>	<b>175</b>	<b>1,323</b>
<b>Total Group</b>		<b>1,307</b>	<b>33</b>	<b>(3)</b>	<b>6</b>	<b>6</b>	<b>22</b>	<b>1,371</b>	<b>203</b>	<b>1,574</b>

## Notes:

- Police and Crime Commissioner (A) came to the end of his term in office in May 2016.
- Police and Crime Commissioner (B) was elected to office in May 2016.
- The PCC Chief Finance Officer reduced her hours from 33.3 hrs per week to 23.5 hrs per week wef 09/01/2017.
- The ACC left Cumbria Constabulary on 08/01/2017.
- The Temporary ACC was appointed to the role with effect from 01/01/2017.
- Chief Superintendent (A) left Cumbria Constabulary on 22/05/2016.
- Chief Superintendent (C) left became Crime Commander on 01/10/2016.
- Temporary Chief Superintendent (A) left Cumbria Constabulary on 30/09/2016.
- Temporary Chief Superintendent (B) was appointed to Temporary Chief Superintendent Territorial Policing on 01/01/2017.
- Chief Inspector PSD ceased the role of Head of Professional Standards Department (PSD) on the 16/01/2017 and was replaced by Superintendent PSD.
- Superintendent PSD became Head of Professional Standards Department w.e.f. 16/01/2017.

## 24 Employee Remuneration

The Code of Practice on Local Authority Accounting requires the disclosure of the number of employees whose remuneration, excluding pension's contributions, exceeded £50,000 and senior police officers (defined as those holding a rank above that of superintendent). This is set out in the table below in bands of £5,000:

Remuneration Band	2016/17				2017/18			
	PCC Police Staff	CC Police Staff	CC Snr Police Officers	Group Total	PCC Police Staff	CC Police Staff	CC Snr Police Officers	Group Total
£50,000 to £54,999	0	4	0	4	0	3	0	3
£55,000 to £59,999	3	1	0	4	0	2	2	4
£60,000 to £64,999	1	1	0	2	1	4	0	5
£65,000 to £69,999	0	3	0	3	3	0	0	3
£70,000 to £74,999	0	1	0	1	0	2	0	2
£75,000 to £79,999	0	0	1	1	1	0	0	1
£80,000 to £84,999	0	2	1	3	0	2	0	2
£85,000 to £89,999	0	0	1	1	0	0	2	2
£90,000 to £94,999	1	0	2	3	0	1	0	1
£95,000 to £99,999	0	0	0	0	0	0	0	0
£100,000 to £104,999	0	0	0	0	0	0	0	0
£105,000 to £109,999	0	0	0	0	0	0	1	1
£110,000 to £114,999	0	0	0	0	0	0	0	0
£115,000 to £119,999	0	0	1	1	0	0	0	0
£120,000 to £124,999	0	0	0	0	0	0	1	1
£125,000 to £129,999	0	0	0	0	0	0	0	0
£130,000 to £134,999	0	0	0	0	0	0	0	0
£135,000 to £139,999	0	0	0	0	0	0	0	0
£140,000 to £144,999	0	0	1	1	0	0	1	1
<b>Total</b>	<b>5</b>	<b>12</b>	<b>7</b>	<b>24</b>	<b>5</b>	<b>14</b>	<b>7</b>	<b>26</b>

In 2017/18 the remuneration for 96 Police Officers (74 in 2016/17) superintendent rank and below (who are not required to be disclosed in the above note under regulations) exceeded £50,000.

The table above includes those employees and senior police officers that are also required to be disclosed on a more detailed individual basis. Please see note 23 for more information.

## 25 Exit Packages/Termination Payments

The numbers of exit packages with total cost per band and a total cost of the compulsory and other redundancies are set out in the table below:

Exit package cost band (including special payments)	PCC/Group		PCC/Group		PCC/Group		PCC/Group	
	Number of Compulsory Redundancies		Number of other Departures Agreed		Total Number of Exit Packages by cost band		Total cost of exit packages in each band	
	2016/17 Headcount	2017/18 Headcount	2016/17 Headcount	2017/18 Headcount	2016/17 Headcount	2017/18 Headcount	2016/17 £000's	2017/18 £000's
£0-£20,000	0	0	4	1	4	1	39	16
£20,001 - £40,000	0	0	0	1	0	1	0	30
£40,001 - £60,000	0	1	2	1	2	2	109	89
£60,001 - £80,000	0	0	2	0	2	0	150	0
£80,001 - £100,000	0	0	0	0	0	0	0	0
£100,001 - £150,000	0	0	0	1	0	1	0	129
<b>Total</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>4</b>	<b>8</b>	<b>5</b>	<b>298</b>	<b>264</b>

During 2017/18 the contracts of a small number of employees were terminated incurring termination payments amounting to £259k (£306k in 2016/17). This amount is made up exit packages paid and accrued in 2017/18.

The exit packages paid in 2017/18 amount to £264k (£298k in 2016/17). The exit packages can be further split into compensation for loss of employment £176k (£144k in 2016/17) and enhanced pension benefits £88k (£154k in 2016/17). The redundancies are as a result of the OPCC and Constabulary's change programme. The Exit Packages table above provides details of the number and total cost of exit packages per band and include those exit packages paid in 2017/18 and those agreed for individuals in 2017/18 but paid in 2018/19 for which an accrual was made in the 2017/18 accounts.

During 2017/18 an amount of -£5k arose as a result of a number of amounts that had been accrued in the 2016/17 accounts for which the final settlement during 2017/18 was slightly lower. These amounts are not included in the above table in 2017/18 as the exit packages for those individuals are included in the 2016/17 column. The figure shown on the face of the Expenditure and Funding Analysis (pages 41-42) for 2017/18 is made up of the exit packages paid in the year of £264k (per the table above) minus £5k in respect of these differences in accruals.

During 2016/17 an amount of £8k arose as a result of a number of amounts that had been accrued in the 2015/16 accounts for which the final settlement during 2016/17 was slightly higher. These amounts are not included in the above table in 2016/17 as the exit packages for those individuals are included in the 2015/16 column. The figure shown on the face of the Expenditure and Funding Analysis (pages 41-42) for 2016/17 is made up of the exit packages paid in the year of £298k (per the table above) plus £8k in respect of these differences in accruals.

### Accounting Policy - Termination Benefits

Termination benefits are amounts payable as a result of a decision to terminate an individual's employment before the normal retirement date or an officer's decision to accept voluntary redundancy. These are charged (on an [accruals](#) basis) to the relevant service line in the Comprehensive Income and Expenditure Statement at the earlier of when the organisation can no longer withdraw the offer of those benefits or when the organisation recognises the costs for restructuring.

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

## 26 Audit Fees

In 2017/18 the Commissioner and Chief Constable incurred the following fees relating to external audit services provided by Grant Thornton UK LLP.

External Audit Fees	Group 2016/17 £000s	Group 2017/18 £000s
<b>Amounts Relating to The Police and Crime Commissioner</b>		
Fees payable to Grant Thornton UK LLP with regard to external audit services carried out by the appointed auditor.	30	30
	<b>30</b>	<b>30</b>
<b>Amounts Relating to The Chief Constable</b>		
Fees payable to Grant Thornton UK LLP with regard to external audit services carried out by the appointed auditor.	15	15
	<b>15</b>	<b>15</b>
<b>Other Services</b>		
Fees payable in respect of <i>other services</i> provided by Grant Thornton during the	12	0
Rebate from Public Sector Audit Appointments in year.		
<b>Total External Audit Fees for Year</b>	<b>57</b>	<b>45</b>

The table above includes fees paid in relation to 'other services'. The fees payable in 2016/17 related to an annual contract (starting in 2014/15) for the provision of specialist VAT and Tax advice plus a one off piece of consultancy work undertaken on a VAT health check and work associated with the development of a VAT manual. There are no such 'other services' fees for 2017/18. These fees relate to both the Commissioner and the Constabulary.

The above table shows the gross fees payable to the external auditor during the year. In 2017/18 rebates of audit fees of £4k for the PCC and £2k for the Chief Constable were received from Public Sector Audit Appointments.

## 27 Grant Income

The Commissioner credited the following grants and contributions to the Comprehensive Income and Expenditure Statement in 2017/18.

Grant Income	PCC/Group	
	2016/17 £000s	2017/18 £000s
<b>Credited to Taxation and Non Specific Grant Income</b>		
Capital grants and contributions - General	429	364
Formula Funding (Home Office)	30,822	30,391
Council Tax Freeze & Local Council Tax Support Support (Home Office)	4,850	4,850
Home Office Police Grant	28,721	28,320
PFI Grant (Home Office)	687	687
Police Pension Grant (Home Office)	17,590	20,917
<b>TOTAL</b>	<b>83,099</b>	<b>85,529</b>
<b>Credited to Services</b>		
<b><i>Grants and Contributions - Central Government</i></b>		
Apprenticeship Levy (Home Office)	0	2
Criminal Records Bureau (Home Office)	292	305
Dedicated Security Posts (Home Office)	169	153
Innovation Fund (Home Office)	1,427	1,863
ANPR Project (mayor's Office of the PCC)	161	0
Victims Services (Ministry of Justice)	588	584
Collaborations (Various)	163	212
Custody Contract Delivery (NHS England)	25	0
Access to Work (DWP)	2	0
	<b>2,827</b>	<b>3,119</b>
<b><i>Grants and Contributions - Other</i></b>		
NHS Funding (SASS)	558	343
Local Partnership	288	163
Youth Offending Team (Cumbria CC)	88	99
Safer Cumbria Delivery Board (PCC for Cumbria)	14	122
	<b>948</b>	<b>727</b>
<b>TOTAL</b>	<b>3,775</b>	<b>3,846</b>

## Accounting Policy - Government Grants and Contributions

Whether paid on account, by installments or in arrears, government grants and third party contributions and donations are recognised as due when there is reasonable assurance of:

- compliance with the conditions attached to the payments, and
- the grants or contributions will be received.

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

Monies advanced as grants or contributions for which conditions have not been satisfied are carried on the balance sheet as [creditors](#). When conditions are satisfied, the grant or contribution is credited to the relevant function line (attributable revenue grants and contributions) or Taxation and Non-Specific Grants Income (non-ringfenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the Police Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance [capital expenditure](#), it is posted to the Capital Grants Unapplied reserve. Where it has been applied, it is posted to the [Capital Adjustment Account](#). Amounts in the Capital Grants Unapplied reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

In accordance with the statutory responsibility of the Commissioner to maintain the Police Fund contained within the Police Reform and Social Responsibility Act 2011, all grants are recognised in the accounts of the Commissioner.

## 28 Grants Receipts in Advance

During 2015/16 the Commissioner received a grant of £3m from the Nuclear Decommissioning Authority by way of contribution to the construction of a Strategic Command Centre at Carleton Hall in Penrith. At that time it was envisaged that the grant would be drawn down during the construction of the building during 2017/18 and once grant conditions are met.

During 2016/17 however, the project to construct the Strategic Command Centre was aborted. The funding was returned to the Nuclear Decommissioning Authority in December 2016.



## 29 Income from Council Tax

*Precept- The demands made by the Police and Crime Commissioner on the district councils who are the billing authority in relation to the collection of council tax.*

The income from Council Tax for 2017/18 is received as precept from the six district councils as set out below:

Council Tax Income	Precept Paid 2017/18 £000s	PCC/Group Adjustment Re Debtors/ (Creditors) £000s	Income from Council Tax £000s
Allerdale District Council	6,800	(47)	6,753
Barrow Borough Council	4,209	(33)	4,176
Carlisle City Council	7,409	(97)	7,312
Copeland Borough Council	4,588	(1)	4,587
Eden District Council	4,518	(81)	4,437
South Lakeland District Council	9,945	2	9,947
	<b>37,469</b>	<b>(257)</b>	<b>37,212</b>

The comparative information for 2016/17 is as follows:

Council Tax Income	Precept Paid 2016/17 £000s	PCC/Group Adjustment Re Debtors/ (Creditors) £000s	Income from Council Tax £000s
Allerdale District Council	6,531	(111)	6,420
Barrow Borough Council	4,098	29	4,127
Carlisle City Council	7,057	57	7,114
Copeland Borough Council	4,411	36	4,447
Eden District Council	4,361	(30)	4,331
South Lakeland District Council	9,674	0	9,674
	<b>36,132</b>	<b>(19)</b>	<b>36,113</b>

## 30 Capital Expenditure and Capital Financing

*Capital expenditure can be defined as expenditure on the acquisition, construction or enhancement of non-current assets which adds to and not merely maintains the value of a non-current asset.*

The commissioner approves on an annual basis a capital programme for the Constabulary. The capital programme is fully funded for a four year period to tie in with the medium term financial forecast. The capital programme covers the routine cyclical replacement of ICT equipment and vehicles and also includes specific one off projects. Due to the cyclical nature of the majority of the capital programme, the programme is also modelled at a high level over a 10 year longer term horizon. The capital programme for 2017/18 was approved by the Commissioner at his Public Accountability Conference on 22 February 2017. The capital strategy report can be found on the Commissioner's website at: <https://cumbria-pcc.gov.uk/wp-content/uploads/2017/03/Combined-agenda-and-reports.pdf?x42249>

The capital outturn report for 2017/18 was approved by the Commissioner on 10 May 2018 and can also be found on the Commissioner's website.

The total amount of [capital expenditure](#) incurred in the year is shown in the table below.

Capital Expenditure	PCC/Group	
	2016/17 £000s	2017/18 £000s
<b>Technology Schemes</b>		
Case & Custody System	112	22
Computer Hardware & Infrastructure	497	586
Mobility & Digitisation	893	111
Wide Area Network (WAN)	74	67
Control Room Futures	0	296
ESN	0	34
Body Worn Video	0	225
Other Technology Schemes	15	38
	<b>1,591</b>	<b>1,379</b>
<b>Vehicles Replacement Scheme</b>	<b>353</b>	<b>1,614</b>
<b>Building Schemes</b>		
South Estate - Barrow	44	(25)
Eden Deployment Centre	177	273
Other Building Schemes	590	217
	<b>811</b>	<b>465</b>
<b>Equipment Schemes</b>		
County Wide CCTV System	6	7
Automatic Number Plate Recognition (ANPR)	102	0
Other Equipment Schemes	73	0
	<b>181</b>	<b>7</b>
<b>Intangible Assets</b>	<b>98</b>	<b>1,790</b>
<b>Total Capital Expenditure</b>	<b>3,034</b>	<b>5,255</b>

## 30.a Capital Financing

The table below illustrates the resources used to finance [capital expenditure](#). Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Commissioner, the expenditure results in an increase in the [Capital Financing Requirement](#) (CFR), a measure of the capital expenditure incurred historically by the Commissioner that has yet to be financed. The CFR is analysed below:

Capital Financing Requirement	PCC/Group	
	2016/17 £000s	2017/18 £000s
Opening Capital Financing Requirement	18,674	18,402
<i>Capital investment</i>		
Property, Plant and Equipment	2,936	3,465
Intangible Assets	98	1,790
<i>Sources of Finance</i>		
Government grants and other contributions	(454)	0
Sums set aside from revenue:		
- Direct revenue contributions	(2,439)	(5,255)
- Minimum revenue provision	(413)	(423)
<b>Closing Capital Financing Requirement</b>	<b>18,402</b>	<b>17,979</b>
<i>Explanation of Movements in Year</i>		
Increase in underlying need to borrow (unsupported by government financial assistance)	(272)	(423)
<b>Increase/(decrease) in Capital Financing Requirement</b>	<b>(272)</b>	<b>(423)</b>

## 31 Capital Commitments

The Commissioner has outstanding contractual commitments amounting to £2,770k in respect of a number of schemes from the 2017/18 capital programme (£750k in 2016/17).

