



Philip Secombe
Police and Crime
Commissioner
for Warwickshire

Statement of Accounts

2016/17

THE GROUP AND POLICE AND CRIME COMMISSIONER FOR WARWICKSHIRE

STATEMENT OF ACCOUNTS 2016/17

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Message From Philip Seccombe, Warwickshire Police & Crime Commissioner (PCC)

I am pleased to introduce the financial Statement of Accounts for the 2016/17 financial year. The aim of this report is to provide a clear explanation of the financial performance in 2016-17, and to explain the position at the end of the year.

The last year has been another busy period, as I consulted widely on a new Police and Crime Plan for the county, which was formally launched in December 2016. This outlines four clear objectives for protecting our residents and creating a safer, more secure Warwickshire. The plan is informed by the healthy financial platform inherited from my predecessor and will help to shape our future financial expenditure. A full copy of the plan is available at: <http://www.warwickshire-pcc.gov.uk/>

The level of future funding that Warwickshire Police will receive from central government is subject to the current review of the police funding formula. Details on the outcome of this review will not be known for some time, however, I will continue to press the case for Warwickshire, with particular emphasis that any new funding arrangements should acknowledge the unique challenges that policing rural areas bring, to ensure a fairer distribution of the national funding pot.

I am committed to the ambitious transformation and reform program that the force is undertaking. During the course of the year, I have made a number of key decisions which have resulted in major investments in technology, estate and equipment, which are all designed to increase the efficiency and effectiveness of frontline policing and enhance the service delivered to the public. It is my aim to ensure that the force is well-placed to meet the changing demands on police resources, emerging patterns of crime and the evolving expectations of the public.

I have placed additional focus and scrutiny on ensuring that the taxpayer receives value for money from all expenditure and that the force meets its savings targets. While these are not inconsiderable and may result in some difficult choices needing to be made in future, I will continue to prioritise frontline policing and ensure that the most vulnerable in society continue to be protected from harm.

Strategy & Structure

It is the primary function of the PCC to ensure the protection of the public and to hold the Chief Constable to account for the exercise of operational policing duties. Philip Seccombe, the Warwickshire PCC, was elected in May 2016 and developed his Police and Crime Plan covering the period 2016-2021, following extensive consultations with the public and partners. This plan identifies 4 main themes – putting victims first, ensuring efficient and effective policing, protecting people from harm and preventing and reducing crime. The achievement of these objectives can only be accomplished through effective partnership working at all levels which includes working closely with Local Authorities and Community Safety partnerships (CSPs) through to national and regional partnerships to address some of the national threats identified in the Home Secretary's national Strategic Policing Requirement which are identified as:

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- Terrorism;
- Serious and organised crime;
- Cyber security;
- Threats to public order that cannot be tackled by one force alone;
- Civil emergencies requiring an aggregate response; and
- Child sexual abuse.

For 2016/17 the PCC agreed with the Chief Constable there would continue to be no specific performance objectives other than to reduce total recorded crime. The Chief Constable monitors a range of indicators across crime categories in pursuit of this objective.

The PCC is responsible for ensuring his business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for. The PCC has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement and value for money in the way functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the PCC is responsible for putting in place proper arrangements for the governance of his office's affairs and facilitating the exercise of its functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk. In exercising this responsibility, the PCC places reliance on the Chief Constable to support the governance and risk management processes. The PCC is required to review the governance arrangements annually, the results of which are contained in the Annual Governance Statement (AGS). The review identified the following areas that need attention in 2017/18:

- Potential transfer of Fire and Rescue Authority responsibilities to the Police and Crime Commissioner under the Policing and Crime Act 2017;
- Preparation for the changes in the arrangements for dealing with police complaints.
- Implementation of the alliance transformation programme
- Successful recruitment of new Joint Audit Committee members who have the skill and knowledge to undertake the function

The AGS, which is published alongside the Accounts and provides a detailed explanation of the PCC's governance framework, is designed to achieve the objectives set out in the Police and Crime Plan and manage risk. The Police and Crime Plan can be found at:

<http://www.warwickshire-pcc.gov.uk/>

The Police and Crime Panel (PCP), composes of locally elected councillors and lay members, who hold the PCC to account through a process of scrutiny and review, which includes scrutinising the Police and Crime Plan and the annual budget and precept. Whilst establishing openness in the conduct of police business the intention is that the PCP supports the PCC in the effective exercise of their functions. The role, responsibility and powers of the PCP can also be found on the PCC's website.

The Alliance, between the PCC and Chief Constable and their counterparts in West Mercia is unique, using a single policing model to police Herefordshire, Shropshire, Telford and Wrekin, Warwickshire and Worcestershire covering an area of 9,400km². The Alliance involves extensive collaboration across all aspects of police business in order to enable both forces to meet the challenge of reducing policing budgets, but also providing greater benefits

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from operational and organisational resilience. To facilitate joint working, the forces have developed a new shared vision and set of values. These provide a unified purpose for the two organisations and a clear direction to our workforce and our stakeholders on how the forces will operate.

Diagram 1 shows how the values and Code of Ethics supports our vision “To Protect People From Harm”.

Diagram 1.



The Alliance Governance Group (AGG) oversees the governance of the Alliance. Two key documents that set out the arrangements that govern the Alliance are established under the Police Act 1996 as follows:

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- The 'Section 23' agreement sets out how the joint Forces finances will be managed on a day-to-day basis, including the financial arrangements for cost sharing.
- The 'Section 24' agreement allows either Force to conduct policing on the other's geographical area.

These documents can be found at: www.warwickshire.police.uk/

The aims of the Alliance are:

- To provide a more efficient and effective policing service in the geographical areas for which the Parties are responsible for policing; that is: for the communities of Herefordshire, Telford and Wrekin, Shropshire, Warwickshire and Worcestershire;
- Enhanced capability and capacity;
- Greater resilience and flexibility in the use of skilled specialist staff;
- Reduction in duplication of roles and resources, and;
- Greater opportunity to maximise financial savings.

The Alliance vision is to 'Protect People from Harm' where harm constitutes death, injury, loss and distress. To achieve the vision we rely on our workforce; police officers, police community support officers, special constables and police staff. We also value the contribution that the communities of the two policing areas make towards achieving this outcome, whether giving their time as volunteers or engaging with the force in other ways, for example through the Community Safety Partnerships which:

- Establish the levels of crime and disorder problems in local areas;
- Consult widely with local residents to make sure that the partnerships' perception match that of local people, and;
- Devise strategies containing measures to tackle priority problems.

Table 1 shows an analysis of the Alliance workforce. A recent Home Affairs Committee report highlighted the under representation of Black and Minority Ethnic (BME) people in police forces in England and Wales. The force seeks to take positive action to ensure that our force better represents the communities we police.

Table 1.

	Warwickshire	BME %	Female %	Male %
Police Officers	847	5.19	30.93	69.07
PCSOs	106	7.54	58.49	41.51
Police Staff	654	3.97	59.02	40.98
Total	1,607	4.85	44.18	55.82
	West Mercia	BME %	Female %	Male %
Police Officers	2,075	2.50	30.70	69.30
PCSOs	245	3.67	48.57	51.43
Police Staff	1,778	2.36	63.10	36.90
Total	4,098	2.51	45.82	54.18
	Alliance	BME %	Female %	Male %
Police Officers	2,922	3.28	30.76	69.24
PCSOs	351	4.84	51.56	48.44
Police Staff	2,432	2.70	62.00	38.00
Total	5,705	3.17	45.36	54.64

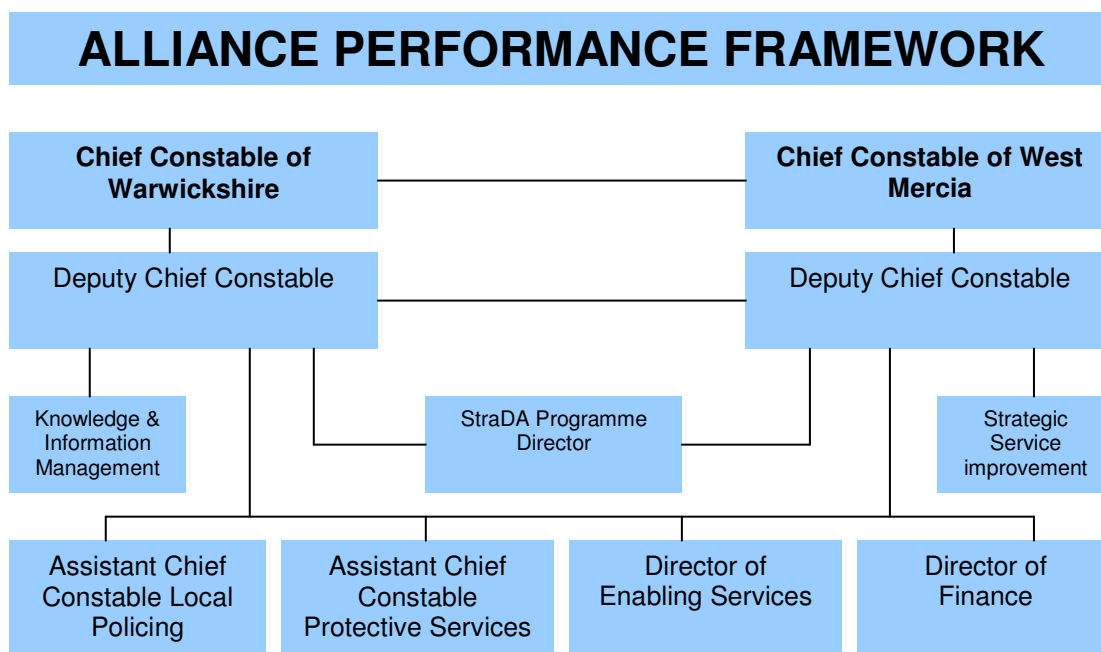
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The PCC and Chief Constable each have a Strategic Risk Strategy in place to ensure that the risks facing the force and PCCs office are effectively and appropriately identified, evaluated and reported. The key risks for the PCC are listed below, actions are put in place to mitigate these risks and various activities flow from these:

- The risk of the Police and Crime Commissioner not meeting his statutory responsibilities;
- The risk that the Strategic Alliance fails;
- The risk of failing to manage our finances effectively;
- The risk that the Police and Crime Commissioner does not hold the Chief Constable to account;
- The risk of inadequate commissioning of Victims Services;
- The risk that we do not manage our partnerships effectively could lead to our objectives not being achieved, poor value for money and adverse impact on the reputation of the Police and Crime Commissioner;
- The risk of failure in performance by external partners including the Force impacting negatively on the delivery of the Police and Crime Plan;
- The risk of the Police and Crime Commissioner failing to engage with the community.

Whilst West Mercia Police and Warwickshire Police work in an Alliance each force has retained its own identify and both forces will work to address local policing priorities agreed with local communities and partners. The Alliance management structure is shown in diagram 2.

Diagram 2.



Financial Performance

The PCC is responsible for setting the annual budget within which the Chief Constable is expected to operate and against which financial performance is measured. The Chief Constable’s only source of income is through the intra-group transfer, where the PCC reimburses the Chief Constable for the cost of day to day policing up to the agreed budget.

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This is representative of the relationship between the PCC and the Chief Constable, which is underpinned by the governance arrangements.

Financial information is monitored across the Alliance and inclusive of income and expenditure of both the PCC and the Chief Constable, therefore the PCC's outturn position is presented here and explained in the wider context. However, the Chief Constable is only responsible for pooled and non-pooled expenditure for Warwickshire.

The annual budget is funded mainly through government funding and the precept. The expenditure that can be charged against the budget is determined on a statutory basis. By contrast the Accounts includes income and expenditure that are measured and reported in accordance with proper accounting practice as set out, chiefly, in The Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (also known as 'the Code'). A reconciliation between the figures used to produce the outturn, explained in the following paragraphs and those contained in the Accounts is provided in Note 1. The following table analyses how the budget is funded:

Table 2.

Where the Money Came From	Budget £m	Actual £m	%
Central Government Funding	53.615	53.615	100.00
Locally Raised Funding – Precept (Council Tax)	37.490	37.490	100.00
Total Funding (excluding reserves)	91.105	91.105	100.00

The PCC agreed a 2016/17 net revenue budget of £96.2m which includes the use of £5.1m of reserves resulting in a budget requirement of £91.1m. The budget is funded by £53.6m of government funding, which has reduced by a further 0.5% (£0.3m) compared to 2015/16. The remaining funding, £37.5m, comes from the council tax through the precept, which the PCC has increased by 1.99% compared to 2015/16. The following table shows the outturn position by comparing the revised budget to the actual for 2016/17, firstly for the Alliance and then for Warwickshire Police.

Table 3. The Alliance Outturn for year ended 31 March 2017

Warwickshire Police & West Mercia Police	Budget £m	Budget Adjustments £m	Revised Budget £m	Actual £m	%	Variance £m
Police officers' pay	158.214	(1.546)	156.668	154.713	52.6	1.955
Police staff pay	76.468	0.837	77.305	78.315	26.6	(1.010)
PCSO pay	10.628	0.000	10.628	10.508	3.6	0.120
Police pensions	5.143	0.006	5.149	4.240	1.4	0.909
Other employee expenses	3.046	0.035	3.081	2.350	0.8	0.731
Premises	12.065	(0.101)	11.964	12.232	4.2	(0.268)
Transport	7.303	0.015	7.318	7.206	2.5	0.112
Supplies & services	27.413	2.303	29.716	29.609	10.1	0.107
Third party payments	17.690	0.754	18.444	18.484	6.3	(0.040)
Capital financing	4.006	0.205	4.211	4.378	1.5	(0.167)
Expenditure	321.976	2.508	324.484	322.035	109.6	2.449

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Income	(18.073)	(2.508)	(20.581)	(21.521)	(7.3)	0.940
Net Expenditure	303.903	0.000	303.903	300.514	102.3	3.389
Total Use of Reserves	(9.912)	0.000	(9.912)	(6.523)	(2.3)	(3.389)
Net Force Budget Incl. Use of Reserves	293.991	0.000	293.991	293.991	100.0	0.000

Table 3 shows the Alliance net expenditure is £6.5m more than the core funding from Government grants and precept. The budgeted drawdown from reserves was £9.9m, although the final net expenditure of £300.5m requires a drawdown from reserves of £6.5m. This is £3.4m less than the original budget, however, it is still £6.5m more than the recurring income. Reserves were also used to fund capital expenditure amounting to £5.7m; the total use of Reserves in the year was £12.198m (£5.208m for Warwickshire and £6.990m for West Mercia).

The main causes of this variance are as follows:

- The underspend on police officers pay in 2016/17, is due to a number of issues including a significant number opting out of the pension scheme; a reduction in officers entitled to allowances for housing and rent; and the impact of general turnover;
- The total overspend on police staff pay of £1m has arisen as a result of funding three key projects – the OCC, Athena case management and workspace modernisation. These projects have been financed from reserves;
- PCSO pay has underspent against budget by £0.120m largely as a result of turnover during the year;
- Place Partnership Limited manage the estates, there have been savings across utilities of £0.464m in 2016/17, offsetting increased expenditure on areas of spend including maintenance, cleaning, security and rents costs of £0.733m;
- Transport costs – There has been a net underspend on transport related costs of £0.112m. This is due to lower fuel costs than budgeted and improved efficiency from newer vehicles. Repairs costs were £0.441m higher than budget, but increased driver training and telematics should help to mitigate these costs in future years;
- Supplies and services underspent by £0.107m and covers a range of areas of expenditure, including change programmes, consultancy costs and other operational running costs contributing relatively small sums to this net underspend;
- Payments to third parties for services has a small net overspend. This includes increased grant payments from the PCC office of £1.2m, funded from reserves to further work specifically with victims, business, rural and cyber crime initiatives. There have been other corresponding underspends on regional intelligence, motorways policing and rate refunds on each of the Justice Centres;
- The additional payments against capital financing include increased revenue contributions to finance costs incurred in accordance with the PCC's strategy;
- The income budget was exceeded by £0.940m. The main variations are attributable to reduced mutual aid income of £1.7m, where assistance is provided to other forces on current active operations and lower income receivable from speed awareness and driver improvement initiatives due to the scheme being under review and no highways enforcement for part of the year. These reductions have been offset against income received from Worcestershire County Council in respect of the Youth offending service (West Mercia only) and its transfer to the West Mercia PCC, increased vetting income,

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decreased bad debt provision due to improved recovery of debts and increased grants received for the Athena and Armed uplift programmes.

Table 4 provides an analysis of the Warwickshire Police budget:

Table 4. The PCC and Chief Constable Outturn for year ended 31 March 2017

Warwickshire Police	Budget £m	Budget Adjustments £m	Revised Budget £m	Actual £m	%	Variance £m
Police officers' pay	49.534	(0.415)	49.119	49.054	53.8	0.065
Police staff pay	23.684	0.147	23.831	23.632	25.9	0.199
PCSO pay	3.169	0.000	3.169	3.127	3.4	0.042
Police pensions	1.459	0.000	1.459	1.142	1.3	0.317
Other employee expenses	0.923	0.009	0.932	0.519	0.6	0.413
Premises	3.376	0.002	3.378	3.061	3.4	0.317
Transport	2.244	0.006	2.250	2.285	2.5	(0.035)
Supplies & services	8.286	0.704	8.990	8.858	9.7	0.132
Third party payments	4.825	0.356	5.181	4.710	5.2	0.471
Capital financing	2.058	0.064	2.122	2.213	2.4	(0.091)
Expenditure	99.558	0.873	100.431	98.601	108.2	1.830
Income	(5.574)	(0.722)	(6.296)	(6.008)	(6.6)	(0.288)
Net Force	93.984	0.151	94.135	92.593	101.6	1.542
Office of the PCC	0.904	0.000	0.904	0.758	0.8	0.146
Victims & commissioning	0.000	0.000	0.000	0.084	0.1	(0.084)
PCC grant scheme	1.265	(0.151)	1.114	1.113	1.2	0.001
PCC – business, Rural & Cyber Crime	0.000	0.000	0.000	0.341	0.4	(0.341)
PCC – Grant Reduction fund	0.000	0.000	0.000	0.000	0.0	0.000
Total PCC	2.169	(0.151)	2.018	2.296	2.5	(0.278)
Net Force	96.153	0.000	96.153	94.889	104.1	1.264
Total Use of Reserves	(5.048)	0.000	(5.048)	(3.784)	(4.1)	(1.264)
Net Force Budget Incl. Use of Reserves	91,105	0.000	91,105	91,105	100.0	0.000

In addition to the spending on day-to-day activities, the PCC incurs expenditure on buildings, information technology, vehicles and other major items of specialist equipment which have a long-term useful life.

Table 5 shows an analysis of capital expenditure and how this has been funded. The Alliance capital expenditure of £21.0m is an increase on the previous two years, however, this was less than the £27.8m budget. The reason that the expenditure is below the budget is because projects have been delayed or re-phased spreading expenditure over the next few years. Delays are often related to national ICT projects that are delayed due to contractual issues or delays in the national rollout programme, or to buildings where we find asbestos that has to be worked around or removed in a controlled manner. It is rare that delays are

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caused by earthquakes but in 2016/17 this is exactly what did happen, where an earthquake in Taiwan led to issues with the supply of microchips.

Table 5.

Programme Capital Expenditure for the year	Revised Approved Budget £m	Actual £m	%	Variance £m
Estates	7.997	7.501	35.7	0.496
ICT	15.843	9.513	45.2	6.330
Transport	3.254	3.324	15.8	(0.070)
Other eg plant & equipment	0.689	0.685	3.3	0.004
Total Expenditure	27.783	21.023	100.0	6.760
Programme Capital Funding for the year				
Home Office General Capital Grant	3.939	3.971	18.9	(0.032)
Specific Grants	3.381	5.070	24.1	(1.689)
Revenue Contribution to Capital Expenditure	1.000	0.372	1.8	0.628
Infrastructure reserve	16.073	5.674	27.0	10.399
Capital Receipts	3.390	5.936	28.2	(2,546)
Total Funding	27.783	21.023	100.0	6.760

The following section provides a commentary on the significant investment in infrastructure that has been made in 2016/17.

2016/17 saw the continued delivery of a £100m capital programme up to the end of 2020/21. Most notably 2016/17 saw the start of the start of construction of the new unified Operational Command and Control (OCC) system across the alliance. Just under half of the capital programme, £9.7m, has been spent on the OCC project during 2016/17. £7.3m of this relates to building costs, in fact the vast majority of the total estates programme of £7.5m in table 5 above is taken up by the OCC. In contrast £2.4m of the £9.7m relates to ICT, which is a significant part of the total ICT programme of £9.5m in table 5.

The OCC is part of the investment in systems and infrastructure capable of meeting the requirements of the 21st Century policing and collaborative working across the emergency services. The two OCC buildings will incorporate Saab's, (defence and security company), SAFE platform (SAFE), which is the ICT system that will allow effective contact with the public, (through calls, email and webchat), incident management, radio communications and resource deployment.

SAFE will replace multiple legacy systems across the alliance and also puts SAFE's mobile client in the hands of police officers thereby extending the capabilities of SAFE in the control room out to the field. SAFE empowers users to make more informed decisions, faster. It increases resolution at first contact, improves customer satisfaction and enables officers to operate more efficiently whilst better protecting the public from harm. By using SAFE,

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Warwickshire Police and West Mercia Police will be ideally positioned to transition from Airwave to the new Emergency Services Network (ESN).

After allowing for the £2.4m on the OCC, the remaining £7.1m of the total £9.5m ICT programme in table 5 is spread across a range of projects designed to ensure that the alliance systems and infrastructure are consistently available, secure, accessible and drive business change and efficiency through the delivery of innovative technology solutions, ultimately with the aim of improving the service provided to the public. £3.8m has been spent on the ICT infrastructure, a major part of which was the replacement of the ageing data network at a cost of £1.7m, the remainder was spent on modernising the desktop, introducing mobile devices, replacing servers, software upgrades and system back up facilities.