Outstanding Capital Commitments	PCC/Group As at 31 March	
	2017 £000s	2018 £000s
Control Room Futures	0	2,378
E Business	0	53
Vehicle Replacement	291	42
Case and Custody	88	0
CCTV	46	0
Flood Works at HQ	0	10
Eden Deployment Centre/Carpark	225	225
Other Capital Commitments	100	62
<b>Total</b>	<b>750</b>	<b>2,770</b>

## 32 Minimum Revenue Provision

Regulations 27 and 28 of the Capital Financing and Accounting Regulations 2003 require the Commissioner to make a provision from revenue for the repayment of any undischarged credit liabilities. This is referred to as the [Minimum Revenue Provision](#) (MRP). Additional voluntary contributions are permitted, which have the effect of reducing the Commissioner's [Capital Financing Requirement](#).

In line with the Capital Finance and Accounting regulations a Statement of MRP Policy was approved in February 2017 as part of the Treasury Management Strategy Statement. The policy states that MRP will be calculated using the regulatory method for debt incurred prior to 1 April 2008 and on the asset life basis for debt incurred after this date. In respect of PFI assets brought onto the balance sheet under the 2009 SORP, the MRP provision will match the annual principal repayment for the associated deferred liability.

The Minimum Revenue Provision charged for the year 2017/18 (and comparatives for 2016/17) is made up as follows:

<b>Minimum Revenue Provision</b>	<b>PCC/Group 2016/17 £000s</b>	<b>PCC/Group 2017/18 £000s</b>
<b>Minimum Revenue Provisions (MRP)</b>		
Core MRP	303	298
PFI MRP	110	125
<b>Total MRP for Year</b>	<b>413</b>	<b>423</b>

## 33 Accounting Standards that have been Issued but have not yet been Adopted

For 2017/18 the following accounting policy changes that need to be reported relate to:

- IFRS 9 Financial Instruments.
- IFRS 15 Revenue from Contracts with Customers including amendments to IFRS 15 Clarifications to IFRS 15 Revenue from Contracts with Customers.
- Amendments to IAS 12 Income Taxes: Recognition of Deferred Tax Assets for Unrealised Losses.
- Amendments to IAS 7 Statement of Cash Flows: Disclosure Initiative.

In the Financial Statements for 2018/19, the effect of the changes will be assessed and where necessary, the comparative figures restated.

## 34 Contingent Liabilities

### *Pension Challenge*

The Chief Constable of Cumbria, along with other Chief Constables and the Home Office, currently has 146 claims lodged against them with the Central London Employment Tribunal. The claims are in respect of alleged unlawful discrimination arising from the transitional provisions in the Police Pension Regulations 2015. Claims of unlawful discrimination have also been made in relation to the changes to the Judiciary and Firefighters Pension regulations. In the case of the Judiciary claims the claimants were successful and in the Firefighters case the respondents were successful. Both of these judgements are subject to appeal, the outcome of which may determine the outcome of the Police claims. The Tribunal has yet to set a date for a preliminary or substantive Police hearing. Legal advice suggests that there is a strong defence against the Police claims. The quantum and who will bear the cost is also uncertain, if the claims are partially or fully successful. For these reasons, no provision has been made in the 2017/18 Accounting Statements.

#### **Accounting Policy - Contingent Liabilities**

A contingent liability arises where an event has taken place that gives a possible obligation which will only be confirmed by the occurrence or otherwise of uncertain future events which cannot wholly be controlled. Contingent liabilities also arise in circumstances where a [provision](#) would otherwise be made but it is either not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent liabilities are not recognised on the Balance Sheet but disclosed in a note to the accounts.

## 35 Prior Period Adjustment

There are no prior period adjustments in relation to the 2017/18 Statement of Accounts, the 2016/17 comparative figures are as reported in the 2016/17 Statement of Accounts.

#### **Accounting Policy - Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors**

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error.

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

Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

# Police Officer Pension Fund Account

## Police Officer Pension Fund Account

This statement provides information on transactions on the Police Pension Fund Account for the 2017/18 financial year together with comparative information for 2016/17.

Police Officer Pension Fund Account	Group 2016/17 £000s	Group 2017/18 £000s
<b>Contributions Receivable</b>		
Employer		
- Contributions (21.3% of Pensionable Pay in 2017/18 and 2016/17)	(8,133)	(8,194)
Officers' Contributions		
- 1987 Scheme Member Contributions (see narrative for rates)	(2,276)	(1,881)
- 2006 Scheme Member Contributions (see narrative for rates)	(77)	(102)
- 2015 Scheme Member Contributions (see narrative for rates)	(2,826)	(3,202)
	<b>(13,312)</b>	<b>(13,379)</b>
Transferees in from Other Schemes	(130)	(197)
Capital Equivalent charge for ill-health schemes	(289)	(160)
	<b>(419)</b>	<b>(357)</b>
<b>Benefits Payable</b>		
Recurrent Pensions	25,902	27,076
Commutations and Lump Sums	6,414	8,491
Other (Scheme Pays)	74	157
	<b>32,390</b>	<b>35,724</b>
<b>Payments to and on Account of Leavers</b>		
Refund of Contributions	27	25
Transfer out to other schemes	0	7
	<b>27</b>	<b>32</b>
<b>Net Amount Payable for the Year</b>	<b>18,686</b>	<b>22,020</b>
Additional Contribution from the Police & Crime Commissioner	(17,590)	(20,918)
Additional Funding Payable by the Police and Crime Commissioner (2.9%)	(1,096)	(1,102)
<b>Net Amount Payable (Receivable) for the Year</b>	<b>0</b>	<b>0</b>

## Net Assets Statement

This statement shows the net assets and liabilities of the scheme as at 31 March 2018.

Pension Fund Net Assets & liabilities	Group 2016/17 £000s	Group 2017/18 £000s
<b>Current Assets</b>		
Pensions Benefits paid in advance	2,243	2,295
<b>Current Liabilities</b>		
Amount due to the Police & Crime Commissioner	(2,243)	(2,295)
	<b>0</b>	<b>0</b>

## Accounting Policies

The Police Pension Fund Accounts have been prepared in accordance with the requirements of the Police Pension Fund Regulations 2015 (SI 2015 No 445). The Pensions Fund Accounts are administered by the Chief Constable and have been prepared on an accruals basis.

## Operation of Police Pensions Schemes

Since 1 April 2015 the Chief Constable has operated three Pensions Schemes for Police Officers. These are unfunded schemes, meaning that there are no investment assets built up to meet the pensions liabilities, and cash has to be generated to meet actual pension payments as they fall due. The original Police Officer Pension scheme is known as the 1987 scheme. The second scheme was introduced in April 2006 with the intention that joint contributions of employers and employees would finance the full costs of pension liabilities. All Police Officers recruited from April 2006 onwards automatically become members of the 2006 scheme and the previous 1987 scheme was closed to new members. Officers who were members of the 1987 scheme were allowed by regulation to become members of the 2006 scheme if they wished. Members' contribution rates for 2017/18 and 2016/17 were between 11% and 12.75% for the 2006 scheme and between 14.25% and 15.05 for the 1987 scheme.

From 1 April 2015, a new pension scheme was introduced for Police Officers, known as the 2015 Scheme. The 2015 scheme is based on career average revalued earnings (CARE). All Police Officers recruited from 1 April 2015 will automatically become members of the new scheme and the two previous schemes (1987 and 2006) have been closed to new members from that date. Members of the two older police pension schemes will either be fully protected in those schemes, transfer to the new 2015 scheme on 1 April 2015, or will transfer on different tapering dates in the future subject to individual circumstances around age and length of service remaining. The members' contribution rates for the new scheme ranged between 12.44% and 13.78% in 2017/18 and 2016/17.

The financial statements for the Police Officer pension fund account do not take account of liabilities to pay pensions and other benefits after the period end. Details of the Chief Constable's long term pensions obligations can be found in the main accounting statements (see Balance Sheet page 34). Detailed disclosure notes regarding the Police Pension schemes can be found in the Technical Annex to the Statement of Accounts (Annex C Pensions on pages 108-119).

## Funding of Police Pension Schemes

In 2006/07 a new arrangement was established to fund Police Pensions. This revised arrangement is for both new and existing police officer schemes, but has no effect on the benefit structures of either scheme. The purpose of the change is to smooth fluctuations in costs that would previously have been charged to the Chief Constable's Comprehensive Income and Expenditure Statement on a 'pay as you go basis' and to more clearly show the effect of the liability as opposed to current pension payments. Under the revised arrangements the liability for payment of police pensions is removed from the Chief Constable and replaced with an employers' contribution, currently set at 21.3% of pensionable pay, which, along with the employee contributions and any transfer values, is paid into the pensions account. In addition the Constabulary is required to make an additional contribution to the police pension fund account which equates to 2.9% of pensionable pay to fund the difference between the pension fund deficit and the amount of top up grant received from the Home Office. The employees' and employer's contribution levels are based on percentages of pensionable pay set nationally by the Home Office and are subject to periodic revaluation by the Government Actuary's Department. Pensions are then paid from this account. The pensions account is balanced to nil annually, with any shortfall met by a top up from the Commissioner, or vice versa. However, the Home Office indemnify the Commissioner against any financial liability arising from a deficit on the Pension Account by providing a grant to the Commissioner equal to the Commissioner's top up. Similarly, any surplus on the Pension Account is ultimately repayable to the Home Office.



# Glossary of Terms

## Accruals

The concept that income and expenditure are recognised as they are earned or incurred, not when money is paid or received.

## Actuarial Valuation

A valuation of assets held, an estimate of the present value of benefits to be paid and an estimate of required future contributions, by an actuary, for example on behalf of a pension fund.

## Agency Costs

Services which are performed by or for another authority or public body, where the agent is reimbursed for the cost of the work done.

## Amortisation/Amortised Cost

The practice of reducing the value of assets to reflect their reduced worth over time. The term means the same as depreciation, though in practice amortisation tends to be used for the write-off of intangible assets, such as computer software.

## Budget

A statement of the Police and Crime Commissioner's plans in financial terms. A budget is prepared and approved by the Police and Crime Commissioner before the start of each financial year and is used to monitor actual expenditure throughout the year.

## Capital Adjustment Account

The CAA records the balance of resources set aside to finance capital expenditure (i.e. Capital Receipts, Minimum Revenue Provision (MRP), Direct Revenue Contributions (DRC) and Deferred Grants Account (DGA)) and also the consumption of resources associated with the historical cost of acquiring, creating or enhancing non-current assets over the life of those assets (i.e. depreciation/impairment).

## Capital Expenditure

As defined in section 16 of the Local Government Act 2003 and regulation 25 of the Capital Finance and Accounting Regulations 2003, but broadly expenditure on the acquisition of a non-current asset or expenditure which adds to and not merely maintains the value of an existing non-current asset.

## Capital Financing Requirement (CFR)

The CFR is a measure of the extent to which the Commissioner needs to borrow to support capital expenditure. It does not necessarily relate to the actual amount of borrowing at any point in time.

## Capital Receipt

Monies received from the sale of capital assets, which may be used to finance new capital expenditure or to repay outstanding loan debt as laid down within rules prescribed by Central Government. Capital Receipts cannot be used to finance revenue expenditure, with the exception that up to 4% of sale proceeds may be transferred to the General Fund to finance costs directly associated with the disposal of the asset.

## Cash and Cash Equivalents

Cash is represented by cash in hand and in bank accounts. Cash Equivalents include demand deposits with financial institutions which are highly liquid in that they are repayable without penalty on notice of not more than 24 hours.

## CC or Chief Constable

The Chief Constable for Cumbria Constabulary.

## CFO

The Joint Chief Finance Officer.

## CIPFA

The Chartered Institute of Public Finance and Accountancy. The main professional body for accountants working in the public services.

## Commissioner

The Police and Crime Commissioner for Cumbria.

## Componentisation

Identifying and depreciating the components of an asset separately if they have differing patterns of benefits relative to the total cost of the asset.

## Contingency

A sum set aside to meet unforeseen expenditure.

## Creditors

Amounts owed by the Police and Crime Commissioner for goods and services provided which had not been paid for at the end of the financial year.

# Glossary of Terms

## Debtors

Amounts owing to the Police and Crime Commissioner but not received at the end of the financial year.

## Depreciation

The measure of the wearing out, consumption, or other reduction in the useful economic life of a non-current asset, whether arising from use, passage of time or obsolescence through technological or other changes.

## De-minimis

In general the term means lacking in significance or importance. In terms of the accounts, a de-minimis limit is set for inclusion of projects in the capital programme, below this limit projects would be charged to revenue budgets.

## Direct Revenue Contributions (DRC)

Resources provided from the Police and Crime Commissioner's revenue budget to finance the cost of capital projects.

## Earmarked Reserves

Those elements of the Police Fund that have been set aside, "earmarked", for specific purposes.

## Fair Value

In accounting and economics, fair value is a rational and unbiased estimate of the potential market price of a good, service, or asset.

## Hedge Funds

A hedge fund is a pooled investment vehicle administered by a professional management firm, and often structured as a limited partnership/ limited liability company. Hedge funds invest in a diverse range of markets and use a wide variety of investment styles and financial instruments.

## Heritage Assets

A tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge or culture.

## HMICFRS

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services who are a government agency responsible for monitoring the standards and performance of Constabularies and Fire and Rescue Services.

## Impairment/Impaired

A reduction in the value of a non-current asset below its carrying amount on the balance sheet.

## Investment Property

Property (land or building) held solely to earn rentals or for capital appreciation or both, rather than for operational reasons such as the provision of services.