A further £3.3m was spent on systems to directly deliver policing services. For example £1.8m of this was spent on Automatic Number Plate Recognition (ANPR) equipment, replacing equipment at existing sites and adding new equipment in cars. ANPR technology is used to help detect, deter and disrupt criminality at a local, force, regional and national level, including tackling travelling criminals, Organised Crime Groups and terrorists. Other projects include:

- Athena, a one-stop-shop to manage intelligence, investigation, case preparation and custody management, it will cover 70% of the alliance's operational process and practice and enable us to work smarter and improve critical real time decisions as well as streamline the processes around them.
- Body worn video, which helps us give victims the best possible service and the highest chance of getting a conviction in court. The use of body worn video also encourages public confidence in the police by providing greater transparency.

Whilst 2017/18 will see the completion of the OCC project, it will also see a major upgrade to our telecommunication system across the alliance with the benefit of making contact easier it will maintain compliance with the Public Services Network code of connection, providing security and giving us the access we need to national policing applications and partner forces.

Capital expenditure has been funded through a range of sources set out in table 5. £5.9m of the capital programme was funded through capital receipts generated mainly from the sale of buildings; a further £5.7m was funded through the infrastructure reserve set aside from previous years and £5.1m from specific grants. These are all one off sources of funding and once spent they are not available to finance further capital expenditure.

The use of alternative sources of funding offsets the need to borrow and avoid ongoing interest costs. However, as the opportunity to divert resources from elsewhere, for example under spends on day to day policing, reserves etc. are exhausted there will be an increasing need to borrow to finance the capital programme, the precise timing of the need to borrow will be dictated by cash flow and is governed by the Prudential Code that determines whether borrowing is affordable. 2016/17 has seen a reduction in the cash balances of both Warwickshire Police and West Mercia Police, not only to fund the capital programme but also to fund the revenue budget in the short-term whilst savings are identified. It is estimated that of the £100m Alliance capital programme up to 2020/21 it will be necessary to borrow in the region of £62m with the majority of the remaining funded from grants and the infrastructure reserve.

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The extent of the total offset borrowing for Warwickshire, referred to as internal borrowing, stands at £5.6m. By comparison the extent of external borrowing stood at £20.7m as at the 31 March 2017.

The Alliance reserves at the 31 March 2017 stand at £79.6m, of which £26.0m is attributable to Warwickshire PCC. Reserves are an important part of the PCC strategy to deliver the objectives set out in the Police and Crime Plan and the Medium Term Financial Plan (MTFP). Note 9 in the Accounts provides an analysis of the reserves at the 31 March 2017 and shows the movement since the 31 March 2016 whilst table 6 shows how the Warwickshire PCC's reserves are planned to be used during the period up to 31 March 2021.

Table 6. Warwickshire Reserves

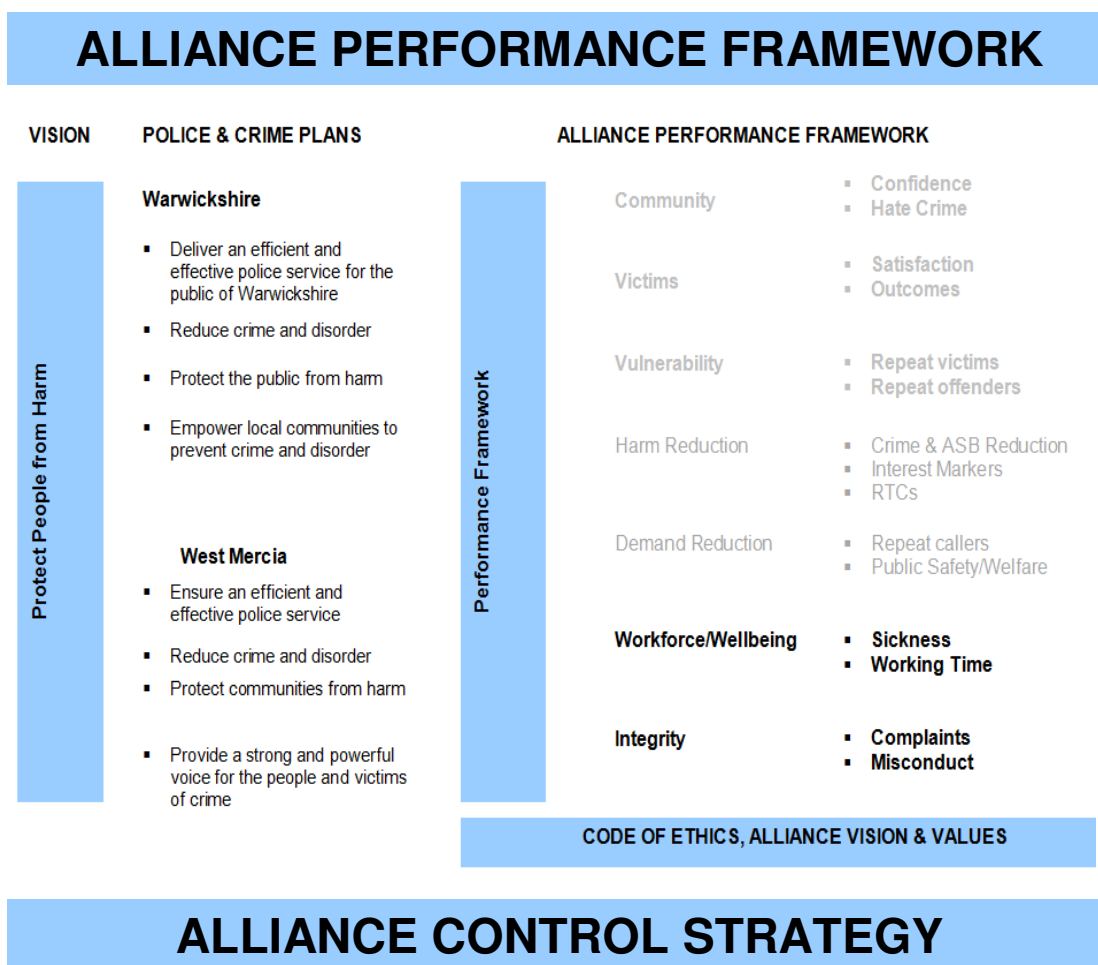
Reserve	Opening Balance 31/03/2017 £m	Transfer (from)/To Reserves				Closing Balance 31/03/2021 £m
		2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	
Budget	9.749	(5.106)	(2.774)	(0.558)	(1.365)	(0.054)
Invest to Save	1.845	(0.500)	(0.500)	(0.500)	(0.341)	0.004
Rural, Business & Cyber	1.550	(0.558)	(0.372)	(0.310)	(0.310)	0.000
Infrastructure	6.094	(2.901)	(1.450)	(1.451)	0.000	0.292
General	6.800	(0.600)	0.000	0.000	2.016	8.216
Total	26.038	(9.665)	(5.096)	(2.819)	0.000	8.458

The MTFP contains the Treasurer's annual review of the adequacy of reserves. Cash balances are invested in line with the Treasury Management Strategy, the priority being to protect our investments ahead of making a return. As at 31 March 2017 the PCC had £24.2m invested short-term, and during 2016/17 achieved an average return of 0.20% it is anticipated that low interest rates will continue into 2018.

Policing Performance

The Warwickshire and West Mercia PCCs have set their own objectives, which are monitored under a single Alliance Performance Framework as shown in diagram 3.

Diagram 3.



As an integral part of the alliance performance framework day to day performance is monitored through the performance dashboard on the force intranet, which is updated daily across a range of crime areas. The information provided by the dash board is used to take corrective action to address emerging issues and adverse trends.

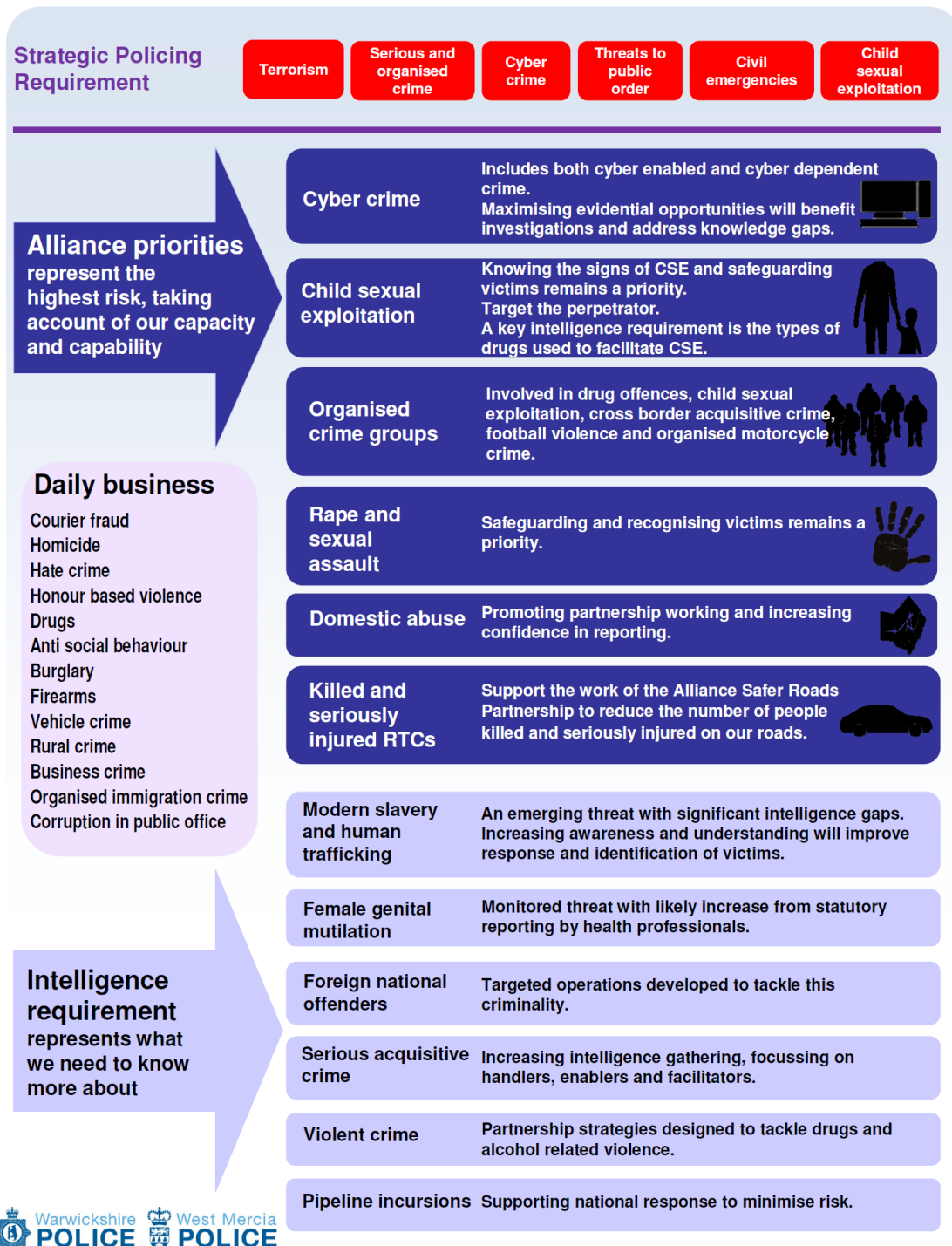
Day-to-day policing is directed by the Chief Constable, which is informed by Police and Crime Plan and the Strategic Assessment. The latter is an assessment of the highest risks and harms at national and local level. The Alliance Control Strategy is set in response to the threats identified in the Strategic Assessment, it is a framework used, by operational officers, for decision making and allocating resources. Diagram 4 shows the current Alliance Control Strategy.

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Diagram 4.

Alliance Control Strategy 2015

Alliance priorities have been identified using the Management of Risk in Law Enforcement (MoRiLE). MoRiLE is a structured methodology and matrix which aims to provide a consistent approach across law enforcement agencies.



The Chief Constable controls specific actions through various policies and procedures, the behaviours of the workforce and culture of the alliance are shaped by our values and the national Code of Ethics. We acknowledge that we do not always get it right and that the

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actions of a few can let down the vast majority of hard working and dedicated people that work to protect people from harm. However, we seek to ensure that high standards of conduct are enforced, the Professional Standards Team seek to proactively address concerns that are raised with them and to ensure that we learn from our experiences.

Table 7 is a summary of our performance for 2016/17 against the various categories of crime. As at the 31 March 2017 user satisfaction rating stood at 81.9%, which is a slight deterioration from 31 March 2016 when it stood at 83.3%, but is still generally high based on the ‘whole experience’ service. In terms of safety on our roads 2016/17 saw a 29% decrease in the number of fatalities, falling to 25, compared to 35 in 2015/16. The increase in total crime follows a national trend and efforts being made by all forces to improve consistency in crime recording and the greater number of victims of violent and sexual offences coming forward. Total recorded crime in 2016/17 was 37,433, an increase of 29% compared to the four year trend and an increase of 18.4% compared to 2015/16. The main categories are shown in Table 7 below.

Table 7. Policing performance 2016/17

	Volume	Compared to 4 Year Trend	Compared to 2015/16
Violent Against the Person with Injury	4,301	+46%	+15%
Violent Against the Person without Injury	6,535	+164%	+41%
Rape	443	+100%	+34%
Other Sexual Offences	944	+120%	+50%
Robbery	276	+13%	+24%
Domestic Burglary	1,702	+4%	+11%
Anti-Social Behaviour	16,937	-9%	+3%

Value for Money

Both the PCC and Chief Constable have a duty to provide efficient and effective policing at an affordable cost. HMIC conducted their annual PEEL assessment during 2016, with their final report published in 2017. The assessments cover 3 specific areas:

- Effectiveness – how effective are the force at keeping people safe and reducing crime
- Efficient - does the force provide value for money
- Legitimacy – treating people with fairness and respect.

The full report is available on the HMIC website

<https://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016/warwickshire/>

The assessment rated the force as good in each of the categories which demonstrated an improvement from the previous assessment for the latter two categories. With specific regard for value for money – there were 3 questions relating to efficiency which the assessment considered. These were how well the force deals with current demand, how it uses its resources to manage this demand, and how well it plans for future demand. The force was rated as good in each of these value for money categories and the assessment outlined how the forces financial plans were prudent, but allowed for future investment and linked into the ambitious Alliance transformation programme to deliver organisational change. The force is however committed to embracing the various improvement areas identified in the report to further enhance future performance.

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In financially challenging times, the alliance has made a significant difference to policing in Warwickshire and West Mercia whilst contributing a significant part of the budget savings and reduction in expenditure required in response to recent reductions in the level of government funding.

The alliance has already implemented some structural change to release savings and has developed a single policing model to ensure greater levels of protection from harm. The next phase of development through the StraDA programme will be transformational and will build on the work to make the alliance more resilient and efficient, particularly by utilising and embracing new technology. These changes will help us to better identify our areas of high demand – where and when they are occurring, and the diversity of that demand, for example the increase in the number of incidents where mental health issues are flagged up, thus allowing more effective and efficient use of resources. StraDA was set up in response to three high level challenges facing the alliance:

- To ensure our two forces are able to protect people from harm in the best possible way, with the resources available to us both now and into the future;
- To ensure the alliance is designed to be flexible enough to respond to both current and future demands and changing crime types, and;
- To ensure our two forces maximise the opportunities available through public sector integration, blue-light working and regional/national policing.

The change programme forms a key part of the AGG meeting. A bi-monthly Design Authority Group directs and approves new design concepts for service, encouraging debate, creativity and innovation from all involved. It commissions work (reviews) to consider / develop proposals, authorises the production of business cases with clearly defined benefits and approves new projects / programmes. A monthly Change Management Board provides the co-ordinated control, direction, implementation, prioritisation, sequencing and timescales and, where appropriate, initiation of a strategic portfolio of all change management initiatives, programmes and projects. It ensures delivery of appropriate outcomes to achieve strategic objectives and benefits realisation. The benefits realised from the transformation and change programme in terms of efficiency and the generation of savings will be closely monitored as they develop.

During 2016/17 the alliance continued its joint operation with other public sector organisations in the region to collaborate on the provision of estates services through Place Partnership Limited (PPL). PPL is a public sector company, which manages our estate, with the aim of providing economic and regeneration benefits.

During 2016/17 work on preparing and testing Athena has continued, with full implementation due in 2017/18. Athena is a police collaboration ICT system, which will help to identify criminals more quickly, reduce crime and save time and money. Throughout 2016/17, the alliance has also been building a joint Operational Command and Control system across two sites, one being in Warwickshire and one in West Mercia. The joint OCC will operate on single telephony and IT systems to enhance and deal with calls in an efficient and effective way as well as offering additional flexibility during peak periods or critical incidents. This will realise further savings and forms a key part of the Transformation programme for the alliance.

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Our workforce is essential in delivering the alliance vision, and in recognition of this, and to address some of the issues raised in the latest staff survey, the Health and Wellbeing Board meets regularly. It ensures the actions identified through the survey are implemented and improvements are made. In response to our low ranking when compared to other forces in terms of attendance, Strategic Attendance Panels are continuing to work to identify attendance issues and take steps to resolve these and support individual members of the workforce return to work.

The Medium Term Financial Plan

Setting the budget and precept proposal is one of the key responsibilities of the Warwickshire PCC under the Police Reform and Social Responsibility Act 2011 and one of the most important decisions that he has to make.

The 2017/18 budget has been built for the Alliance and the budget requirement apportioned to each Force in accordance with the agreed cost sharing approach. In setting the budget the PCC has regard to:

- National targets and objectives including the Strategic Policing Requirement;
- The priorities within the police and crime plan and any likely changes to these for 2017/18;
- The outcome of public consultation;
- The plans and policies of other partner agencies relating to community safety and crime reduction;
- The policy of the Government on public spending as set out by the chancellor in the 2015 Comprehensive Spending Review and the funding framework that arises from this;
- The medium term financial obligations;
- Prudent use of the financial reserves;
- The constant drive for continuous improvement and value for money, and;
- The commitment to support the strategic Alliance with West Mercia PCC and the delivery of existing savings plans.

The MTFP was updated as part of the 2017/18 budget setting process. There were a number of assumptions regarding funding and costs. The MTFP outlines the prudent use of £17.58m of reserves to finance its work over the four year period. Historically, the Force has delivered on savings targets early, and the plan outlines that if and where this occurs, the PCC's strategy would be to use these underspends to minimise the need to borrow to fund capital expenditure.

The PCC agreed a 2017/18 net revenue budget of £97.3m which includes the use of £6.2m of reserves resulting in a budget requirement of £91.1m. The budget is funded by £53.0m of government funding, which has reduced by a further 1.3% (£0.7m) compared to 2016/17. The remaining funding, £38.1m, comes from the council tax through the precept, which remain unchanged in 2017/18, compared to 2016/17.

Since 2010, Police Forces have faced significant reductions in resources because of the government's austerity programme, whilst at the same time the nature of crime and its consequent demands have changed significantly, particularly regarding cyber crime, child sex exploitation and terrorism. During the period of the previous and current Comprehensive

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Spending Review Warwickshire has implemented spending reductions of £28.2m. In addition an Invest to Save fund has been established to enable future savings delivery with minimal adverse impact on service provision.

The cost of the workforce makes up approximately 80% of the budget, therefore the factors that affect this are closely monitored. This will include the cost of the inflation linked pay award, which is assumed to be in line with the government's intentions and constrained at 1% over the period to 2019/20, along with other changes beyond our control such as increases in National Insurance resulting from the Pension Act and other inflationary pressures on the purchase of goods and services.

On 25th November 2015 the Chancellor announced that "There will be no cuts in the police budget at all. There will be real terms protection for police funding. The police protect us and we are going to protect the police". More details have been given in the 2016/17 Police Grant Report and a covering written Ministerial Statement (published on 17th December 2015). The statement re-emphasises the government's commitment to protect the public and protect the overall spending envelope for the police, while finishing the job of police reform. It is clear that the government believes that there are further efficiencies to be made from improved and better use of IT, from greater collaboration between forces and with other public services and from improving workforce productivity. The government states that it trusts that PCCs and Chief Constables will do everything in their power to drive those efficiencies, safeguard the quality of policing and continue to reduce crime. The alliance is well placed to meet these challenges.

The Minister states that "for 2016/17, direct resource funding for each PCC, including precept, will be protected at flat cash levels, assuming that precept income is increased to the maximum amount available. This means that no PCC will face a reduction in cash funding next year compared to this year and the majority will see marginal increases in funding". He states that PCCs in England will face a 2.0% referendum threshold each year, which would provide £1.9m over the period to 2019/20. It is also anticipated that the council tax base, the number of households paying council tax, will increase during this time.

The 2017/18 budget, the Medium Term Capital Programme and the Medium Term Financial Plan (MTFP) address these challenges, whilst keeping council tax increases to a minimum. Given the Commissioners priorities, the increasing pressures and the opportunities for reform, Warwickshire faces a savings target of £11.6m, whilst at the same time the Commissioners needs to ensure that policing arrangements continue to protect people from harm. Policing must therefore be both efficient and effective, address changes in demand and meet public expectations. The PCC therefore intends to:

- Strengthen the resources dedicated to the prevention and investigation of Child Sexual Exploitation and High Tech crime;
- Improve the Way in which the police listen to and respond to the public;
- Invest significantly in the estate with new facilities such as the OCC at Neville House;
- Improve the ICT infrastructure including a new telephony and communications systems (ESN), and the implementation of the Athena system leading to further efficiency savings;
- Encourage more effective and efficient ways of working through the implementation of Mobile and Agile Working;

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- Enhance the capacity and capability of police officers and staff giving them the skills and ability to better respond to the public;
- Fund better equipment for police officers such as body worn video and replacement body armour ensuring their safety and that of the public;
- Work with partners to further develop specialist capabilities where they are needed to better protect the public.

It is anticipated that investment in these new initiatives coupled with ongoing work will enable a total of £11.656m of savings to be achieved during the period 2017/18 to 2020/21.

The two PCCs undertook a comprehensive review of the capital programme, to reflect the priorities of the two PCCs to achieve full integration of the services and systems of operation across the Alliance. This includes the need to modernise ICT systems and further develop the estate to ensure that policing responds to changes in demand and the nature of crime. These projects improve efficiency and release further savings whilst improving policing. As a result of this review the two PCCs have agreed to invest £91.3m in capital expenditure over the period 2017/18 to 2021/21, by utilising the infrastructure reserve initially, and then funding the remaining costs through a combination of borrowing, capital grants and capital receipts.