## Leasing

A method of financing expenditure over a period of time. There are two main types of lease:

- Finance Lease - where the risks of ownership are transferred to the lessee and where the assets are recorded in the Police and Crime Commissioner's balance sheet at a current valuation.
- Operating Lease - where the risks of ownership stay with the leasing company and the annual rental charges are made via the Revenue Account.

## Minimum Revenue Provision (MRP)

The minimum amount which must be set aside in the Revenue Account each year as a provision for credit liabilities.

## Non-current Assets

An asset, which will yield a benefit to the Police and Crime Commissioner for a period of more than one year.

## NPCC

The National Police Chiefs Council.

## PCC

The Police and Crime Commissioner for Cumbria.

## Pension actuarial gains and losses

For a defined benefit scheme, the changes in actuarial deficits or surpluses that arise because:

- events have not coincided with actuarial assumptions made for the last valuation (experience gains and losses) or
- the actuarial assumptions have changed.

## Pension – current service costs

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

# Glossary of Terms

## **Pension – defined benefit scheme**

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

## **Pension assets – expected rate of return**

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

## **Pension – interest costs**

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

## **Pension - past service costs**

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

## **Police Objective Analysis (POA)**

The Police Objective Analysis (POA) is a model developed by the Home Office for analysing individual policing areas expenditure. It has been developed to support the need for understandable, accurate and consistent costing information to allow internal and inter-force comparisons.

## **Precept**

The demands made by the Police and Crime Commissioner on the district councils who are the billing authority in relation to the collection of council tax.

## **Private Equity Funds**

A private equity fund is a collective investment scheme used for making investments in various equity (and to a lesser extent debt) securities according to one of the investment strategies associated with private equity.

## **Provision**

An amount set aside to provide for a liability which is likely to be incurred, although the amount and date of that liability are uncertain.

## **Public Works Loan Board (PWLB)**

A Government agency which provides longer term loans to Local Authorities at interest rates which are only slightly higher than those at which the government itself can borrow.

## **Reserves**

An amount set aside for a specific purpose and carried forward to meet expenditure in future years. The Police Fund represents accumulated balances which may be used to support future spending.

## **Revaluation Reserve**

The revaluation reserve records the unrealised net gain from revaluation of non-current assets made after 1 April 2007. The balance is made up of individual credit balances associated with specific assets and will be equal to the difference between the current value net book value (NBV) and the historic cost NBV for all assets.

## **SERCOP**

The CIPFA Service Reporting Code of Practice. It was introduced as part of the Best Value Regime to bring about more consistent accounting treatment of costs and to facilitate more meaningful financial comparisons between Authorities.

## **The Commissioner**

The Police and Crime Commissioner for Cumbria.

## **TPA**

Territorial Policing Area.

# Annex A - Statement of Accounting Policies

## 1 General Principles

The Statement of Accounts summarises the financial transactions for the 2017/18 financial year and the financial position at the 31 March 2018. The Police and Crime Commissioner and [Chief Constable](#) are each required to prepare an annual Statement of Accounts (single entity) in accordance with the Accounts and Audit Regulations 2015 which stipulate that the statements be prepared in accordance with proper accounting practices. Those practices primarily comprise the [CIPFA/LAASAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18](#) (the Code) and the Service Reporting Code of Practice 2017/18 [SERCOP](#)), supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 12 of the Local Government Act 2003. The [Commissioner](#) is responsible for combining the single entity statements to form a set of consolidated group accounts.

Where accounting policies relate to a particular note to the accounts, the accounting policy is shown alongside that note in a [grey text box](#), in the notes to the accounts section (see pages 37 to 93). Where an accounting policy is more generic and applicable across the statement accounts it is shown in this **Annex A**.

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of [non-current assets](#).

**Historic Cost** – the amount the organisation originally paid for an item.

## 2 Accruals of Income and Expenditure

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

- Revenue from the provision of services is recognised when the percentage completion of the transaction can be reliably measured and that it is probable that economic benefits or service potential associated with the transaction will flow.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories (stock) on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where income and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of [debtors](#) is written down and a charge made to revenue for the income that might not be collected.
- An [accrual](#) is made in respect of employee benefits payable during employment (see accounting policy 7 below for further details).

### Accrual Example 1

An electricity invoice received at the start of April will usually relate to the previous quarters electricity consumption (January to March) and as such this expenditure should be shown in the financial statements for the previous financial year. The invoice will actually be paid in the new year but the costs are charged to the previous year by way of an accrual.

### Accrual Example 2

The PCC/Constabulary insurance premiums are due on 1 November each year. The premium paid covers five months of the current financial year and seven months of the next. A prepayment is made in the accounts to move the cost of the seven months into the correct year.

# Annex A - Statement of Accounting Policies

## 3 Exceptional Items

When exceptional items of income and expense are **material**, their nature and value is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts, depending on how significant the items are to an understanding of financial performance.

**Materiality** – information is material if omitting it or misstating it could influence decisions that users make on the basis of the financial information about a specific reporting organisation. In other words, materiality is an organisation specific aspect of relevance based on the *nature or magnitude or both*, of the items to which the information relates in the context of the individual organisations financial statements.

## 4 Inventories

Inventories (stocks) are included in the balance sheet at historic cost. This is a departure from IAS2 which requires inventories to be valued at the lower of cost or net realisable value. However, for many stock items, particularly uniforms, net realisable value would be minimal and would not accurately reflect the value of holding these assets. As inventories predominantly relate to operational stocks (uniform and consumables) these are reported in the single entity statements of the Chief Constable and as such are consolidated into the Commissioner's group accounts.

## 5 Treatment of Overheads

The costs of overheads and support services are incorporated within the cost of Policing and Crime Services line of the comprehensive income and expenditure statement in accordance with the principles of the [CIPFA](#) Code of practice on Local Authority Accounting which requires costs to shown on the same basis as used for resource management.

Under the Commissioner's funding arrangement to the Chief Constable premises costs (except where they are directly attributable to the Chief Constable) are initially recorded in the accounts of the Commissioner and a recharge is made to the Chief Constable in the single entity Comprehensive Income and Expenditure Statements on an appropriate basis. Transport and supplies and services costs (except where they are directly attributable to the Commissioner) are initially recorded in the accounts of the Chief Constable and a recharge is made to the Commissioner in the single entity Comprehensive Income and Expenditure Statements on an appropriate basis.

## 6 Heritage Assets

There are a small number of items that fall under the definition of heritage assets. Due to their diverse nature and lack of historical cost information specialist valuations would be required in order to obtain a reliable estimated value to include in the accounts. The cost of obtaining such valuations would outweigh the benefits gained and therefore no values are included in the balance sheet.

# Annex A - Statement of Accounting Policies

## 7 Investment Property

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

Investment properties are measured initially at cost and subsequently at [fair value](#), based on the amount at which the asset could be exchanged between knowledgeable parties at arm's length. As a non-financial asset, investment properties are measured at highest and best use. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the Police Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the Police Fund balance. The gains and losses are therefore reversed out of the police fund balance in the Movement in Reserves Statement and posted to the [Capital Adjustment Account](#) and (for any sale proceeds greater than £10,000) the [Capital Receipts](#) Reserve.

Investment assets are not generally held, however, in some circumstances where a surplus property no longer meets the strict criteria to be classified as "held for sale", it must be classified as an investment property.

## 8 Contingent Assets

A contingent asset arises where an event has taken place that gives rise to a possible asset which will only be confirmed by the occurrence or otherwise of uncertain future events which cannot wholly be controlled. Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

## 9 Value Added Tax (VAT)

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

## Annex B – Technical Annex – Financial Instrument Disclosures

*Financial Instruments are contracts that give rise to a financial asset in one entity and a financial liability in another. The term covers both **financial assets** such as loans and receivables and **financial liabilities** such as creditors and borrowings.*

### Accounting Policy - Financial Instruments

#### Financial Liabilities

Financial Liabilities are initially measured at [fair value](#) and carried at their [amortised cost](#). Annual charges to the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. For borrowings this means that the amount presented on the Balance Sheet is the outstanding amount of principal repayable and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year in the loan agreement. Borrowing is undertaken and accounted for in accordance with the Treasury Management Strategy. Where a payable (i.e. creditor) has a maturity of less than 12 months the [fair value](#) is taken to be the principal outstanding, or the billed/invoiced amount. In accordance with the funding arrangement between the Commissioner and the Chief Constable, all financial instrument liabilities, including borrowing and trade creditors are held by the Commissioner.

#### Financial Assets

Financial assets are classified into two types:

- Loans and Receivables – assets that have fixed or determinable payments but are not quoted in an active market. Trade [debtors](#) and investments are classified as loans and receivables.
- Available-for-sale assets – assets that have a quoted market price and/or do not have fixed or determinable payments. There are no available-for-sale assets.

Loans and receivables are initially measured at [fair value](#) and carried at their [amortised cost](#). Annual credits to the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. Where a receivable (i.e. debtor) has a maturity of less than 12 months, the fair value is taken to be the principal outstanding or the billed/invoiced amount. Investments are shown in the balance sheet at cost. Where investments are fixed term deposits, accrued interest owing at the balance sheet date is included in the Comprehensive Income and Expenditure Statement.

Where assets are identified as [impaired](#) because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the Comprehensive Income and Expenditure Statement. An example of such a charge would be the adjustment made to the [debtors](#) balance as a [provision](#) for bad debts (see note 14, page 69).

Investments are undertaken and accounted for in accordance with the Treasury Management Strategy.

**Treasury Management** is defined as “the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.’

The **Treasury Management Strategy** is produced on an annual basis and is approved by the Commissioner in February each year. The strategy contains an investment strategy which provides details of approved counterparties with whom investments can be placed and approved limits and durations for investment. The strategy also includes a borrowing strategy should this be needed and approved practices and procedures to be adopted by staff carrying out investment and borrowing activities.

In accordance with the Commissioner’s funding arrangement with the Chief Constable all financial instrument assets including investments and trade debtors are held by the Commissioner.



# Annex B – Technical Annex – Financial Instrument Disclosures

## B1 Categories of Financial Instrument

The following categories of financial instrument are carried in the balance sheet:

Categories of Financial Instruments	PCC Long Term		PCC Current		Group Long Term		Group Current	
	31 March 2017	31 March 2018	31 March 2017	31 March 2018	31 March 2017	31 March 2018	31 March 2017	31 March 2018
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Financial Assets</b>								
<b>Loans and Receivables</b>								
Investments	2,043	0	8,102	12,082	2,043	0	8,102	12,082
Cash & Cash Equivalents	0	0	3,044	3,774	0	0	3,044	3,774
Debtors	0	0	6,707	6,225	0	0	6,792	6,343
<b>Total Financial Assets</b>	<b>2,043</b>	<b>0</b>	<b>17,853</b>	<b>22,081</b>	<b>2,043</b>	<b>0</b>	<b>17,938</b>	<b>22,199</b>
<b>Financial Liabilities</b>								
<b>Financial liabilities carried at contract amounts</b>								
Creditors	0	0	(5,446)	(8,326)	0	0	(8,379)	(11,194)
<b>Other Long-term Liability (PFI/Finance Lease)</b>								
PFI & Finance Lease Liabilities	(4,887)	(4,745)	(125)	(142)	(4,887)	(4,745)	(125)	(142)
<b>Total Financial Liabilities</b>	<b>(4,887)</b>	<b>(4,745)</b>	<b>(5,571)</b>	<b>(8,468)</b>	<b>(4,887)</b>	<b>(4,745)</b>	<b>(8,504)</b>	<b>(11,336)</b>

## B2 Gains and Losses on Financial Instruments

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in 2017/18 relating to financial instruments are made up as follows:

Gains and Losses on Financial Instruments	PCC/Group 2016/17				PCC/Group 2017/18			
	Financial Liabilities Held at amortised cost	Financial Liabilities PFI/Finance Lease	Financial Assets Loans & Receivables	Total	Financial Liabilities Held at amortised cost	Financial Liabilities PFI/Finance Lease	Financial Assets Loans & Receivables	Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Interest Expense	0	633	0	633	0	619	0	619
Impairment Losses (Bad Debts Provision Increase)	0	0	0	0	(2)	0	0	(2)
<b>Total Expenses in (Surplus) or Deficit on the Provision of Services</b>	<b>0</b>	<b>633</b>	<b>0</b>	<b>633</b>	<b>(2)</b>	<b>619</b>	<b>0</b>	<b>617</b>
Interest Income	0	0	(102)	(102)	0	0	(90)	(90)
Impairment Gain (Bad Debts Provision Reduction)	0	0	0	0	0	0	0	0
<b>Total Income in (Surplus) or Deficit on the Provision of Services</b>	<b>0</b>	<b>0</b>	<b>(102)</b>	<b>(102)</b>	<b>0</b>	<b>0</b>	<b>(90)</b>	<b>(90)</b>
<b>Net (Gain)/Loss for the Year</b>	<b>0</b>	<b>633</b>	<b>(102)</b>	<b>531</b>	<b>(2)</b>	<b>619</b>	<b>(90)</b>	<b>527</b>

# Annex B – Technical Annex – Financial Instrument Disclosures

## B3 Fair value of Assets and Liabilities Carried at Amortised Cost

Financial liabilities and assets represented by loans and receivables and long term [debtors](#) and [creditors](#) are carried in the balance sheet at amortised cost. Financial Instruments are to be measured at fair value. The fair value hierarchy must now be followed, whereby inputs used in the valuation techniques for assets and liabilities are prioritised to give the most accurate and appropriate measurement of fair value. Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the authority's financial statements are categorised within the fair value hierarchy. The three levels are defined based on the observability of significant inputs to the measurement, as follows:

- Level 1 – unadjusted quoted prices in active markets for identical assets or liabilities
- Level 2 – inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly. For example, where the instrument is not actively marketed or measurable, quoted prices of similar assets or liabilities may be used.
- Level 3 – unobservable inputs for the asset or liability.

The fair valuation of the PCC's long term liabilities is classed as level 2 in the hierarchy.

The PCC reviews the categorisation of inputs when new formal valuations are undertaken and when trigger events occur (for example a major change of tenant of a rented property, or change in Bank of England base lending rate). The change in category is reported at the next financial year-end following the trigger event.

Their [fair value](#) can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions:

- No early repayment or impairment is recognised
- Where an instrument will mature in the next 12 months, carrying amount is assumed to be approximate to fair value
- The fair value of trade and other receivables is taken to be the invoiced amount.
- In calculating the fair value of the PFI a discount rate based on the returns of a zero coupon AA corporate bond have been used to discount future cash flows as this instrument has an estimated risk profile equivalent to that of public sector PFI schemes.

The fair values calculated are as follows:

Fair Values of Assets and Liabilities	PCC		PCC		Group		Group	
	31 March 2017		31 March 2018		31 March 2017		31 March 2018	
	Carrying Amount £000s	Fair Value £000s	Carrying Amount £000s	Fair Value £000s	Carrying Amount £000s	Fair Value £000s	Carrying Amount £000s	Fair Value £000s
<b>Financial Liabilities</b>								
Creditors	(5,446)	(5,446)	(8,326)	(8,326)	(8,379)	(8,379)	(11,194)	(11,194)
Other Long-term Liabilities (PFI/Finance Lease)	(5,012)	(9,631)	(4,887)	(8,911)	(5,012)	(9,631)	(4,887)	(8,911)
	<b>(10,458)</b>	<b>(15,077)</b>	<b>(13,213)</b>	<b>(17,237)</b>	<b>(13,391)</b>	<b>(18,010)</b>	<b>(16,081)</b>	<b>(20,105)</b>
<b>Financial Assets</b>								
Investments	10,145	10,145	12,082	12,082	10,145	10,145	12,082	12,082
Cash and Cash Equivalents	3,044	3,044	3,774	3,774	3,044	3,044	3,774	3,774
Debtors	6,707	6,707	6,225	6,225	6,792	6,792	6,343	6,343
	<b>19,896</b>	<b>19,896</b>	<b>22,081</b>	<b>22,081</b>	<b>19,981</b>	<b>19,981</b>	<b>22,199</b>	<b>22,199</b>

For financial assets the fair value is shown to be the same as the carrying amount as the investments are for a short period and there is no option to vary the amount or timing of repayment.

In relation to the PFI, the fair value exceeds the carrying amount as a result of the historically higher level of interest rates prevailing at the inception of the PFI arrangement and the interest rate implicit within the PFI agreement.

# Annex B – Technical Annex – Financial Instrument Disclosures

## B4 Disclosure of the Nature and Extent of Risks Arising from Financial Instruments

The Commissioner’s activities expose it to a variety of financial risks. The Commissioner’s annual Treasury Management Strategy focuses on these risks and seeks to minimise potential adverse effects on the resources available to fund services. The Commissioner provides written policies within its Treasury Management Strategy covering interest rate risk, credit risk and the investment of surplus cash balances. A copy of the current Treasury Management Strategy Statement can be found on the Police and Crime Commissioner’s website at: <https://cumbria-pcc.gov.uk/wp-content/uploads/2017/03/Treasury-Management-Strategy-Statement-2017-18-and-Prudential-Indicators-2017-18-to-2019-20.pdf>

### B4 (i) Credit Risk

*Credit Risk is the possibility that other parties might fail to pay amounts due to the Commissioner.*

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Commissioner’s customers.

This risk is minimised through the application of policies set out in the annual Treasury Management Strategy Statement (TMSS), which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, as laid down by Fitch and Moody’s ratings services. The annual TMSS (approved by the Commissioner in February 2017), also imposes a maximum sum to be invested with a financial institution located within each category.

The credit criteria as set out in the 2017/18 TMSS in respect of financial assets held by the Commissioner are detailed below:

Financial Asset Category	Minimum Criteria	Maximum Investment
Deposits with major UK and non UK Banks and Building Societies (Unsecured)	A- The maximum duration of investments varies according to the credit rating. The only exception to this is the NatWest bank (Currently BBB+) which provides the day to day banking services to the Commissioner	Maximum per institution or Group £2m (varies according to credit rating). Maximum of all deposits £20m.
Deposits with major UK and non UK Banks and Building Societies (Secured)	A- The maximum duration of investments varies according to the credit rating.	Maximum per institution or Group £4m (varies according to credit rating). Maximum of all deposits £20m.
Deposits with Money Market Funds/Pooled Funds	Long Term: AAA	£4m per fund. Maximum of all deposits £20m.
Deposits with Government (includes HM Treasury and other Local Authorities)	Not credit rated but are legally required to set a balanced budget.	£4m per authority. Maximum of all deposits – No Limit.

## Annex B – Technical Annex – Financial Instrument Disclosures

The Commissioner's maximum exposure to credit risk in relation to its investments in banks, building societies and other Local Authority's of £12m at the balance sheet date cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Commissioner's deposits, but there was no evidence at the 31 March 2018 that this was likely to happen.

The following analysis summarises the Commissioner's potential maximum exposure to credit risk, on other financial assets, based on experience of default and uncollectability over the last five financial years, adjusted to reflect current market conditions.

Potential Maximum Exposure to Credit Risk	Amount at 31/03/18 £000s	Historical Experience of Default %	Historical Experience Adjusted for Market Conditions at 31/03/18	Estimated maximum exposure to default and uncollectability £000s	Comparative Estimated maximum exposure at 31/03/17 £000s
Customers - Operational Debtors	1,758	0.03%	0.06%	1	1

The Commissioner does not generally allow credit for customers. At the 31 March 2018, £241k (14%) of the £1,758k balance of operational debt was past the due date for payment. This sum has increased from the balance at 31 March 2017 (£72k (4%) out of £1,788k overdue), as a consequence the Commissioner has increased the bad debt provision as at 31 March 2018 to £3k to reflect a degree of uncertainty around a number of the longer standing debts. The past due amount can be analysed by age as follows:

Aged Debt Past Due Date	PCC/Group As at 31 March	
	2017 £000s	2018 £000s
Total Operational Debtors	1,788	1,758
<b>Aged Debt past its due date by:</b>		
1-30 Days	42	145
31-60 Days	12	25
61-90 Days	3	28
91-180 Days	6	25
181-360 Days	0	10
361+ Days	9	8
	<b>72</b>	<b>241</b>

### B4 (ii) Liquidity Risk

*Liquidity Risk is the possibility that the Commissioner might not have funds available to meet its commitments to make payments.*

As the Commissioner has ready access to borrowings from the PWLB and had at 31 March 2018 no actual external debt having financed a number of recent projects through internal borrowing, there is no significant risk that it will be unable to raise finance to meet its commitments under financial instruments. A more pertinent risk is that the Commissioner will be required to replenish a significant proportion of its internal borrowings at a time of unfavourable interest rates. At the balance sheet date the Commissioner is confident that it has adequate working capital principally as a result of its [reserves](#) to mitigate this risk. Nevertheless, prevailing money market rates are regularly monitored with a view to ensuring that long term debt financing decisions are made at the optimum time.

All operational liabilities are due to be repaid within one year.

### B4 (iii) Market Risk

*Market Risk is the possibility that financial loss might arise for the Commissioner as a result of changes in such measures as interest rates and stock market movements.*

The Commissioner is exposed to some risk due to movements in interest rates on its loans and investments. These potential risks are:

- An increase in interest rates will result in a fall in the fair value of borrowings and investments.
- A decrease in interest rates will result in a rise in the fair value of borrowings and investments.
- The value of interest received from investments will rise or fall depending on increases and decreases in interest rates and will impact on the Comprehensive Income and Expenditure Statement.

As all of the Commissioner's existing borrowings and investments have been placed at fixed rates, this risk has to a large extent been minimised.

Borrowings and investments are carried in the Balance Sheet at fair value, so nominal gains and losses on fixed rate financial instruments have no impact on the Comprehensive Income and Expenditure Statement.

The Commissioner carries out its borrowing and investment function within parameters set out in its Treasury Management Strategy, which assesses interest rate exposure to feed into the budget process. Forecasts are updated regularly throughout the year, which allows any significant changes to interest rates to be reflected in current budget projections.

The Treasury Management Strategy also advises on the limits for new variable and fixed-rate borrowing for the year. No new external borrowing was undertaken in 2017/18.

## C1 Pension Schemes

As part of the terms and conditions of employment of its officers and other employees, the Commissioner offers retirement benefits. Although these benefits will not actually be payable until employees retire, under IAS 19 the Commissioner must recognise its future commitment to make payments, which need to be disclosed at the time that employees earn their future entitlement. In addition, the financial statements should contain adequate disclosure of the costs of providing benefits and related gains/losses.

Individually there are three pension schemes for police officers (1987, 2006 and 2015 schemes) and a single scheme for police staff (LGPS). They are all defined benefits schemes.

- **The Local Government Pension Scheme (LGPS)**

Police staff, subject to certain qualifying criteria, are eligible to join the Local Government Pension Scheme (LGPS), which is a funded defined benefit scheme. Pensions and other retirement benefits are paid from the fund. Employers and employees make regular contributions into the fund so that the liabilities are paid for evenly over the employment period.

The LGPS for Police Staff employees, is administered by Cumbria County Council (outsourced to Lancashire County Council) – this is a funded defined benefit scheme, meaning that the Commissioner and employees pay contributions into a fund. Contributions are calculated at a level intended to balance the pensions liabilities with investment assets over the long term. In 2017/18 the Commissioner made a contribution of 15.4% of pensionable pay. The past service contribution made in 2016/17 of £1,478k (£47k for the PCC Single Entity Statements) represented a three year contribution which was made with the aim of reducing future contributions after the next actuarial review. The contribution rate was last reviewed in March 2016 with revised rate for employers contributions of 15.4% being applicable from April 2017.

- **The Police Pension Scheme**

There are currently three pension schemes in operation for Police Officers:

- The original Police Pension Scheme (PPS) is governed by the Police Pension Regulations 1987 (as amended) and related regulations that are made under the Police Pensions Act 1976.
- The new Police Pensions Scheme (NPPS) is also governed by the Police Pensions Act 1976 (as amended by the Police Pension Regulations 2006).
- The 2015 Police Pensions Scheme is a career average revalued earnings (CARE) scheme and is governed by the Police Pensions Scheme 2015 Regulations and related regulations under the Police Pensions Act 1976.

The Police Pension Scheme is an unfunded scheme (i.e. there are no investment assets built up to meet pension liabilities and cash has to be generated to meet actual pensions payments as they fall due). The funding arrangements for police officers' pensions changed on 1st April 2006. Before April 2006 pensions of former employees were required to be met on a 'pay as you go' basis with the cost charged to the revenue account. From April 2006 onwards there is an employer's contribution rate set by the Home Office (21.3% of pensionable salary for 2016/17 and 2017/18 (previously 24.2%)), which is charged to the Comprehensive Income and Expenditure Statement. In addition, the Constabulary is required to make an additional contribution to the Police Pension Fund Account which equates to 2.9% of pensionable pay to fund the difference between the contributions calculated with the current and previous rates. The pension contribution rates were last reviewed in March 2012.

The Commissioner and employees pay contributions into a separate pensions fund account administered by the Commissioner from which on-going pensions liabilities are met. At the year-end any surplus or deficit on the pensions fund account is paid to or met by the Commissioner who then repays or is reimbursed by the Home Office.

Also from 1st April 2006 legislation required the operation of a Pension Fund Account (shown on pages 94-95). The amounts that must be paid into and out of the fund are specified by regulation. Officers' contributions and the employer's contributions are paid into the pension fund account from which pension payments are made. Any shortfall on the pension fund account is met by a contribution from the Police Fund. A Home Office Grant is received to cover this contribution. Conversely, a surplus on the Pension Fund Account would result in a contribution to the police fund, which would then be recouped by the Home Office.

The principal risk to the Commissioner of the schemes are the longevity assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge the Police Fund the amounts required by statute as described in the accounting policy.

**Defined Benefit Scheme** – A pension or other retirement benefit scheme where the scheme rules define the benefits independently of the contribution payable and the benefits are not directly related to the investments of the scheme. The scheme may be **funded** or **unfunded**.

A **funded** scheme is one where employers and employees pay contributions into a fund. The payments to pensioners are then made from this fund.

An **unfunded** scheme is one where there is no fund with investment assets built up to meet pension liabilities and cash has to be generated (from employee and employer contributions) to meet the actual pension payments as they fall due.

The Accounts show the full implementation of IAS19 (Employee Benefits). IAS19 requires organisations to recognise retirement benefits in the Comprehensive Income and Expenditure Statement when they are earned, even though the benefits will not be payable until employees retire. However, as statutory procedures require the charge against Council Tax to be based on the amounts payable to the pension fund during the year, an appropriation is made within the pensions reserve equal to the net change in the pensions liability recognised in the Comprehensive Income and Expenditure Statement. The neutralising entry is made through the Movement in Reserves Statement. The Balance Sheet discloses the net liability in relation to retirement benefits. The figures are based on the Actuary's latest estimate.

There are restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and are accounted for using the same policies as applied to the LGPS.



### Accounting Policy – Post-Employment Benefits – CIES Entries/Charges to the Police Fund

All accounting entries relating to the Comprehensive Income and Expenditure Statement and the subsequent liability for Police Officer pensions are wholly recorded in the single entity statements of the Chief Constable. For Police Staff all Comprehensive Income and Expenditure Statement entries and subsequent balance sheet liabilities in relation to pensions are apportioned between the Commissioner and the Chief Constable single entity statements by the scheme actuary. All accounting entries for Police Officer pensions and Police Staff pensions are consolidated in the group statements.

As outlined above, the single entity statements of the Commissioner do not include any accounting entries in relation to the Police Officer Pensions funds as these are wholly recognised by the Chief Constable. The group accounts however include all relevant accounting entries in relation to Police Pension Funds.

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

The change in the net pensions liability is analysed into the following components:

- **Service cost comprising:**
  - **Current service costs** – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employee worked.
  - **Past service cost** – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs.
  - Net interest on the net defined pension benefit liability (asset) – i.e. the net interest expense for the organisation – the change during the period in the net defined pension benefit liability (asset) that arises from the passage of time charged to the financing and investment income and expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined pension benefit obligation at the beginning of the period to the net defined pension benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined pension benefit liability (assets) during the period as a result of contribution and benefit payments.
- **Remeasurements comprising:**
  - Return on plan assets-excluding amounts included in the net interest on the net defined pension liability (asset) – charged to the pensions reserve as Other Comprehensive Income and Expenditure.
  - Actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions (demographic and financial) made at the last actuarial valuation or because the actuaries have updated their assumptions –charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.
- **Contributions paid to the pension fund**
  - Cash paid as employer’s contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

## Annex C – Technical Annex – Pensions Disclosures

The cost of retirement benefits is recognised in the Cost of Services within the Comprehensive Income and Expenditure Statement when employees earn them, rather than when the benefits are eventually paid as pensions. However, the charge required to be made against Council Tax is based on the contributions in the year, so the real cost of retirement benefits is reversed out of the Police Fund in the Movement in Reserves Statement.