The PCC will continue to drive value for money across all areas of policing and closely monitor financial performance throughout the year to ensure that policing demands can be met within the resources available to the Chief Constable.

The PCC’s Medium Term Financial Plan is available on the PCC’s website.

Environmental Scanning

Eighteen change drivers, that are expected to play a significant role in public services over the next five years have been identified and prioritised, in terms of impact and uncertainty, as follows:

Social Challenges		Impact	Uncertainty
1	Connected society faces diverse cyber threats.	High	Low
2	More than Troubled: Modern vulnerabilities.	High	Low
3	Debt and corruption in carers and elderly abuse.	High	Low
4	Social recession abuse, isolation, neglect and work life balance.	High	Low
5	‘My house is my pension’. Spending, property values and future vulnerabilities.	High	Low
6	Funding cuts and outreach groups.	High	Medium
Partner Challenges			
7	Understanding and responding to demand as part of a collective system.	High	High
8	Combined authority’s future impact.	High	High
9	Finding and working with new partners.	High	High
10	Delivery of “Statutory Services” in Austerity	High	Medium
11	Commissioning – what this means for short-term contracts, expectation management and evidence based Payment By Results.	High	Medium

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12	Information sharing and standards.	High	High
Policing Challenges			
13	Skills transformation and professionalisation for efficiencies.	High	Low
14	Automated knowledge to providers.	High	High
15	Need for shared strategies/ systems/ technologies.	High	Medium
16	Police must evidence “what works”.	High	Medium
17	New agencies with police type powers	Low	Medium
18	New operating cost and operational demands emerge, as society and culture changes.	Medium	High

The Statement of Accounts

It is the purpose of the Statement of Accounts (the Accounts), consisting of the financial statements and notes to the accounts, to demonstrate that the Group, consisting of the PCC and the Chief Constable has accounted for public money properly and been economical, efficient and effective in the use of that public money. To better understand the financial statements it is important to understand the arrangements that govern the PCC and Chief Constable and the relationship between them as well as the relationship with their counterparts in West Mercia, through the alliance, which also effects the figures contained in the financial statements and disclosures in the notes to the accounts.

The treatment of transactions (income and expenditure) and balances (assets, liabilities and reserves) in the PCC’s and Chief Constable’s Accounts under the Group arrangement and within the context of the Alliance is explained in Note 3, ‘Critical Judgements in Applying Accounting Policies’. The PCC and Chief Constable are classified as a group arrangement under accounting standards, the Chief Constable being a subsidiary of the PCC. The specific accounting treatment takes into account the substance of the arrangements for governing the two entities and recognises the formal stage 2 transfer of responsibilities from the PCC to the Chief Constable that took place on 1 April 2014. The Alliance by comparison is instead classified as a joint operation where costs are shared in line with the cost share model on 69% to West Mercia and 31% to Warwickshire.

A summary of these arrangements was set out earlier in this report. The Accounts reflect current legislation and local operating arrangements, where legislation takes precedent over the Code or where the Group position differs from that of the PCC this is explained in the Accounts and the notes. The following is an explanation of the contents of the Accounts and the main financial statements, their purpose and relationship between them.

They comprise:

- The **Statement of Accounting Policies**, which sets out the accounting policies adopted by the Group and the PCC and explains the basis on which the financial transactions are presented;
- The **Statement of Responsibilities** for the Accounts, which sets out the responsibilities of both the PCC and the responsible Chief Finance Officer for the preparation of the Accounts;

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- **Auditor's Report** gives the auditor's opinion of the financial statements and of the Group's arrangements for securing economy, efficiency and effectiveness in the use of resources;
- The **Comprehensive Income & Expenditure Statement (CIES)** is a summary of the income and expenditure received and used to provide services during the year and shows how the PCC has funded the cost of net expenditure incurred at the request of the Chief Constable by an intra-group transfer. The surplus or deficit on the provision of services line flows into the MIRS to be transferred into the balance sheet as explained below. Following the the CIPFA Telling the Story review, income and expenditure is now analysed segmentally, reporting performance on the basis of how the organisation is structured and how financial performance is monitored and managed. This change is explained further in Accounting Policies (ii) and (xv). A prior period adjustment has been made to reflect these changes, Note 7;
- The **Movement in Reserves Statement (MIRS)** shows the movement in the year on the different reserves held by the Group and the PCC. A further analysis and explanation of the purpose for which these unusable reserves are held can be found at Note 9. The Surplus or (Deficit) on the Provision of Services line shows the true economic cost of providing the Group's services, more details of which are shown in the CIES. This is different to the statutory amounts that can be charged against the police fund and taxation, whereas the net increase before transfers to earmarked reserves is the sum after adjustment for the entries required to comply with accounting standards, Note 8 provides detailed analysis of the adjustments contained in the MIRS;
- The **Balance Sheet**, which shows the value as at the 31 March 2017 of the assets and liabilities recognised by the Chief Constable. The net assets (assets less liabilities) are matched by the usable and unusable reserves, which hold the transfers from the CIES, which have moved through the MIRS;
- The **Cash Flow Statement**, which summarises the inflows and outflows of cash arising from transactions with third parties for revenue and capital purposes;
- **Notes to the Accounts**, these comprise a detailed analysis of the summarised financial information in the Core Financial Statements, including the new Expenditure and Funding Analysis (Note 1);
- **Police Officer Pension Fund Account** - This identifies the payments in and out of the Police Officers Pension Fund Account for the year;
- The **Annual Governance Statement** – This section describes how the PCC conducts business in accordance with proper standards and presents the findings from the annual review of the effectiveness of systems of internal control. The Annual Governance Statement does not form part of the Accounts but is included here for reporting purposes.

The Group and PCC Accounts should be read alongside the Chief Constable's Accounts and those of the West Mercia PCC and Chief Constable for West Mercia, which can be found through the following links:

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<https://www.warwickshire.police.uk/article/3908/What-we-spend-and-how-we-spend-it>
<https://www.westmercia-pcc.gov.uk/key-information/financial-information/>
<https://www.westmercia.police.uk/article/2065/What-we-spend-and-how-we-spend-it>

The following figures reported in the Accounts are of note:

The CIES shows a deficit on the provision of services of £25.7m. The deficit is arrived at after accounting for costs and income in line with the Group's accounting policies and recognised accounting conventions, which is different to the statutory basis used to identify the net expenditure to be funded from local taxation in the form of the Council Tax. For example, proper accounting practice requires the full cost of future pension liabilities to be recognised in the Accounts and is a significant part of the deficit on the Group's CIES.

The financial standing of the Group needs to be viewed from the perspective of the movement in the Police Fund, as set out in the MIRS, which reconciles the CIES to the statutory basis for determining taxation.

Pensions Liabilities

In accordance with International Accounting Standard (IAS) 19, the cost of employment and post-employment liabilities is shown in the Group's Accounts. The Group maintains a negative pensions reserve to match the estimated liability in relation to Police Officers, Police Staff and Police Community Support Officers' retirement benefits, which at the 31 March 2017 is £1,071.4m. However, in considering the impact that this has on the financial position of the Group it must be remembered that:

- Police Staff and Police Community Support Officers are entitled to join the Local Government Pension Scheme (LGPS), which is a funded scheme. The liability will be funded by future planned increases in both the employee and employer contributions.
- The Police Pension Scheme, under the current arrangements, is funded partly by police officer and employer contributions. If there is insufficient money in the Pension Fund Account to meet all expenditure commitments in any particular year the Home Office will fund the deficit.
- The Police Pension Scheme and LGPS have been subject to reform and as from 1 April 2015 the former became a career average (CARE) scheme; the LGPS became a CARE scheme on 1 April 2014. Therefore the future benefit structures, as well as the level of contributions, will change.

Further information about the IAS 19 liability can be found under Note 35 and information about the Police Pensions Fund Account can be found on page 98.

Statement of Accounting Policies for the Group and the PCC

i. General Principles

The Statement of Accounts summarises the Group's and the PCC's transactions for the 2016/17 financial year and its position at the year-end. The accounting policies are the specific principles, bases, conventions, rules and practices applied by the Group and the PCC when preparing and presenting the financial statements. The Group and the PCC are required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015, which must be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 and the Service Reporting Code of Practice 2016/17 supported by International Financial Reporting Standards (IFRS).

The accounting convention adopted is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments. The principal accounting policies have been applied consistently throughout the year.

ii. Changes in Accounting Policies

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

Accounting Policy xvi. Overhead and Support Services has been removed and replaced with a new policy "Segmental Analysis" to reflect the Code changes following the CIPFA Telling the Story review. Previously income and expenditure was categorised into nine service areas in the 'Cost of Services' section of the CIES and support costs, or indirect overheads, were charged to service areas in accordance with the costing principles of the CIPFA Service Reporting Code of Practice (SeRCOP). The Telling the Story review replaced the SeRCOP analysis with a segmental analysis that requires performance to be reported on the basis of how the organisation is structured and how financial performance is monitored and managed. A prior period adjustment has been made to reflect these changes, Note 7.

A new statement, the Expenditure and Funding Analysis (EFA) has now been introduced that brings together the Group's performance reported on the basis of expenditure measured under proper accounting practices with statutorily defined charges to the Police Fund. The EFA reconciles the net expenditure chargeable to council tax to the CIES, analysed by service segment and thereby provides a direct link between the CIES and the budget ie the Police Fund.

iii. Income and Cost Recognition and Intra-group Adjustment

The PCC is responsible for the Police Fund into which all income is received including the main funding streams of Police Grant, Revenue Support Grant, National Non-Domestic Rates and Council Tax as well as income from charges and from which all costs are met.

Statement of Accounting Policies

The Police Fund is held in a single bank account: the Chief Constable does not have a separate bank account into which money can be received or from which payments can be made.

The Chief Constable's Accounts show the cost of undertaking day to day operational policing under the direction and control of the Chief Constable. Expenditure shown in the CIES include the salaries of police officers, PCSOs and police staff as well as the cost of purchases. In addition, a charge is shown for the Chief Constable's use of assets, which are strategically controlled by the PCC. The capital charge is equal to depreciation of property, plant and equipment and amortisation of intangible assets plus any charge for impairment through obsolescence or physical damage. To fund the operational expenditure, the Chief Constable's Accounts show income by way of funding or financial guarantee provided by the PCC to the Chief Constable. This treatment forms the basis of the intra-group adjustment between the Accounts of the PCC and the Chief Constable. However, because the Chief Constable does not have a bank account there is no actual transfer of cash between the PCC and the Chief Constable.

The cost of post employment benefits accrued by serving and ex-police officers and police staff and the cost of accrued absences is also shown in the Chief Constable's Accounts.

iv. 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 sale of goods is recognised when the Group transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Group.
- Revenue from the provision of services is recognised when the Group can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Group.
- 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 on the Balance Sheet.
- Expenses in relation to services received (including services provided by police officers, police staff and PCSOs) 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 revenue 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.

Statement of Accounting Policies

- Manual accruals of revenue or expenditure are not made where the value of the item is less than £1,000.

v. Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Group's cash management.

vi. Charges to Revenue for Non-Current Assets

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 service.
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off.
- amortisation of intangible non-current assets attributable to the service.