The following transactions have been made in the Group Comprehensive Income and Expenditure Statement and Movement in Reserves Statement during the year:

Pension Transactions in MIRS and CI&ES	Group LGPS Funded Benefits		Group LGPS Unfunded Benefits		Group Police Scheme 1987 Scheme		Group Police Scheme 2006 Scheme		Group Police Scheme 2015 Scheme		Group Total Pension Schemes	
	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s
<b>Comprehensive Income and Expenditure Statement</b>												
<i>Cost of Services</i>												
<i>Service cost comprising:</i>												
• Current service cost	3,809	5,901	0	0	8,060	8,810	220	440	6,320	11,620	18,409	26,771
• Past service costs	0	0	0	0	0	800	0	0	0	0	0	800
• (Gain)/loss from settlements/curtailments	417	218	0	0	0	0	0	0	0	0	417	218
<i>Financing and Investment Income and Expenditure</i>												
• Net interest expense	860	1,157	39	30	34,090	30,610	1,170	1,330	450	880	36,609	34,007
<b>Total Post-employment Benefits charged to the Surplus or Deficit on the Provision of Services</b>	<b>5,086</b>	<b>7,276</b>	<b>39</b>	<b>30</b>	<b>42,150</b>	<b>40,220</b>	<b>1,390</b>	<b>1,770</b>	<b>6,770</b>	<b>12,500</b>	<b>55,435</b>	<b>61,796</b>
<b>Other Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement</b>												
<i>Remeasurement of the net defined benefit liability comprising:</i>												
• Return on plan assets (excluding the amount included in the net interest expense)	(15,344)	(1,693)	0	0	0	0	0	0	0	0	(15,344)	(1,693)
• Actuarial (gains) and losses arising on changes in demographic assumptions	(1,562)	0	(5)	0	(22,790)	(36,720)	0	(1,570)	0	(2,340)	(24,357)	(40,630)
• Actuarial (gains) and losses arising on changes in financial assumptions	40,981	(8,778)	176	(26)	210,780	30,570	15,620	3,580	8,410	970	275,967	26,316
• Experience (gains) and losses on liabilities	(4,476)	0	(109)	0	(3,470)	(66,350)	40	(6,710)	(380)	(130)	(8,395)	(73,190)
• Administration expenses	101	106	0	0	0	0	0	0	0	0	101	106
<b>Total Post-employment Benefits charged to Other Comprehensive Income and Expenditure</b>	<b>19,700</b>	<b>(10,365)</b>	<b>62</b>	<b>(26)</b>	<b>184,520</b>	<b>(72,500)</b>	<b>15,660</b>	<b>(4,700)</b>	<b>8,030</b>	<b>(1,500)</b>	<b>227,972</b>	<b>(89,091)</b>
<b>Total Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement</b>	<b>24,786</b>	<b>(3,089)</b>	<b>101</b>	<b>4</b>	<b>226,670</b>	<b>(32,280)</b>	<b>17,050</b>	<b>(2,930)</b>	<b>14,800</b>	<b>11,000</b>	<b>283,407</b>	<b>(27,295)</b>
<i>Movement in Reserves Statement</i>												
• Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits in accordance with the Code.	(5,086)	(7,276)	(39)	(30)	(42,150)	(40,220)	(1,390)	(1,770)	(6,770)	(12,500)	(55,435)	(61,796)
<i>Actual amount charged against the General Fund Balance for pensions in the year</i>												
• Employers' contributions payable to the scheme	3,910	2,880	64	64	0	0	0	0	0	0	3,974	2,944
• Retirements benefits payable to pensioners	0	0	0	0	30,590	34,550	10	(100)	(2,740)	(3,210)	27,860	31,240
<b>Total amount charged against the Police Fund Balance for pensions in the year</b>	<b>3,910</b>	<b>2,880</b>	<b>64</b>	<b>64</b>	<b>30,590</b>	<b>34,550</b>	<b>10</b>	<b>(100)</b>	<b>(2,740)</b>	<b>(3,210)</b>	<b>31,834</b>	<b>34,184</b>

## Annex C – Technical Annex – Pensions Disclosures

The following transactions have been made in the PCC Single Entity Comprehensive Income and Expenditure Statement and Movement in Reserves Statement during the year:

Pension Transactions in MiRS and CI&ES	PCC LGPS Funded Benefits		PCC LGPS Unfunded Benefits		PCC Total LGPS Pension Scheme	
	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s
<b>Comprehensive Income and Expenditure Statement</b>						
<i>Cost of Services</i>						
<i>Service cost comprising:</i>						
• Current service cost	126	151	0	0	126	151
• Past service costs	0	0	0	0	0	0
• (Gain)/loss from settlements/curtailments	0	0	0	0	0	0
<i>Financing and Investment Income and Expenditure</i>						
• Net interest expense	21	30	1	1	22	31
<b>Total Post-employment Benefits charged to the Surplus or Deficit on the Provision of Services</b>	<b>147</b>	<b>181</b>	<b>1</b>	<b>1</b>	<b>148</b>	<b>182</b>
<b>Other Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement</b>						
<i>Remeasurement of the net defined benefit liability comprising:</i>						
• Return on plan assets (excluding the amount included in the net interest expense)	(926)	(48)	0	0	(926)	(48)
• Actuarial (gains) and losses arising on changes in demographic assumptions	(39)	0	0	0	(39)	0
• Actuarial (gains) and losses arising on changes in financial assumptions	913	(223)	5	(1)	918	(224)
• Experience (gains) and losses on liabilities	584	0	1	0	585	0
• Administration expenses	3	3	0	0	3	3
<b>Total Post-employment Benefits charged to Other Comprehensive Income and Expenditure</b>	<b>535</b>	<b>(268)</b>	<b>6</b>	<b>(1)</b>	<b>541</b>	<b>(269)</b>
<b>Total Post-employment Benefits charged to the Comprehensive Income and Expenditure Statement</b>	<b>682</b>	<b>(87)</b>	<b>7</b>	<b>0</b>	<b>689</b>	<b>(87)</b>
<i>Movement in Reserves Statement</i>						
• Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits in accordance with the Code.	(147)	(181)	(1)	(1)	(148)	(182)
<i>Actual amount charged against the General Fund Balance for pensions in the year</i>						
• Employers' contributions payable to the scheme	116	71	2	2	118	73
• Retirements benefits payable to pensioners	0	0	0	0	0	0
<b>Total amount charged against the Police Fund Balance for pensions in the year</b>	<b>116</b>	<b>71</b>	<b>2</b>	<b>2</b>	<b>118</b>	<b>73</b>

# Annex C – Technical Annex – Pensions Disclosures

## C2 Pensions Assets and Liabilities Recognised in the Balance Sheet

Under IAS 19, the financial statements should reflect at [fair value](#) the assets and liabilities arising from an employer's obligation to pay retirement benefits and the funding provided.

The underlying assets and liabilities for retirement benefits attributable to the Group at 31 March 2018 are as follows:

Pension Scheme Assets & Liabilities	Group LGPS Funded Benefits		Group LGPS Unfunded Benefits		Group Police Scheme 1987 Scheme		Group Police Scheme 2006 Scheme		Group Police Scheme 2015 Scheme	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Present value of the defined benefit obligation	(176,229)	(176,324)	(1,174)	(1,114)	(1,167,410)	(1,100,580)	(49,930)	(47,100)	(25,780)	(39,990)
Fair value of plan assets	130,267	136,331	0	0	0	0	0	0	0	0
<b>Net liability arising from defined benefit obligation</b>	<b>(45,962)</b>	<b>(39,993)</b>	<b>(1,174)</b>	<b>(1,114)</b>	<b>(1,167,410)</b>	<b>(1,100,580)</b>	<b>(49,930)</b>	<b>(47,100)</b>	<b>(25,780)</b>	<b>(39,990)</b>

The liabilities in the above table show the underlying commitments that the Commissioner has, in the long run, to pay retirement benefits. The total group liability of £1.229m (£1.290m at 31 March 2017) has a substantial impact on the net worth of the Commissioner as recorded in the group balance sheet, resulting in a negative overall balance of £1.154m (£1.216m at 31 March 2017).

However, statutory arrangements for funding the deficit mean that the financial position of the group remains healthy, since:

- the deficit on the local government scheme will be made good by increased contributions and changes to benefits over the remaining working life of employees, as assessed by the scheme actuary
- finance is only required to be raised to cover police pensions when the pensions are actually paid.

The underlying assets and liabilities for retirement benefits attributable to the PCC Single Entity at 31 March 2018 are as follows:

Pension Scheme Assets & Liabilities	PCC LGPS Funded Benefits		PCC LGPS Unfunded Benefits	
	2016/17	2017/18	2016/17	2017/18
	£000s	£000s	£000s	£000s
Present value of the defined benefit obligation	(4,928)	(4,917)	(38)	(36)
Fair value of plan assets	3,708	3,855	0	0
<b>Net liability arising from defined benefit obligation</b>	<b>(1,220)</b>	<b>(1,062)</b>	<b>(38)</b>	<b>(36)</b>

## Annex C – Technical Annex – Pensions Disclosures

Reconciliation of present value of scheme liabilities for the group:

Reconciliation of Scheme Liabilities	Group LGPS		Group LGPS		Group Police Scheme 1987 Scheme		Group Police Scheme 2006 Scheme		Group Police Scheme 2015 Scheme	
	Funded Benefits		Unfunded Benefits							
	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s	2016/17 £000s	2017/18 £000s
<b>Balance at Start of Year</b>	<b>(134,244)</b>	<b>(176,229)</b>	<b>(1,137)</b>	<b>(1,174)</b>	<b>(971,330)</b>	<b>(1,167,410)</b>	<b>(32,890)</b>	<b>(49,930)</b>	<b>(8,240)</b>	<b>(25,780)</b>
Current service cost	(3,809)	(5,901)	0	0	(8,060)	(8,810)	(220)	(440)	(6,320)	(11,620)
Interest cost	(4,798)	(4,582)	(39)	(30)	(34,090)	(30,610)	(1,170)	(1,330)	(450)	(880)
Contributions by Scheme Participants	(1,098)	(1,148)	0	0	(2,280)	(1,920)	(80)	(100)	(2,830)	(3,170)
Remeasurement gains and (losses):										
- Arising from changes in demographic assumptions	1,562	0	5	0	22,790	36,720	0	1,570	0	2,340
- Arising from changes in financial assumptions	(40,981)	8,778	(176)	26	(210,780)	(30,570)	(15,620)	(3,580)	(8,410)	(970)
- Experience gains/(losses)	4,476	0	109	0	3,470	66,350	(40)	6,710	380	130
Past service cost	0	0	0	0	0	(800)	0	0	0	0
Gains/(losses) on curtailment	(417)	(218)	0	0	0	0	0	0	0	0
Benefits Paid/Transfers	3,080	2,976	64	64	32,870	36,470	90	0	90	(40)
<b>Balance at End of Year</b>	<b>(176,229)</b>	<b>(176,324)</b>	<b>(1,174)</b>	<b>(1,114)</b>	<b>(1,167,410)</b>	<b>(1,100,580)</b>	<b>(49,930)</b>	<b>(47,100)</b>	<b>(25,780)</b>	<b>(39,990)</b>

*The liabilities under both the LGPS and Police Pension Schemes have decreased during 2017/18. The principal reason for this reduction is in relation to a change in financial and demographic assumptions by the scheme actuaries.*

### Accounting Policy – Post-Employment Benefits – Measurement of Liabilities

The liabilities of each of the pension funds are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates etc and projections of earnings for current employees. Liabilities are discounted to their value at current prices using a discount rate (see assumptions set out in C3 on page 118).

[Actuarial valuations](#) of the fund are undertaken every three years to determine the contribution rates needed to meet its liabilities.

## Annex C – Technical Annex – Pensions Disclosures

Reconciliation of present value of scheme liabilities for the PCC Single Entity:

Reconciliation of Scheme Liabilities	PCC LGPS		PCC LGPS	
	Funded Benefits		Unfunded Benefits	
	2016/17	2017/18	2016/17	2017/18
	£000s	£000s	£000s	£000s
<b>Balance at Start of Year</b>	<b>(3,272)</b>	<b>(4,928)</b>	<b>(33)</b>	<b>(38)</b>
Current service cost	(126)	(151)	0	0
Interest cost	(116)	(127)	(1)	(1)
Contributions by Scheme Participants	(46)	(36)	0	0
Remeasurement gains and (losses):				
- Arising from changes in demographic assumptions	39	0	0	0
- Arising from changes in financial assumptions	(913)	223	(5)	1
- Experience gains/(losses)	(584)	0	(1)	0
Past service cost	0	0	0	0
Gains/(losses) on curtailment	0	0	0	0
Benefits Paid/Transfers	90	102	2	2
<b>Balance at End of Year</b>	<b>(4,928)</b>	<b>(4,917)</b>	<b>(38)</b>	<b>(36)</b>

*The liabilities under the LGPS Pension Scheme have decreased during 2017/18. The principal reason for this reduction is in relation to a change in financial and demographic assumptions*

## Annex C – Technical Annex – Pensions Disclosures

Reconciliation of fair value of the scheme assets for the group:

Reconciliation of Scheme Assets	Group LGPS Funded Benefits		Group LGPS Unfunded Benefits	
	2016/17	2017/18	2016/17	2017/18
	£000s	£000s	£000s	£000s
<b>Balance at Start of Year</b>	<b>109,158</b>	<b>130,267</b>	<b>0</b>	<b>0</b>
Interest Income	3,938	3,425	0	0
Remeasurements - Gains and (Losses)	15,344	1,693	0	0
Administration Expenses	(101)	(106)	0	0
Employer Contributions	3,910	2,880	64	64
Contributions by Scheme Participants	1,098	1,148	0	0
Benefits Paid	(3,080)	(2,976)	(64)	(64)
<b>Balance at End of Year</b>	<b>130,267</b>	<b>136,331</b>	<b>0</b>	<b>0</b>

Reconciliation of fair value of the scheme assets for the PCC single entity:

Reconciliation of Scheme Assets	PCC LGPS Funded Benefits		PCC LGPS Unfunded Benefits	
	2016/17	2017/18	2016/17	2017/18
	£000s	£000s	£000s	£000s
<b>Balance at Start of Year</b>	<b>2,618</b>	<b>3,708</b>	<b>0</b>	<b>0</b>
Interest Income	95	97	0	0
Remeasurements - Gains and (Losses)	926	48	0	0
Administration Expenses	(3)	(3)	0	0
Employer Contributions	116	71	2	2
Contributions by Scheme Participants	46	36	0	0
Benefits Paid	(90)	(102)	(2)	(2)
<b>Balance at End of Year</b>	<b>3,708</b>	<b>3,855</b>	<b>0</b>	<b>0</b>