The Group is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisations. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the Group in accordance with statutory guidance. Depreciation, revaluation and impairment losses and amortisations are therefore replaced by the contribution in the Police Fund Balance (Minimum Revenue Provision), by way of an adjusting transaction with the Capital Adjustment Account in the MIRS for the difference between the two. Further information can be found in the Treasury Management Strategy available on the PCC's website.

vii. Employee Benefits

Benefits Payable during Employment

Short-term employee benefits are those due to be settled wholly within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave, rest days, toil, paid sick leave and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Group. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the salary rates applicable at the start of the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to the Surplus or Deficit on the Provision of Services, but then reversed out through the MIRS so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs. The

Statement of Accounting Policies

accumulated cost is carried to the Group's and the Chief Constable's Balance Sheets where it is held as a liability and this is matched by an unusable reserve.

Termination Benefits

This policy only applies to members of police staff, including PCSOs.

Termination benefits are amounts payable to employees as a result of a decision by the PCC or the Chief Constable to terminate their employment before the normal retirement date or an employee's decision to accept voluntary redundancy and are charged on an accruals basis to the Cost of Services in the CIES at the earlier of when the employer can no longer withdraw the offer of those benefits or when the employer recognises costs for a restructuring.

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

Post-Employment Benefits

Police officers and police staff, including PCSOs have the option of belonging to one of two separate pension schemes relevant to them:

- Police Pension Scheme (PPS) for Police Officers.
- Local Government Pensions Scheme (LGPS) for Police Staff administered by Warwickshire County Council.

Both schemes provide index-linked defined benefits to members (retirement lump sums and pensions) earned as employees worked for the Group and determined by the individuals' pensionable pay and pensionable service.

The LGPS and the PPS are accounted for as defined benefits schemes as follows:

- the liabilities of the pension fund attributable to the Group 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 anticipated earnings for current employees.
- International Accounting Standard (IAS) 19 requires the nominal discount rate to be set by reference to market yields on high quality corporate bonds or where there is no deep market in such bonds then by reference to government bonds.
- the PPS liabilities are discounted using the nominal discount rate based on government bond yield of appropriate duration plus an additional margin and the

Statement of Accounting Policies

LGPS liabilities are discounted to their value at current prices, using a discount rate based on corporate bond yields at 31 March 2017.

- the discount rates used by the actuaries and other principal assumptions are set out in Note 35.
- the assets of the LGPS fund attributable to the Group are included in the Balance Sheet at their fair value:
 - quoted securities – current bid price
 - unquoted securities – professional estimate
 - unitised securities – current bid price
 - property – market value

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

- **Current service cost** – the increase in liabilities as a result of years of service earned in the current year – allocated in the CIES to the services for which the employees worked.
- **Past service cost** – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the CIES as part of Non Distributed Costs.
- **Net interest on the net defined benefit liability** i.e. net interest expense for the Group – the change during the period in the net defined benefit liability that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the CIES – this is calculated by applying the discount rate used to measure the defined benefit obligation to the net defined benefit liability at the beginning of the period – taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments.
- **Re-measurements comprising:**
 - **the return on plan assets** – excluding amounts included in net interest on the net defined benefit liability – 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 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.

In relation to retirement benefits, statutory provisions require the Police Fund Balance to be charged with the amount payable by the Group to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In

Statement of Accounting Policies

the MIRS this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the Police Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

A difference between the two schemes is that the PPS is an unfunded, defined benefit, final salary scheme, whereas the LGPS is a funded, defined benefit scheme and, with effect from 1 April 2014, became a career average (CARE) rather than final salary scheme. As the PPS is unfunded there are no investment assets built up to meet the pensions liabilities and cash has to be generated to meet the actual pensions payments as they eventually fall due. This is further explained in the notes to the Police Pension Fund Account on page 98.

It should be noted that the Group has not exercised powers to make discretionary awards of retirement benefits in the event of early retirements. The approach set out in the joint Government Actuary's Department (GAD)-CIPFA paper "Assessment of Pension Liabilities Disclosures" as realised in the GAD model has been followed in order to satisfy the disclosure requirements of the Code.

The Group has powers to make awards to Police Officers who have ceased to be members of the police force and are permanently disabled as a result of an injury received without his/her own default in the execution of his/her duty. These payments are made in accordance with the Police (Injury Benefit) Regulations 2006.

viii. Fair Value Measurement

The Group measure some of its non-financial assets such as surplus assets and investment properties and some of its financial instruments such as loans at fair value at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- a) in the principal market for the asset or liability; or
- b) in the absence of a principal market, in the most advantageous market for the asset or liability.

The Group measures the fair value of an asset or liability using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

When measuring the fair value of a non-financial asset, the Group takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Statement of Accounting Policies

Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, as follows:

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

ix. Financial Instruments

Financial Liabilities

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

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

The Group has not entered into the repurchase or early settlement of borrowing.

Financial Assets

The Group holds loans and receivables; assets that have fixed or determinable payments but are not quoted in an active market. It does not hold available for sale assets.

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

The Group has not impaired, or incurred gains or losses, on recognition of loans and receivables during the year.

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x. Government Grants and Contributions

Whether paid on account, by instalments or in arrears, government grants and third party contributions and donations are recognised as due to the Group when there is reasonable assurance that:

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

Amounts recognised as due to the Group are not credited to the CIES 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, the grant conditions must be adhered to and specific outputs, or future economic benefits or service potential delivered, otherwise the grant sum, must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and all capital grants) in the CIES.

Where capital grants are credited to the CIES, they are reversed out of the General Fund Balance in the MIRS. 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.

xi. Intangible Assets

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

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

Intangible assets are measured initially at cost. Amounts are only re-valued where the fair value of the assets held by the Group can be determined by reference to an active market. The depreciable amount of all intangible assets is amortised over their useful lives to the Cost of Services in the CIES. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the Cost

Statement of Accounting Policies

of Services in the CIES. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the CIES.

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 gains and losses are therefore reversed out of the Police Fund Balance in the MIRS and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

xii. 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. Properties are not depreciated but are re-valued 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 CIES. The same treatment is applied to gains and losses on disposal.

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

xiii. Jointly Controlled Operations and Jointly Controlled Assets

Jointly controlled operations are activities undertaken by the PCC and / or Chief Constable in conjunction with other ventures or organisations that involve the use of the assets and resources of the ventures rather than the establishment of a separate entity. The Group recognises on its Balance Sheet the assets (Property, ICT and Vehicles) that it controls or its share thereof. Joint assets give rise to benefits of the joint venturers. The Group also recognises the liabilities that it incurs. The CIES is debited and credited with the expenditure it incurs and the share of costs incurred or income earned through the joint operation.

The alliance with West Mercia Police bodies is a jointly controlled operation, which lies at the heart of the policing model and governance of the PCCs and Chief Constables of both Warwickshire and West Mercia. The alliance is primarily a joint venture for operational purposes where each party draws on the pooled resources to deliver services. Assets created or developed as an integral part of the alliance are also shared.

A full explanation of the treatment of transactions and balances under the alliance has been explained fully in Note 15 to the Accounts 'Pooled Budgets and Joint Operations'.

xiv. 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. The Group has reviewed its contracts register and has determined that it has no finance leasing arrangements. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

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

The Group as Lessee (Operating Lease)

Rentals paid under operating leases are charged to the CIES as an expense of the services benefiting from use of the leased property, plant or equipment. Charges are made on a straight-line basis from the commencement of the lease term over the life of the lease; even if this does not match the pattern of payments (e.g. there is a rent free period at the inception of the lease).

The Group as Lessor (Operating Lease)

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

xv. Segmental Analysis

Income and Expenditure is reported in the CIES on the basis of the Group's organisational structure. The Group monitors and manages its financial performance on the basis of two segments to reflect its distinct service areas. The segments are: Policing Services and Police and Crime Commissioner. The costs of overheads and support services are charged to each segment on the same basis as they are reported in the financial performance reports. That is, the costs fall in the segment that is responsible for the support service and that directly monitors and manages that service.

The new EFA Note brings together local authority performance reported on the basis of expenditure measured under proper accounting practices (including depreciation and the value of pension benefits earned by the employees) with statutorily defined charges to the Police Fund. The EFA reconciles the net expenditure that is chargeable to taxation and reconciles it to the CIES, analysed by service segments.

xvi. Prior Year Adjustments

Prior year adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes are applied retrospectively (unless otherwise stated) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied. A prior year adjustment is required to demonstrate the impact on the CIES of the changes emanating from the CIPFA Telling the Story review, replacing the SeRCOP analysis with a segmental analysis.

xvii. Property, Plant and Equipment

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

Recognition

Expenditure on the acquisition, creation or enhancement of PPE 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 to the Group and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

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.

The cost of assets acquired other than by purchase is deemed to be its fair value; the Group has not acquired any asset via an exchange. The Group received donated assets amounting to £3.014m from the PCC for West Mercia during the year, as explained in Notes 22 and 24.

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

- Assets Under Construction – historical cost;
- Operational property – fair value, determined as the amount that would be paid for the asset in its existing use (Existing Use Value – EUV);
- Where non-property assets that have short useful lives and / or low values, historical cost basis is used as a proxy for fair value.

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

Statement of Accounting Policies

that this holds true as at the Balance Sheet date; 80% of the Net Book Value of Land and Buildings has been professionally valued in the last 12 months. Valuations are carried out by qualified valuers, Lambert Smith Hampton, the most recent being carried out as at 31 January 2017. The valuers provided the PCC with assurance that there had been no material changes in the valuations between the valuation date and 31 March 2017. The basis of valuation used is set out below as recommended by CIPFA and in line with the Statements of Asset Valuation Practice and guidance notes of the Royal Institute of Chartered Surveyors (RICS). Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the CIES where they arise from the reversal of a loss previously charged to the Cost of Services.

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

- 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); or
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the Cost of Services in the CIES.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Componentisation

Componentisation will only be applied to new buildings and significant refurbishments completed after 1 April 2010 and to revaluations undertaken after 1 April 2010.

Buildings are classed as material where the cost is above the Group's materiality threshold.

The value of each component is considered in relation to the value of the asset. As a rule significant expenditure amounting to greater than 25% of the total cost will be considered for componentisation.

Expenditure on Improvements amounting to less than £250k will not be considered for componentisation.

Components of buildings and the life of each component are:

- | | |
|-----------------------------|----------|
| • Structure | 60 years |
| • Mechanical and electrical | 15 years |
| • Roof – pitch | 60 years |
| • Roof – flat | 20 years |

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

Statement of Accounting Policies

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 Cost of Services in the CIES.

Where an impairment loss is reversed subsequently, the reversal is credited to the Cost of Services in the CIES, up to the amount of the original loss and adjusted for depreciation that would have been charged if the loss had not been recognised.

Depreciation

Depreciation is provided for on all PPE assets by the systematic allocation of their depreciable amounts over their useful lives. Exception is made for assets without a determinable finite useful life, i.e. freehold land and assets that are not yet available for use such as assets under construction.