### Accounting Policy – Post-Employment Benefits – Measurement of Assets

The assets of the LGPS pension fund are included in the Balance Sheet at their fair value:

- Quoted securities – current bid price
- Unquoted securities – professional estimate
- Unitised securities – current bid price
- Property – market value



## Annex C – Technical Annex – Pensions Disclosures

The Police Pension Scheme has no assets to cover its liabilities. The Commissioner's share of assets in the Cumbria County Council Pension Fund (LGPS) consists of the following categories, by proportion of the total assets held:

LGPS Asset Breakdown	Quoted Y/N	PCC 2016/17		PCC 2017/18		Group 2016/17		Group 2017/18	
		£000s	%	£000s	%	£000s	%	£000s	%
<b>Equities</b>									
UK Quoted	Y	477	12.86%	488	12.66%	16,803	12.90%	17,312	12.70%
Global Quoted	Y	745	20.09%	825	21.40%	26,183	20.10%	29,176	21.40%
UK Equity Pooled	N	37	1.00%	42	1.09%	1,303	1.00%	1,499	1.10%
Overseas Equity Pooled	N	623	16.80%	559	14.50%	21,885	16.80%	19,768	14.50%
<b>Bonds</b>									
UK Corporate Bonds	Y	234	6.31%	227	5.89%	8,207	6.30%	8,043	5.90%
Overseas Corporate Bonds	Y	11	0.30%	12	0.31%	391	0.30%	410	0.30%
UK Government Indexed Pooled	N	723	19.50%	674	17.48%	25,402	19.50%	23,857	17.50%
<b>Property</b>									
UK	N	260	7.01%	247	6.41%	9,119	7.00%	8,725	6.40%
Property Funds	N	115	3.10%	112	2.91%	4,038	3.10%	3,954	2.90%
<b>Alternatives</b>									
Private Equity Funds	N	93	2.51%	93	2.41%	3,257	2.50%	3,272	2.40%
Infrastructure Funds	N	219	5.91%	247	6.41%	7,686	5.90%	8,725	6.40%
Real Estate Debt Funds	N	33	0.89%	23	0.60%	1,172	0.90%	818	0.60%
Private Debt Funds	N	19	0.51%	85	2.20%	652	0.50%	3,000	2.20%
Healthcare Royalties	N	0	0.00%	16	0.42%	0	0.00%	546	0.40%
<b>Cash</b>									
Cash Accounts	Y	115	3.10%	205	5.32%	4,038	3.10%	7,226	5.30%
Net Current Assets	N	4	0.11%	0	0.00%	131	0.10%	0	0.00%
		<b>3,708</b>	<b>100.00%</b>	<b>3,855</b>	<b>100.00%</b>	<b>130,267</b>	<b>100.00%</b>	<b>136,331</b>	<b>100.00%</b>

### C3 Basis for estimating assets and liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, which provides an estimate of the pensions that will be payable in future years using assumptions about mortality rates, salary levels, etc. William M Mercer, an independent firm of actuaries, has carried out the assessment on the Local Government Pension Scheme. These accounts are based on the [actuarial valuation](#) undertaken on 31 March 2018. The Police Scheme estimates have been compiled using a valuation model devised by the Government Actuaries Department.

#### Accounting Policy – Pensions Material Estimation Techniques

IAS 1 Presentation of Financial Statements requires disclosure of any estimation techniques applied, such that if a different methodology had been used a material variance in the amounts disclosed would have been arrived at. For pensions, the material estimation techniques used are as follows:

Where the projected unit method of valuation has been applied and which is consistent with the required methodology in IAS 19. This is a valuation method in which the scheme liabilities make an allowance for projected earnings. An accrued benefits valuation method is one in which the scheme liabilities at the valuation date relate to:

- the benefits pensioners and deferred pensioners (i.e. individuals who have ceased as active members but are entitled to benefits payable at a later date) and their dependents, allowing where appropriate for future increases, and
- the accrued benefits for members in service on the valuation date. The accrued benefits are the benefits for service up to a given point in time, whether vested or not.

For 2017/18 a discount rate based on the current rate of return on a high quality corporate bond of equivalent currency and term to scheme liabilities is to be used. The actuaries for the Police and LGPS pension funds have advised that discount rates of 2.55% for Police and 2.70% for LGPS are appropriate.

## Annex C – Technical Annex – Pensions Disclosures

The principal assumptions used by the actuary have been:

Actuarial Assumptions	LGPS		Police Scheme	
	2016/17	2017/18	2016/17	2017/18
Mortality Assumptions:				
Longevity at 65 for current pensioners:				
- Men	23.1	23.2	23.2	22.6
- Women	25.7	25.8	25.2	24.2
Longevity at 65 for future pensioners:				
- Men	25.4	25.5	25.2	24.5
- Women	28.4	28.5	27.3	26.1
Rate of Inflation (CPI)	2.30%	2.10%	2.35%	2.30%
Rate of increase in salaries	3.80%	3.60%	1.00%	4.30%
Rate of increase in pensions	2.30%	2.20%	2.35%	2.30%
Rate of Revaluation for CARE Pensions	-	-	3.60%	3.55%
Rate for discounting scheme liabilities	2.60%	2.70%	2.65%	2.55%

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The assumptions in longevity, for example assume that life expectancy increases or decreases for men and women. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

### Sensitivity Analysis – LGPS Pension Scheme

Sensitivity Analysis - LGPS	PCC			Group		
	Impact on Defined Benefit Obligation £000s	Impact on Projected Service Cost for Next Year £000s	Impact on Projected Interest Cost for Next Year £000s	Impact on Defined Benefit Obligation £000s	Impact on Projected Service Cost for Next Year £000s	Impact on Projected Interest Cost for Next Year £000s
<b>Local Government Pension Scheme</b>						
Longevity (1 Year increase in life expectancy)	93	3	2	3,335	114	90
Rate of Inflation (increase by 0.1%)	100	4	2	3,893	173	105
Rate of Increase in Salaries (increase by 0.1%)	14	0	0	698	0	19
Rate for Discounting Scheme Liabilities (increase by 0.1%)	(97)	(4)	(2)	(3,810)	(166)	(68)

## Annex C – Technical Annex – Pensions Disclosures

### Sensitivity Analysis – Police Pension Schemes

Sensitivity Analysis - Police Pensions	Police	Group	Police
	Pensions	Police	Pensions
	1987	2006	2015
	Scheme	Scheme	Scheme
	£000s	£000s	£000s
<b>Assumption Sensitivity</b>			
Longevity (1 Year increase in life expectancy)	27,000	1,000	1,000
Rate of Increase in Pensions (increase by 0.5%)	81,000	4,000	8,000
Rate of Increase in Salaries (increase by 0.5%)	11,000	4,000	0
Rate for Discounting Scheme Liabilities (increase by 0.5%)	(103,000)	(8,000)	(7,000)

The above tables include the impact of an increase in assumptions, a reduction in assumptions will produce approximately an equal and opposite change.

#### C4 Impact on the Commissioner's Cash Flows

The objectives of the LGPS scheme are to keep employers' contributions at as constant a rate as possible. The Commissioner has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 16 years. Funding levels are monitored on an annual basis. The next triennial valuation will take place during 2019/20 based on the position at 31 March 2019. Any change in contribution rates as a result of this valuation will be applicable from 1 April 2020.

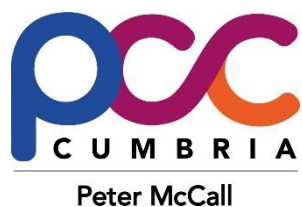
The pension schemes will need to take account of the national changes to the scheme under the Public Pensions Services Act 2013. Under the Act, the LGPS and the other main existing public service schemes in England and Wales (which includes the Police Pension schemes) may not provide benefits in relation to service after 31 March 2014 (after 31 March 2015 for other main public service schemes e.g. Police Pension Schemes). This means that the LGPS ceased to be a final salary pension scheme from 31 March 2014 and the Police Pension Scheme ceased to be a final salary pension scheme from 31 March 2015. The Act provides for scheme regulations to be made within a common framework, to establish new career average revalued earnings schemes to pay pensions and other benefits to certain public servants.

The total group contributions expected to be made to the Local Government Pension Scheme by the Commissioner in the year to 31 March 2019 are £3,020k (PCC single entity £84k). Expected contributions for the Police Pension Scheme in the year to 31 March 2019 are £9,736k.

The weighted average duration of the defined benefit obligation for scheme members is shown in the table below:

Weighted Average Duration of the Defined benefit Obligation	2016/17	2017/18
	Years	Years
<b>Pensions Scheme</b>		
Local Government Pension Scheme - PCC	20	20
Local Government Pension Scheme - CC	22	22
Police Pension -1987 Scheme	20	19
Police Pension -2006 Scheme	37	32
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# Annex D – Annual Governance Statement



Police and Crime Commissioner for Cumbria

Annual Governance Statement 2017/18



## Police and Crime Commissioner for Cumbria

## Annual Governance Statement 2017/18

### INTRODUCTION AND SCOPE OF RESPONSIBILITIES

The Police and Crime Commissioner for Cumbria (the Commissioner) is responsible for ensuring business is carried out in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

To meet this overall responsibility, the Commissioner has put in place proper arrangements for overseeing what we do. This is what we mean by governance. These arrangements are intended to make sure that we do the right things, in the right way and are fair, open, honest and accountable.

Our arrangements for governance are set out within a Code of Corporate Governance ('The Code'). The Code explains the way the Commissioner governs and the frameworks that are in place to support the overall arrangements for fulfilling his functions. The Code of Corporate Governance is published alongside the Annual Governance Statement on the Commissioner's website at [www.cumbria-pcc.gov.uk](http://www.cumbria-pcc.gov.uk)

This Annual Governance Statement (AGS) describes how the Commissioner has followed The Code. It also meets the requirements of regulation 6(1) and 10(1) of the

Accounts and Audit Regulations 2015. The regulations say that we must prepare and publish an Annual Governance Statement (AGS) to accompany the Commissioner's statement of accounts.

### REVIEW OF EFFECTIVENESS

The key systems and processes that comprise the Commissioner's governance arrangements for 2017/18 have been guided by the seven core principles of Corporate Governance from the CIPFA/Solace Governance Framework applicable to the 2017/18 financial year. This is the standard against which all local government bodies, including police, should assess themselves.

The Commissioner has responsibility for conducting, at least annually, a review of the effectiveness of his governance framework including the system of internal control. The review of effectiveness is informed by the work of Chief Officers and senior managers who have responsibility for the development and maintenance of the governance environment. The review process comprises:

- A cyclical detailed review of the key documents within the Commissioner's governance framework.
- A review of the governance arrangements in place to support each core principle, culminating in an updated Code of Corporate governance.
- A review of what has happened during the past year to evidence how the governance framework has been complied with.
- A review of the effectiveness of the arrangements for Internal Audit. The review is supported by consideration of the opinion of the Chief Internal Auditor, as set out in her annual report.
- A review of the effectiveness of the Joint Audit and Standards Committee against CIPFA guidance on Audit Committees for Police.

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

## REVIEW OF REQUIREMENTS AND ARRANGEMENTS

### Ethics and Integrity

The Commissioner has in place arrangements for anti-fraud and corruption, which have been reviewed in 2017/18. The review concluded that arrangements are effective. Whilst fraud risk remains low within the OPCC office, matters of integrity have been re-enforced including enhanced arrangements in respect of recording gifts and hospitality and/or supplier contact. The anti-fraud and corruption arrangements also highlight mechanisms for confidential reporting and whistleblowing.

The process of commissioning services and award of grants present a potentially high risk with regard to integrity. In 2016/17 the OPCC Grant Regulations were reviewed to align with the development of a new Police

and Crime Plan. To facilitate this process the Grant Regulations were also reviewed, in conjunction with legal and procurement advice, with the aim of ensuring that grant awards are made in a fair, transparent and consistent manner and that appropriate conditions are attached to safeguard public money. A subsequent internal audit of Commissioning in 2017/18, focussed on the award of open grants, provided reasonable assurance.

A fraud risk assessment undertaken by the Joint Chief Finance Officer in compliance with International Financial Reporting Standards did not reveal serious concerns.

In respect of the arrangements for standards, ethics and integrity, no complaints have been received against the Commissioner or members of his office in relation to matters of integrity.

During 2017/18 the Ethics and Integrity Panel have carried out dip sample processes and thematic inspections for a number of different areas of business including, adherence with the Code of Ethics and Code of Conduct, public complaints, police misconduct and staff misconduct cases, all of which were found to support high standards of ethics and integrity. This enabled the Police and Crime Commissioner to fulfil his statutory duty to have oversight of the Constabulary's complaints and misconduct processes.

The scope of the Panel's work has developed during 2017/18 through three thematic inspections in relation to the use of Stop and Stop/Search, the use of Body Worn Video and the operation of the Professional Discretionary Framework within the Constabulary's Communications Centre. The findings of the Panel's work, including recommendations, have been reported on a quarterly basis to the Commissioner's Public Accountability Conference to improve transparency and support public scrutiny.

The Joint Audit and Standards Committee received the 2017/18 annual report of the Ethics & Integrity Panel in May 2018 to support assurances in respect of arrangements for standards and ethical governance.

During 2017/18 new legislation giving Commissioner's explicit responsibility for the performance of the local complaints system and hearing misconduct appeals was expected to be enacted. The implementation of the new requirements has now been deferred to at least April 2019.

### Respecting the rule of law

Officers within the OPCC receive updates on changes in legislation through their professional bodies, APACCE, PACTS, the APCC and from the government. A jointly

funded Legal Advisor post in the Constabulary's Legal Services Department also directly supports the OPCC on legal matters.

During the year formal reviews has been undertaken of the role of the Commissioner's Chief Finance Officer and the Head of Internal Audit (HIA) and the Joint Audit and Standards Committee against the respective CIPFA statements, which concluded there was full compliance.

## Principle B: Ensuring openness and Comprehensive stakeholder engagement

### REVIEW OF REQUIREMENTS AND ARRANGEMENTS

#### Openness

The OPCC developed and launched a new website in March 2017 with the aim of improving public accessibility of information on the work of the Commissioner.

The Commissioner is highly committed to being the voice of the people of Cumbria. This is demonstrated through a

wide range of engagement opportunities for the public to make contact so their views are heard.

The Commissioner also publishes information for the public to see how he is representing their views and holding the force to account.