Depreciation is calculated on the straight-line method over:

- buildings – straight line allocation over the useful life of the property as estimated by the valuer;
- plant, furniture and equipment (including ICT) – 5 years;
- vehicles – 3 to 7 years (3 years – high-mileage, response vehicles;
5 years – general use vehicles; 7 years - vans).

No depreciation is charged for the financial year in which an asset is acquired. A full year's depreciation charge is made for the year of asset disposal.

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

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

Disposals 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 re-valued 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 costs to sell, the loss is posted to the Other Operating Expenditure line in the CIES. Gains in fair value are recognised only up to the

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amount of any previous losses 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; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale, and their recoverable amount at the date of the decision not to sell.

Assets 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 PPE or Assets Held for Sale) is written off to the Other Operating Expenditure line in the CIES as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the CIES 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). 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 MIRS.

De Minimis

The Group has agreed a de minimis level of £10,000 for the acquisition, renewal or replacement of buildings, plant and machinery or other equipment to count as prescribed capital expenditure.

xviii. Provisions, Contingent Liabilities and Contingent Assets

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

Provisions are charged as an expense to the Cost of Services in the CIES in the year that the Group becomes aware of the obligation, and are measured at the best estimate as at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

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

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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 if it is virtually certain that reimbursement will be received if the Group settles the obligation.

A contingent liability or a contingent asset arises where an event has taken place that gives the Group a possible obligation or asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Group. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent liabilities and contingent assets are not recognised in the Balance Sheet but disclosed in Note 28 to the Accounts.

xix. Reserves

The Group sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the Police Fund Balance in the MIRS. When expenditure to be financed from a reserve is incurred, it is charged to the Cost of Services in that year to score against the Surplus or Deficit on the Provision of Services in the CIES. The reserve is then appropriated back into the Police Fund Balance in the MIRS so that there is no net charge against Council Tax for the expenditure.

xx. Revenue Expenditure Funded from Capital Under Statute

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the CIES in the year. Where the PCC has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the MIRS from the General Fund Balance to the CAA then reverses out the amounts charged so that there is no impact on the level of council tax. Notes 22 and 24 explain the REFCUS incurred by the PCC during the year.

xxi. Value Added Tax

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.

Statement of Responsibilities

Responsibilities of the Police and Crime Commissioner for Warwickshire (the PCC)

The PCC is required to:

- make arrangements for the proper administration of the PCC's financial affairs and to ensure that one of his officers has the responsibility for the administration of those affairs. In this organisation that officer is the Treasurer to the Commissioner;
- manage the PCC's affairs to secure economic, efficient and effective use of resources and safeguard the PCC's assets;
- approve the Statement of Accounts.

I accept the above responsibilities and approve these Statement of Accounts for 2016/17.

Philip Seccombe

Police and Crime Commissioner for Warwickshire

Date:

Responsibilities of the Treasurer to the Commissioner

The Treasurer to the Commissioner is responsible for the preparation of the Statement of Accounts for the Police and Crime Commissioner for Warwickshire and Group in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (the Code).

In preparing this Statement of Accounts, the Treasurer to the Commissioner has:

- selected suitable accounting policies and applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with the Code.

The Treasurer 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 Statement of Accounts for the Police and Crime Commissioner for Warwickshire and Group is duly authorised for issue on 5 June 2017 by authority of the Treasurer to the Commissioner.

I certify that the Statement of Accounts represents a true and fair view of the financial position of the PCC and the Group at the accounting date and of the income and expenditure for the year ended 31 March 2017.

Elizabeth Hall

Treasurer to the Police and Crime Commissioner for Warwickshire

Date:

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

We have audited the financial statements of the Police and Crime Commissioner for Warwickshire (the "Police and Crime Commissioner") for the year ended 31 March 2017 under the Local Audit and Accountability Act 2014 (the "Act"). The financial statements comprise the Group Comprehensive Income and Expenditure Statement, the Police and Crime Commissioner Comprehensive Income and Expenditure Statement, the Group Movement in Reserves Statement, the Police and Crime Commissioner Movement in Reserves Statement, the Group and Police and Crime Commissioner Balance Sheets, the Group and Police and Crime Commissioner Cash Flow Statements, and the related notes and include the police pension fund financial statements of Warwickshire Police comprising the Fund Account and the related notes 1 to 9. 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 2016/17.

This report is made solely to the Police and Crime Commissioner, as a body, in accordance with Part 5 of the Act 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.

Respective responsibilities of the Treasurer and auditor

As explained more fully in the Statement of Responsibilities, the Treasurer 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 2016/17, which give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law, the Code of Audit Practice published by the National Audit Office on behalf of the Comptroller and Auditor General (the "Code of Audit Practice") and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the Police and Crime Commissioner and Group's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Treasurer; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Narrative Report, the Annual Governance Statement and the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion:

- the financial statements present a true and fair view of the financial position of the Police and Crime Commissioner and Group as at 31 March 2017 and of the Police and Crime Commissioner's and Group's expenditure and income for the year then ended; and
- the financial statements have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 and applicable law.

Opinion on other matters

In our opinion, the other information published together with the audited financial statements in the Narrative Report, the Annual Governance Statement and the Annual Report for the financial year for which the financial statements are prepared is consistent with the audited financial statements.

Matters on which we are required to report by exception

We are required to report to you if:

- in our opinion the Annual Governance Statement does not comply with the guidance included in 'Delivering Good Governance in Local Government: Framework (2016)' published by CIPFA and SOLACE; or
- we have reported a matter in the public interest under section 24 of the Act 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 Act in the course of, or at the conclusion of the audit; or
- we have exercised any other special powers of the auditor under the Act.

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

Conclusion on the Police and Crime Commissioner's arrangements for securing economy, efficiency and effectiveness in its use of resources

Respective responsibilities of the Police and Crime Commissioner and auditor

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.

We are required under Section 20(1)(c) of the Act 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.

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

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criteria issued by the Comptroller and Auditor General in November 2016, as to whether 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 criteria as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Police and

Independent Auditor's Report

Crime Commissioner put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2017.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether in all significant respects the Police and Crime Commissioner has put in place proper 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 criteria issued by the Comptroller and Auditor General in November 2016, we are satisfied that in all significant respects 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 2017.

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 Act and the Code of Audit Practice.

Alex Walling

Alex Walling
for and on behalf of Grant Thornton UK LLP, Appointed Auditor

Hartwell House
55-61 Victoria Street
Bristol
BS1 6FT

31 July 2017

Comprehensive Income and Expenditure Statement (CIES) for the Group

This Statement shows the consolidated Group accounting cost and funding in the year of providing services presented in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. The Group raises taxation to cover expenditure in accordance with regulations; this is different from the accounting cost. The taxation position is shown in both the Expenditure and Funding Analysis and the MIRS.

2015/16 Restated Gross Expenditure £000	2015/16 Restated Gross Income £000	2015/16 Restated Net Expenditure £000		Notes	2016/17 Gross Expenditure £000	2016/17 Gross Income £000	2016/17 Net Expenditure £000
104,549	(6,201)	98,348	Policing Services		105,701	(5,859)	99,842
2,839	(615)	2,224	Police and Crime Commissioner		2,949	(653)	2,296
107,388	(6,816)	100,572	Net Cost of Policing Services	1	108,650	(6,512)	102,138
		415	Other operating expenditure – Loss on disposal of non-current assets (<i>Note 23</i>)				136
		35,672	Financing and investment net expenditure (<i>Note 12</i>)				34,088
		(113,919)	Taxation and non-specific grant income (<i>Note 13</i>)				(110,690)
		22,740	Deficit on Provision of Services				25,672
		(4,273)	(Surplus) or deficit on revaluation of Property, Plant & Equipment Assets (<i>Note 10 (i)</i>)				(495)
		(145,208)	Re-measurement of the net defined benefit liability (<i>Note 35</i>)				176,858
		(149,481)	Other Comprehensive Income & Expenditure				176,363
		(126,741)	Total Comprehensive Income & Expenditure				202,035

Comprehensive Income and Expenditure Statement (CIES) for the PCC

This Statement shows the accounting cost and funding in the year of providing services presented in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. The PCC raises taxation to cover expenditure in accordance with regulations; this is different from the accounting cost. The taxation position is shown in both the Expenditure and Funding Analysis and the MIRS. The CIES includes the intra-group transfer, whereby the PCC provides resources to meet the cost of day to day policing provided by the Chief Constable.

2015/16 Restated Gross Expenditure £000	2015/16 Restated Gross Income £000	2015/16 Restated Net Expenditure £000		Notes	2016/17 Gross Expenditure £000	2016/17 Gross Income £000	2016/17 Net Expenditure £000
2,461	(9,685)	(7,224)	Policing Services		4,154	(9,663)	(5,509)
2,839	(615)	2,224	Police and Crime Commissioner		2,949	(653)	2,296
5,300	(10,300)	(5,000)	Cost of Policing Services	1	7,103	(10,316)	(3,213)
97,024	0	97,024	Funding to the Chief Constable for financial resources consumed	11	100,248	0	100,248
102,324	(10,300)	92,024	Net Cost of Policing Services		107,351	(10,316)	97,035
		415	Other operating expenditure – Loss on disposal of non-current assets (<i>Note 23</i>)				136
		641	Financing and investment net expenditure (<i>Note 12</i>)				582
		(94,429)	Taxation and non-specific grant income (<i>Note 13</i>)				(94,632)
		(1,349)	Deficit or (Surplus) on Provision of Services				3,121
		(4,273)	(Surplus) or deficit on revaluation of Property, Plant & Equipment Assets (<i>Note 10 (i)</i>)				(495)
		(4,273)	Other Comprehensive Income & Expenditure				(495)
		(5,622)	Total Comprehensive Income & Expenditure				2,626

Financial Statements

Movement in Reserves Statement (MIRS) for the Group

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

	Notes	Police Fund Balance	Earmarked Police Fund Reserves	Total Police Fund Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Group Reserves
		£000	£000	£000	£000	£000	£000	£000	£000
Opening Balance at 1 April 2015		6,000	29,511	35,511	359	2,481	38,351	(950,444)	(912,093)
Movement in reserves during 2015/16									
Total Comprehensive Income and Expenditure	1	(22,740)	0	(22,740)	0	0	(22,740)	149,481	126,741
Adjustments between accounting basis and funding basis under regulations	8	18,475	0	18,475	105	(907)	17,673	(17,673)	0
Net Increase before transfers to Earmarked Reserves		(4,265)	0	(4,265)	105	(907)	(5,067)	131,808	126,741
Transfers to/from Earmarked Reserves *	9	5,065	(5,065)	0	0	0	0	0	0
Increase/(Decrease) in Year *		0	(5,065)	0	105	(907)	(5,067)	131,808	126,741
Balance at 31 March 2016 Carried Forward *		6,800	24,446	31,246	464	1,574	33,284	(818,636)	(785,352)
Movement in reserves during 2016/17									
Total Comprehensive Income and Expenditure	1	(25,672)	0	(25,672)	0	0	(25,672)	(176,363)	(202,035)
Adjustments between accounting basis and funding basis under regulations	8	20,464	0	20,464	(423)	(1,574)	18,467	(18,467)	0
Net Increase before transfers to Earmarked Reserves		(5,208)	0	(5,208)	(423)	(1,574)	(7,205)	(194,830)	(202,035)
Transfers to/from Earmarked Reserves	9	5,208	(5,208)	0	0	0	0	0	0
Increase/(Decrease) in Year		0	(5,208)	(5,208)	(423)	(1,574)	(7,205)	(194,830)	(202,035)
Balance at 31 March 2017 Carried Forward		6,800	19,238	26,038	41	0	26,079	(1,013,466)	(987,387)