The Commissioner operates in accordance with the Elected Local Policing Bodies (Specified Information) Orders of 2011, 2012, 2013 and the guidance provided by the Information Commissioner. This is demonstrated, documented and communicated through an information publication scheme that ensures the openness of all key information to the public. Examples of information that is published includes agendas and reports of public meetings, guidance on the Commissioner's funds, freedom of information requests, financial information and details of key decisions. A range of communications media are used including the Commissioner's website and social media.

To promote openness and transparency, all Public Accountability Conferences have been advertised to allow members of the press and public to attend.



## Engaging Comprehensively with Institutional Stakeholders

The Commissioner is actively engaged with a wide range of bodies to encourage a multi-agency approach to matters within his remit including:

- Chairing the Safer Cumbria Delivery Board, which is both the county-wide Community Safety Partnership and Criminal Justice Board for Cumbria.
- Membership of the Cumbria Leaders' Board.

During 2017/18 a range of partnership working initiatives to deliver the Commissioning Strategy and ensure arrangements are in place for victims support services. This has included:

- Development of a Quality Assessment Framework to monitor compliance with the Victims Code in Cumbria.
- Commissioned Victims Support to work with statutory partners, including the Constabulary and victims of crime to develop the victims code in Cumbria.
- Worked at a County level to commission a crisis support service for victims of domestic abuse and sexual violence.

- Funded Community Safety Partnerships to continue to work with communities and partners on issues impacting on their specific areas of Cumbria. Work has included a project to help combat the increase in new psychoactive substances and reviewing and embedding a standard protocol for domestic homicide review.

## Engaging Stakeholders Effectively including Citizens and Service Users

The Policing Protocol Order highlights the accountability of the Police and Crime Commissioner to local people. This responsibility is delivered through the OPCC to ensure a wide range of engagement approaches so that the Commissioner actively listens, considers and effectively uses the views of the people of Cumbria and is accountable.

The Commissioner is directly involved in many of the engagement activities and encourages the Commissioner's ethos of 'we, not they' to emphasise that communities, stakeholders and partners need to all work together to help deliver the Police and Crime Plan, and keep Cumbria safe. During 2017/18 engagement included:

- Public surgeries/drop-ins at various locations.

- Numerous speaking engagements and attendance at public events.
- Meetings with a diverse range of community groups
- Media engagements.
- Surveys
- Cumbria Community Messaging,
- the Commissioner's website
- Social media: Twitter, Facebook and YouTube
- a bi-monthly newsletter

The Commissioner's Public Accountability Conference is open to the public and supports engagement.

The Commissioner launched public consultation to canvass the views of the public in relation to setting the policing precept for the 2018/19 budget. The Commissioner also undertook a survey in summer 2018 to determine the priorities of the public in relation to police and crime matters.

During 2017/18 the Commissioner established a Youth Commission to improve communication and understanding of issues affecting young people.

The OPCC logs all quality of service issues that are raised with the Commissioner, which are tracked and escalated

with the Chief Constable where appropriate. This feedback is also used by the Constabulary to assess what lessons can be learned from examples of poor or unsatisfactory service, to make improvements.

In summary, the engagement with all stakeholders allows the Commissioner to develop a vision for policing services, which in turn is incorporated within the Police and Crime Plan.

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

## REVIEW OF REQUIREMENTS AND ARRANGEMENTS

### Defining Outcomes

The Police Reform and Social Responsibility Act (PR&SRA) requires the Commissioner to produce a Police and Crime Plan setting the vision and strategic direction for policing, crime reduction and community safety. A new Police and Crime Plan was launched in November 2016, following the appointment of a new Police and Crime Commissioner for Cumbria.

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The Police and Crime Plan 2016-2020 contains the police and crime objectives which all contribute toward achieving the PCC's overall aim 'to make Cumbria an even safer place'. Each objective is supported by actions that the Constabulary and/or partners will undertake to contribute to successful outcomes. These objectives and actions are underpinned by performance measures used to assess how well the objectives are being achieved, which are set out in the PCC's Performance Management Framework.

The priorities within the plan are:

- 1 Your Priorities For Cumbria
- 2 A Visible and Effective Police Presence
- 3 Tackle Crime and Anti-Social Behaviour
- 4 Ensure Offenders Face A Consequence For Their Crime
- 5 Always Put Victims First
- 6 Focus our Police on Online and Sexual Crime
- 7 Spend your Money Wisely
- 8 Supporting Young People

An action plan setting out how the objectives of the Police and Crime Plan will be delivered has been developed within the OPCC.

Key performance indicators were set with the Chief Constable at the start of the financial year in support of the objectives within the new Police and Crime Plan. A comprehensive Accountability Framework, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services HMICFRS Inspections and Value for Money Reports support the Commissioner in holding the Chief Constable to account for performance of the force.

The PCC regularly reviews progress against his police and crime objectives. Where grants have been awarded, the awards are made against agreed timescales and milestones for delivery and include success criteria or performance measures.

During 2017/18 a detailed programme of work has been developed with the Police and Crime Panel to facilitate effective scrutiny of delivery of the plan's objectives. Progress reports are presented to the Panel on a quarterly basis supported by thematic reports, which are agreed at the start of the year.

The Chief Constable is held to account for delivery of policing objectives through the PCC's Public Accountability Conference. A reporting Schedule is maintained and agreed with the Constabulary. The PCC monitors performance in a number of areas of policing. During 2017/18 thematic reports giving assurance on anti-

social behaviour, criminal justice, the 101 service, domestic abuse, uniformed policing visibility, serious crime, cyber crime, investigation of sexual offences and offender management were presented at the Public Accountability Conference. In addition, reports were also received covering equality and diversity, finance, and ethics.

The Police and Crime Act 2017 conferred a duty on Commissioner's to collaborate on the delivery of emergency services. During 2017/18 the Commissioner undertook an options appraisal exercise to determine the approach to 'Bluelight' collaboration. Following the conclusion of this work and consultation with significant stakeholders, it was decided that for the moment a collaborative model of service delivery would be adopted. Under this approach existing management arrangements will be maintained, but opportunities to enhance interoperability between police and fire services will be developed.

The Commissioning Strategy sets out the processes by which the Commissioner will identify and fund services to support his priorities. This was last reviewed and updated in 2017/18.

## Sustainable economic, social and environmental benefits

The Head of Partnerships and Commissioning ensures that the services commissioned are consistent with the PCC's objectives as set out in the Police and Crime Plan 2016-2020. For the financial year 2017/18, the PCC committed over £1.5m to projects and initiatives aimed at reducing offending and re-offending and supporting victims of crime. A significant proportion of that funding has been committed to supporting the reduction in domestic abuse and sexual violence.

A review of the Joint Procurement Regulations between the Office of Police and Crime Commissioner and Constabulary Procurement Department will incorporate social value into procurement and commissioning activity.

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

## REVIEW OF REQUIREMENTS AND ARRANGEMENTS

### Planning & Determining Interventions

During the course of 2017/18 the Commissioner's Public Accountability Conference received Constabulary assurance covering a range of areas of performance including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) performance measures to assess police effectiveness, efficiency and legitimacy (PEEL). This enabled the Commissioner to hold the Chief Constable to account. Crime levels, public satisfaction and police performance have been regularly monitored

The OPCC's Head of Partnerships and Commissioning chairs the Cumbria 'Out of Court (OoCDs) Disposal Scrutiny Panel'. OoCDs allow the police to deal quickly and proportionately with low level, often first time, offending, which can be appropriately resolved without a prosecution at court. The Panel seeks to increase the public's understanding and confidence in how the Constabulary uses OoCDs. Inappropriate and inconsistent disposals associated with domestic abuse cases have been almost eliminated following Panel feedback and changes to policy as a result of the OoCD Panel observations.

During the last year, the Commissioner has continued to build on partnership working to address priorities in the Police and Crime Plan. Projects have included:

- Developed the Quality Assessment Framework with partner agencies to measure and improve how agencies comply with national standards for working with victims.
- Continued to work jointly with health and wider partners to improve access to services for people who are in mental health crisis and reduce the impact on the police. Specific initiatives undertaken in 2017/18 through funding from the national Police Innovation Fund included a 24 hour mental health triage service which can be accessed by officers, provision of a place of safety for people experiencing mental health issues and provision of crisis assessment beds in Carlisle.
- Working with Cumbria's three Community Safety Partnerships to raise public knowledge of how to protect themselves against fraud and other crimes committed via the internet.
- Developed access to support for military service veterans at risk of offending, working with Project Nova.

In order to progress collaboration in respect of Bluelight services in 2017/18, the Commissioner appointed a Blue light Collaboration Manager, whose role will be to work with emergency services partners including the Constabulary to develop more co-operative and efficient ways of working between the police and fire service.

The policing grant settlement, received in December 2018, afforded greater short term certainty and stability of grant funding for both 2018/19 and 2019/20, allowing financial planning on a firmer basis. The review of police formula funding, which has the potential to make a significant reduction in grant funding to Cumbria, has been delayed until the next spending review in 2020/21.

The Government also provided Commissioner's with greater flexibility to increase council tax. Following a public consultation exercise, the Commissioner approved the 2018/19 budget in February 2018 based on a council tax increase of 5.42%. The £124m provided to the Constabulary supported a small increase in frontline officers who will be visible in local communities, dealing with issues, which concern people most and stability in the number of Police Community Support Officers.

Although the immediate financial outlook has improved, over the longer term it is likely that funding constraints will remain. The OPCC and Constabulary are jointly

working to better understand and manage demands for service and realise benefits from investment in new technology, with the aim of delivering a sustainable policing service in the County.

### Optimising Achievement of Intended Outcomes

All planning is undertaken in the context of a four year medium term financial strategy, incorporating financial modelling, operational plans and capital strategies.

Recommendations contained in a victim's needs assessment, conducted by the Victims Advocate in 2016/17, have provided a clear focus of activity for the PCC and partners' work and future commissioning strategy to keep victims safe and at the heart of the Criminal Justice system. During 2017/18 the Commissioner has:

- Provided restorative services, enabling victims to inform offenders of the impact a crime has had on them.
- Funded 'Chelsea's Choice', a production for children raising awareness of Child Sexual Exploitation
- Funded a Domestic Violence Advisor service

- Established a Youth Commission, ensuring young people in Cumbria have a voice on the issues and problems impacting on them.
- Funded support for people with dementia to help reduce calls to the police.
- Established two multi-agency hubs in vulnerable localities.
- Commissioned Victim Support to provide emotional, practical, advocacy and signposting services
- Provided support for witnesses attending Coroner's Courts.
- Continued to develop and fund the Bridgeway Sexual Assault Support Services
- Funded county-wide Perpetrator Programmes "Turning the Spotlight" for domestic abuse.
- Funded 'I Feel the Hate' Hate Crime production for children
- Developed the **Cumbria Together website**
- Developed a new way of providing 'Keep Safe' crime prevention measures in vulnerable victims' homes.
- Funded "Brake" specialist support for bereaved families of victims of Road Traffic Accidents.
- The Commissioner's Innovation, Community and Property Funds also continue to provide financial support for numerous projects working with victims

across Cumbria. Community Fund, Innovation Fund and Property Fund

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

## REVIEW OF REQUIREMENTS AND ARRANGEMENTS

### Developing the entity's capacity

The key functions and roles of the Commissioner and the Chief Constable are set out in the Police Reform and Social Responsibility Act 2011 (PRORA). The PRORA also sets out the function and roles of statutory officers, namely the Monitoring Officer (Chief Executive) and the Chief Finance Officer (CFO). The monitoring officer has specific legal, financial and governance duties in addition to a statutory responsibility for the lawfulness of decision making. The functions and roles set out in legislation and guidance are codified in the Commissioner's scheme of delegation.

During 2017/18 the Commissioner has undertaken a re-structure of the OPCC to provide greater capacity and flexibility to respond to changes in demand particularly in relation to public engagement activities. The changes have also delivered financial savings.

Following the re-structure of the OPCC, the Commissioner and Chief Constable have agreed to a shared Chief Finance Officer arrangement. A protocol and range of safeguards have been put in place to handle potential conflicts of interest arising from the joint role. A review of the operation of the Joint Chief Finance Officer arrangement has been conducted aligned to the CIPFA statement on the Role of the Chief Finance Officer. This exercise has shown full compliance and has not revealed any significant issues.

As a result of the planned retirement of the Chief Executive during 2017/18 the Commissioner decided that the Head of Partnerships and Commissioning and Head of Communications and Business Services will perform the roles of Chief Executive and Deputy Chief Executive on a six month rotating basis. Initially this is a temporary arrangement for one year, after which it will be evaluated. The change was approved by the Police and Crime Panel.

The re-structure of the rest of the OPCC is on-going.

## Developing the entity's leadership

The Chief Executive receives support through the Association of Police and Crime Commissioner Chief Executives (APACCE), while the Chief Finance Officer continues to receive support from the Police and Crime Commissioner's Treasurer's Society (PaCCTS) and the associated technical information service.

In 2017/18 the Chief Executive and Deputy Chief Executive have completed the Chartered Institute of Public Finance and Accountancy's Certificate in Corporate Governance to enhance their knowledge and skills in performing their new roles.

During 2017/18 development activity for members of the Audit and Standards Committee included development sessions on the Police and Crime Plan, blue-light collaboration, control room operations, treasury management and the medium term financial forecast. A formal review of effectiveness of the Committee against the new CIPFA guidance for Audit Committees evidenced compliance with CIPFA guidance and elements constituting best practice. The full report of the Committee can be found on the Commissioner's website at:

<http://www.cumbria-pcc.gov.uk/governance-transparency/audit-committee.aspx>.

The four Independent Custody Visiting Panels continue to operate. Developments during the year included:

- Weekly visits to each of the four custody suites
- Recruitment campaigns to attract new candidates Carlisle and Kendal.
- Induction training courses.
- Membership of the Independent Custody Visitors Association (ICVA).
- Attendance at national, regional and local conferences
- Under the Animal Welfare Scheme, monthly visits to Cumbria Constabulary and the Civil Nuclear Constabulary to ensure the welfare of police dogs

## Developing the capability of individuals within the entity

All staff within the OPCC have regular one-to-one sessions with their line manager, these meetings incorporate performance review. Weekly tasking meetings attended by all staff have recently been introduced to ensure that all OPCC activities are communicated and co-ordinated.

During 2017/18 specific training has been provided for staff in the areas of General Data Protection Regulations, Code of Ethics and abuse of authority for sexual gain.

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

## REVIEW OF REQUIREMENTS AND ARRANGEMENTS

### Managing risk

During the year the Commissioner's Risk Management Strategy was reviewed and updated to reflect the current risk environment. The updated strategy was supported by the Joint Audit and Standards Committee.

Risk has become embedded within the everyday work of the OPCC, staff continually assess risks within their roles. Both strategic and operational risks are reviewed on a quarterly basis and appropriate updates made. The Commissioner also provides scrutiny of the Constabulary's management of strategic risks.

The strategic risk register is updated on a quarterly basis and currently incorporates risks in relation to future funding, financial and operational risks regarding the implementation of the Emergency Services Network, capacity within the OPCC and compliance with the new General Data Protection Regulations.

The Commissioner's arrangements for Risk Management include procedures for Business Continuity, which are reviewed and tested throughout the year. During bad weather conditions in March 2018, the OPCC was able to largely continue operating largely as normal, with staff working from home using remote devices.

### Managing Performance

The Public Accountability Conferences facilitate arrangements for the scrutiny of quarterly performance updates and thematic reports around priority areas of policing including, domestic abuse, child sexual exploitation, sexual offences, anti-social behaviour and reducing reoffending. This is supported by regular one to one meetings between the Chief Constable and Commissioner. The Commissioner also monitors the implementation of actions and recommendations arising from inspections including those undertaken by HMICFRS.

The Police and Crime Panel have met five times during 2017/18. All meetings are held in public, providing an open and transparent process for scrutinising the decisions and work of the Commissioner. During 2017/18 the Panel placed a significant focus on monitoring delivery of the Police and Crime Plan, but have also scrutinised the appointment of the Joint Chief Finance Officer and Chief Executive / Deputy Chief Executive roles, arrangements for public engagement and the Commissioner's proposals in relation to blue-light collaboration. The Panel also considered and supported the Commissioner's proposed precept for 2018/19.

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

### Robust Internal Control

During 2017/18 a number of areas of the corporate governance framework have been subject to cyclical review and update. This process is supported by the professional advice of the Joint Audit and Standards

Committee. During 2017/18 the Committee has considered and provided scrutiny of the Commissioner's Anti-fraud and Corruption Policy and Procedures, the Code of Corporate Governance, Risk Management Strategy, the Internal Audit Charter, Treasury Management Strategy, Statement of Accounts and Annual Governance Statement.

Internal controls have also been reviewed through the annual process of management assurances and the annual internal audit plan. Of sixteen audits covering the activities of the OPCC and Constabulary, 87% provided either substantial or reasonable assurance. All audits relating specifically to the OPCC provided satisfactory assurance. The outcome of a follow up audit of procurement, which is a service provided to the OPCC by the Constabulary, whilst showing some improvement, was still rated as providing only partial assurance. A commitment from senior management to address the remaining issues has been set out in their response to the audit. The Chief Internal Auditor's overall opinion has concluded that the Commissioner's frameworks for governance, risk and internal control are reasonable and that controls are generally working effectively in practice.



## Managing Data

The OPCC operates within the parameters of legislation governing the protection of data, ensuring that all data is appropriately stored and shared where necessary. Information is provided to members of the public under the Freedom of Information Act, with requests and responses published on the Commissioner's website. The Ethics and Integrity Panel provide additional assurance in this respect. Physical data within the OPCC is held securely with appropriate office and cabinet security provided. An action plan has been developed with the aim of ensuring that the OPCC can meet the requirement of the new General Data Protection Legislation in 2018/19.

## Strong Public Financial Management

At the Executive Board meeting of 22<sup>nd</sup> February 2017, the Commissioner set the 2017/18 annual budget and precept in the context of a medium term financial strategy 2017-2021. In line with his duty to maintain the police force the Commissioner agreed a net budget of £116m for the Chief Constable for the 2017/18 financial year and a funding arrangement that codifies the terms for that funding including arrangements for financial management. The budget included £2.2m funding for 2016/17 within a commissioned services budget for victims, community safety and crime reduction.

During 2017/18 the Commissioner received regular financial reports including revenue and capital budget monitoring and treasury management. A new format of financial reports has been adopted in 2017/18 to improve accessibility. Financial reports are published on the Commissioner's website.

The outcome of all audits of financial arrangements during 2017/18 was an opinion that provided either reasonable or substantial assurance.

During 2017/18 financial sustainability in the context of increasing inflation and service pressures, flat government funding and the potential impact of a future review of the police funding formula has remained on the Commissioner's strategic risk register. A number of mitigation measures have been put in place including the detailed medium term financial forecast and development of savings plans in conjunction with the Constabulary.

## REVIEW OF REQUIREMENTS AND ARRANGEMENTS

### Implementing good practice in transparency

The Commissioner has prepared for publication an annual

report covering 2017/18. The report, entitled "Making Cumbria an Even Safer Place", includes information on how the Commissioner has responded to issues raised during community engagement activity and how engagement has informed future priorities.

Throughout the year the Commissioner has published regular financial monitoring information. Monitoring reports have been developed to present a revised, shorter and more succinct format that aims to increase the transparency and accessibility of financial information. Further to this, the reported financial statements published in May 2017 include the statutory Chief Finance Officers' Narrative Report. The Narrative report incorporates a more accessible summary of the statements and financial and performance information alongside a business review.

### Implementing good practices in reporting

The Commissioner's activities, performance and achievements have been published in an annual report, which can be found on the Commissioner's website at [www.cumbria-pcc.gov.uk](http://www.cumbria-pcc.gov.uk). It highlights the commissioner's key achievements during his second year in office, including:

- Continued to fund numerous community projects to tackle the key priorities in the Police and Crime Plan, including on line safety, protecting vulnerable members of the community and supporting victims of domestic abuse and sexual violence.
- Setting the policing budget for 2018/19, providing additional resources for Neighbourhood Policing.
- Improved youth engagement through the work of the Cumbria Youth Commission and the launch of Mini Police
- Prioritised and supported work to address the top four public concerns raised with him namely, police visibility, anti-social behaviour and driving and the performance of the 101 service.

A revised and updated Code of Corporate Governance was adopted in line with the 2016 CIPFA Good Governance Framework for Local Government.

A review of the arrangements for internal audit have confirmed that the service meets the requirements of the Public Sector Internal Audit Standards (PSIAS) during 2017/18.

The Commissioner's unaudited financial statements for 2016/17 were released in May, with the final version published in July, thus meeting new deadlines for financial

reporting ahead of schedule. The External Auditor's Audit Findings report noted the accounts were prepared to a very high standard and were supported by excellent working papers.

#### Assurance and effective accountability

The external auditor's opinion for the 2016/17 financial year was that the Commissioner's Financial Statements provided a true and fair view of the financial position and that they have been properly prepared in accordance with the Code of Practice on Local Authority Accounting. The auditors further confirmed in their Annual Audit Letter that that the Commissioner had proper arrangements in place for securing economy, efficiency and effectiveness in the use of resources.

Implementation of recommendations arising from the internal audit plan, external audit reports and HMICFRS are monitored by the Joint Audit and Standards Committee.

The Ethics and Integrity Panel monitors and reports on some specific areas of activity, such as complaint handling and ethical issues.

#### FURTHER INFORMATION

Further information on the arrangements for Governance can be found on the Commissioner's website under the tab headed Governance and Transparency.

We welcome your views on the Commissioner's Annual Governance Statement. You can do this by using the contact information below:

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\*Peter McCall

Police and Crime Commissioner for Cumbria

\*Gill Shearer  
Chief Executive

\*Roger Marshall  
Chief Finance Officer

19 July 2018

\*Signatures are removed for the purposes of Publication on the website

Ref	Action	Lead Officer	Action Update at 31 March 2018	Implementation by	Revised Implementation Date	Status
<b>Core Principle A: Focusing on behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.</b>						
CPA/1	Continue to develop the scope and remit of the Ethics and Integrity Panel will be reviewed to maximise its on-going impact in improving arrangements for Ethics and Integrity. The subjects for in depth pro-active scrutiny will be determined during the course of the year.	PCC Chief Executive	The work of the Panel has been extended in 2017/18 through thematic inspections in areas relevant to ethical conduct. Reporting of the findings to the Commissioner's PAC has strengthened the accountability of this process.	30-Mar-18		⚙️ Completed
CPA/2	In January 2017 the Police and Crime Bill received Royal Assent and was enacted into law. The Act provides Commissioners with an explicit responsibility for the performance of the complaints system locally, responsibility for appeals currently heard internally by police forces and the ability to take on further functions in relation to public complaints. The OPCC will be working to develop a process to deal with appeal files utilising guidance to be produced by the Home Office and the Independent Police Complaints Commission. The implementation of the appeals process will take place in June 2018	Governance Manager	The legislation transferring the responsibility for local complaints and appeals to Commissioners has been deferred to April 2019. Accordingly implementation of this action has been transferred to the 2018/19 action plan.	30-Jun-18	31-Mar-19	⚙️ Ongoing (within original timescale)
<b>Core Principle B: Focusing on ensuring openness and comprehensive stakeholder engagement.</b>						
CPB/1	During 2017/18 the OPCC will seek to establish an annual programme of work with the Police and Crime panel	Head of Partnerships and Commissioning	Complete	30-Sep-17		⚙️ Completed
CPB/2	During 2017/18 the Head of Partnerships and Commissioning will seek to commission a provider to establish and embed a Cumbria Youth Commission	Head of Partnerships and Commissioning	Complete. Young Cumbria have been awarded the grant.	30-Sep-17		⚙️ Completed

Ref	Action	Lead Officer	Action Update at 31 March 2018	Implementation by	Revised Implementation Date	Status
<b>Core Principle C: Focusing on defining outcomes in terms of sustainable, economic, social and environmental benefits</b>						
CPC/1	The Commissioner is working with health and local government partners to improve services for victims with mental health issues. Phase 2 of the project the a multi-agency assessment centre is now scheduled for Sept 2017.	Head of Partnerships and Commissioning	The three strands of the project are now in place. A full project evaluation is due April 2018.	30-Sep-17		⚙️ Completed
CPC/2	During 2017/18 the OPCC will monitor delivery against the objectives laid out in the Police and Crime plan and refresh the underpinning delivery plan on an annual basis	Head of Partnerships and Commissioning	Ongoing - regular reports on progress against the plan have been presented to the Police and Crime Panel.	31-Mar-18		⚙️ Completed
<b>Core Principle D: Focusing on determining the interventions necessary to optimise the achievement of intended outcomes.</b>						
CPD/1	During 2017/18 The Head of Partnerships and Commissioning will continue to take forward work to develop and implement a Quality framework to support collaborative and partnership working in delivering improvements in services to victims and develop compliance with the Victims' Code of Practice.	Head of Partnerships and Commissioning	Complete	31-Dec-17		⚙️ Completed
CPD/2	Develop a joint Social Value Policy with the constabulary	Head of Partnerships and Commissioning	The policy has been developed, it will need to be incorporated into the Procurement Regulations and implemented.	30-Sep-17	30-Jan-18	⚙️ Ongoing (original timescale exceeded)

Ref	Action	Lead Officer	Action Update at 31 March 2018	Implementation by	Revised Implementation Date	Status
<b>Core Principle E: Focusing on developing the entity's capacity, including the capability of its leadership and the individuals within it.</b>						
CPE/1	A formal protocol for the identification and handling of conflicts of interest in relation to the joint CFO role will be put in place.	PCC Chief Executive	Completed and discussed at JASC and Police and Crime Panel.	30-Jun-17		⚙️ Completed
CPE/2	A formal review of the effectiveness of the Joint CFO role will be undertaken against the CIPFA standard on the role of the CFO.	PCC Chief Executive	Completed - a report has been produced for the May meeting of the Joint Audit and Standards Committee, which concludes that the arrangement is operating effectively.	31-Mar-18	30-Jun-18	⚙️ Completed
CPE/3	Review the leadership structure of the OPCC and related job descriptions	PCC Chief Executive	Complete. New arrangements in place for CEO and CFO	30-Sep-17		⚙️ Completed
<b>Core Principle F: Focusing on managing risks and performance through internal control and strong public financial management.</b>						
CPF/1	During 2017/18 the Head of Partnerships and Commissioning will undertake a review of the systems and processes that underpin open grant arrangements	Head of Partnerships and Commissioning	This action has been completed. Assurance has been provided through an internal audit in this area, which was graded as providing reasonable assurance.	31-Dec-17		⚙️ Completed

Ref	Action	Lead Officer	Implementation by
<b>Core Principle A: Focusing on behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.</b>			
CPA/1	Implement systems and processes to facilitate the OPCC's new responsibility for administering local appeals	Governance Manager	31st March 2019
<b>Core Principle B: Focusing on ensuring openness and comprehensive stakeholder engagement.</b>			
CPB/1	To refresh the Engagement Strategy to reflect the increase in capacity as a result of the new Engagement Officer post.	Head of Communications and Business Services	31st March 2019
<b>Core Principle C: Focusing on defining outcomes in terms of sustainable, economic, social and environmental benefits</b>			
CPC/1	Implement an over-arching governance framework for the OPCC.	Head of Communications and Business Services	31st March 2019
CPC/2	In collaboration with stakeholders produce a vision for developing Emergency Services collaboration in the County for the remainder of the Police and Crime Plan period, supported by a detailed action plan.	Blue-light Collaboration Manager	30th September 2018
<b>Core Principle D: Focusing on determining the interventions necessary to optimise the achievement of intended outcomes.</b>			
CPD/1	Embed a new integrated Independent Domestic Violence and Sexual Violence Advisory Service.	Head of Partnerships and Commissioning	31st March 2019
CPD/2	Collaborate with partner bodies to develop a consistent approach to the delivery of Womens' Centres across the County.	Head of Partnerships and Commissioning	31st March 2019
CPD/3	Implement a joint Social Value Policy with the Constabulary	Head of Partnerships and Commissioning	30th September 2018

Ref	Action	Lead Officer	Implementation by
<b>Core Principle E: Focusing on developing the entity's capacity, including the capability of its leadership and the individuals within it.</b>			
CPE/1	Complete the staffing re-structure of the Office of the Police and Crime Commissioner.	Head of Communications and Business Services	30th September 2018
CPE/2	Evaluate options and implement a formal PDR process for all OPCC staff.	Head of Communications and Business Services	31st December 2018
CPE/3	Develop a rolling training and development programme for all OPCC staff incorporating for example ethics and integrity, risk, well-being and health and safety.	Head of Communications and Business Services	31st March 2019
CPE/4	Develop a vision for the delivery of Procurement within the Constabulary and OPCC to meet organisational needs.	Director of Corporate Support	30th September 2018
<b>Core Principle F: Focusing on managing risks and performance through internal control and strong public financial management.</b>			
CPF/1	Work with the Constabulary to develop a revised public accountability framework.	Head of Partnerships and Commissioning	31st March 2019
CPF/2	Implement an action plan to ensure that the OPCC complies with new General Data Protection Regulations	Governance Manager	31st December 2018





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