* Restated to reflect the increase in the Police Fund balance of £0.800m, as determined by the PCC in 2015/16

Financial Statements

Movement in Reserves Statement (MIRS) for the PCC

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

	Notes	Police Fund Balance	Earmarked Police Fund Reserves	Total Police Fund Reserves	Capital Receipts Reserve	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Group Reserves
		£000	£000	£000	£000	£000	£000	£000	£000
Opening Balance at 1 April 2015		6,000	29,511	35,511	359	2,481	38,351	44,184	82,535
Movement in reserves during 2015/16									
Total Comprehensive Income and Expenditure	1	1,349	0	1,349	0	0	1,349	4,273	5,622
Adjustments between accounting basis and funding basis under regulations	8	(5,614)	0	(5,614)	105	(907)	(6,416)	6,416	0
Net Increase before transfers to Earmarked Reserves		(4,265)	0	(4,265)	105	(907)	(5,067)	10,689	5,622
Transfers to/from Earmarked Reserves *	9	5,065	(5,065)	0	0	0	0	0	0
Increase/(Decrease) in Year *		0	(5,065)	0	105	(907)	(5,067)	10,689	5,622
Balance at 31 March 2016 Carried Forward *		6,800	24,446	31,246	464	1,574	33,284	54,873	88,157
Movement in reserves during 2016/17									
Total Comprehensive Income and Expenditure	1	(3,121)	0	(3,121)	0	0	(3,121)	495	(2,626)
Adjustments between accounting basis and funding basis under regulations	8	(2,087)	0	(2,087)	(423)	(1,574)	(4,084)	4,084	0
Net Increase before transfers to Earmarked Reserves		(5,208)	0	(5,208)	(423)	(1,574)	(7,205)	4,579	(2,626)
Transfers to/from Earmarked Reserves	9	5,208	(5,208)	0	0	0	0	0	0
Increase/(Decrease) in Year		0	(5,208)	(5,208)	(423)	(1,574)	(7,205)	4,579	(2,626)
Balance at 31 March 2017 Carried Forward		6,800	19,238	26,038	41	0	26,079	59,452	85,531

* Restated to reflect the increase in the Police Fund balance of £0.800m, as determined by the PCC in 2015/16

Balance Sheets for the Group and the PCC

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Group and the PCC. The net assets of the Group and the PCC (assets less liabilities) are matched by the reserves. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Group and the PCC 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 may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the Group and the PCC are 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 for items in the MIRS in the line 'Adjustments between accounting basis and funding basis under regulations'.

The PCC as at 31 March 2016 £000	The Group as at 31 March 2016 £000		Notes	The PCC as at 31 March 2017 £000	The Group as at 31 March 2017 £000
72,271	72,271	Property, Plant & Equipment	22	77,019	77,019
1,554	1,554	Intangible Assets	24	1,043	1,043
272	272	Long Term Debtors	15	228	228
74,097	74,097	Long Term Assets		78,290	78,290
1,063	1,063	Assets Held for Sale	23	245	245
6,012	9,617	Short Term Debtors	25	3,880	9,128
26,644	26,644	Cash and Cash Equivalents	26	27,837	27,837
1,606	0	Intra-Group Debtor	11	3,181	0
35,325	37,324	Current Assets		35,143	37,210
0	0	Cash and Cash Equivalents	26	(3,595)	(3,595)
(895)	(895)	Short Term Borrowing	30	(915)	(915)
(5,287)	(8,759)	Short Term Creditors	27	(8,503)	(12,106)
(6,182)	(9,654)	Current Liabilities		(13,013)	(16,616)
(14,943)	(14,943)	Long Term Borrowing	29	(14,029)	(14,029)
0	(872,036)	Liability Relating to Defined Benefit Pension Schemes	35	0	(1,071,382)
0	0	Revenue Grants Receipts in Advance	14	(720)	(720)
(140)	(140)	Capital Grants Receipts in Advance	14	(140)	(140)
(15,083)	(887,119)	Long Term Liabilities		(14,889)	(1,086,271)
88,157	(785,352)	Net Assets		85,531	(987,387)
33,284	33,284	Usable Reserves	9	26,079	26,079
54,873	(818,636)	Unusable Reserves	10	59,452	(1,013,466)
88,157	(785,352)	Total Reserves		85,531	(987,387)

Cash Flow Statements for the Group and the PCC

This statement shows the changes in cash and cash equivalents of the Group and the PCC during the reporting period. The statement shows how the PCC 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 PCC are funded by way of taxation and grant income or from the recipients of services provided by the PCC and Chief Constable. Investing activities represent the extent to which cash outflows have been made for resources, which are intended to contribute to future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the PCC.

The PCC 2015/16 £000	The Group 2015/16 £000		Notes	The PCC 2016/17 £000	The Group 2016/17 £000
(1,349)	22,740	Net deficit (surplus) on Provision of Services	1,10	3,121	25,672
2,421	(21,668)	Adjustments to net (surplus) or deficit on the provision of services for non-cash movements	32	(3,482)	(26,033)
2,705	2,705	Adjustments for items included in the net (surplus) or deficit on the provision of services that are investing and financing activities	32	1,474	1,474
3,777	3,777	Net cash flows from Operating Activities		1,113	1,113
4,345	4,345	Investing Activities	33	395	395
874	874	Financing Activities	34	894	894
8,996	8,996	Net increase or decrease in cash and cash equivalents		2,402	2,402
(35,640)	(35,640)	Cash and cash equivalents at the beginning of the reporting period	26	(26,644)	(26,644)
(26,644)	(26,644)	Cash and cash equivalents at the end of the reporting period		(24,242)	(24,242)

Notes to the Financial Statements

The following notes contain information which is in addition to that contained in the main financial statements, and is intended to provide a fuller explanation and description of specific figures to aid the reader's understanding of the Statement of Accounts.

1. Expenditure and Funding Analysis (EFA)

This Statement shows how annual expenditure is used and funded from resources (government grants and council tax) by PCCs in comparison with those resources consumed or earned by PCCs in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the PCC's service areas. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the CIES.

The Group

	2016/17 Net Expenditure Chargeable to the Police Fund Balances	2016/17 Adjustments between the Funding and Accounting Basis (Note 1 (a))	2016/17 Net Expenditure in the CIES
	£000	£000	£000
Policing Services	94,017	5,825	99,842
Police and Crime Commissioner	2,296	0	2,296
Net Cost of Policing Services	96,313	5,825	102,138
Other income and expenditure	(91,105)	14,639	(76,466)
(Surplus) or deficit on provision of Services	5,208	20,464	25,672

Opening Police Fund at 31 March 2016	(31,246)
Less Deficit on Police Fund in Year	5,208
Closing Police Fund at 31 March 2017	(26,038)

	2015/16 Net Expenditure Chargeable to the Police Fund Balances	2015/16 Adjustments between the Funding and Accounting Basis (Note 1 (a))	2015/16 Net Expenditure in the CIES
	£000	£000	£000
Policing Services	92,005	6,343	98,348
Police and Crime Commissioner	2,099	125	2,224
Net Cost of Policing Services	94,104	6,468	100,572
Other income and expenditure	(89,839)	12,007	(77,832)
(Surplus) or deficit on provision of Services	4,265	18,475	22,740

Opening Police Fund at 31 March 2015	(35,511)
Deficit on Police Fund in Year	4,265
Closing Police Fund at 31 March 2016	(31,246)

Notes to the Financial Statements

The PCC

	2016/17 Net Expenditure Chargeable to the Police Fund Balances	2016/17 Adjustments between the Funding and Accounting Basis (Note 1 (a))	2016/17 Net Expenditure in the CIES
	£000	£000	£000
Policing Services	(6,008)	499	(5,509)
Police and Crime Commissioner	2,296	0	2,296
Net Cost of Policing Services	(3,712)	499	(3,213)
Funding to the Chief Constable for financial resources consumed	100,025	223	100,248
Other income and expenditure	(91,105)	(2,809)	(93,914)
(Surplus) or deficit on provision of Services	5,208	(2,087)	3,121

Opening Police Fund at 31 March 2016	(31,246)
Less Deficit on Police Fund in Year	5,208
Closing Police Fund at 31 March 2017	(26,038)

	2015/16 Net Expenditure Chargeable to the Police Fund Balances	2015/16 Adjustments between the Funding and Accounting Basis (Note 1 (a))	2015/16 Net Expenditure in the CIES
	£000	£000	£000
Policing Services	(6,338)	(886)	(7,224)
Police and Crime Commissioner	1,762	462	2,224
Net Cost of Policing Services	(4,576)	(424)	(5,000)
Funding to the Chief Constable for financial resources consumed	98,680	(1,656)	97,024
Other income and expenditure	(89,839)	(3,534)	(93,373)
(Surplus) or deficit on provision of Services	4,265	(5,614)	(1,349)

Opening Police Fund at 31 March 2015	(35,511)
Deficit on Police Fund in Year	4,265
Closing Police Fund at 31 March 2016	(31,246)

Notes to the Financial Statements

1(a) Note to the EFA

Adjustments between Funding and Accounting Basis

The Group

2016/17					
Adjustments from Police Fund to arrive at the CIES amounts	Adjustments for Capital Purposes (note i)	Net Change for the Pensions Adjustments (note ii)	Financing and Investment Adjustments (note iii)	Other Adjustments (note iv)	Total Adjustments
	£000	£000	£000	£000	£000
Policing Services	1,304	5,040	(582)	63	5,825
Police and Crime Commissioner	0	0	0	0	0
<i>Net Cost of Services</i>	1,304	5,040	(582)	63	5,825
Other income and expenditure from the Funding Analysis	(3,520)	17,448	582	129	14,639
Difference between Police Fund surplus or deficit and CIES surplus or deficit	(2,216)	22,488	0	192	20,464

2015/16					
Adjustments from Police Fund to arrive at the CIES amounts	Adjustments for Capital Purposes (note i)	Net Change for the Pensions Adjustments (note ii)	Financing and Investment Adjustments (note iii)	Other Adjustments (note iv)	Total Adjustments
	£000	£000	£000	£000	£000
Policing Services	(1,440)	8,531	(640)	(108)	6,343
Police and Crime Commissioner	0	53	0	72	125
<i>Net Cost of Services</i>	(1,440)	8,584	(640)	(36)	6,468
Other income and expenditure from the Funding Analysis	(4,194)	15,542	640	19	12,007
Difference between Police Fund surplus or deficit and CIES surplus or deficit	(5,634)	24,126	0	(17)	18,475

Notes to the Financial Statements

The PCC

2016/17						
Adjustments from Police Fund to arrive at the CIES amounts	Adjustments for Capital Purposes (note i)	Net Change for the Pensions Adjustments (note ii)	Financing and Investment Adjustments (note iii)	Other Adjustments (note iv)	Intragroup Adjustments (note v)	Total Adjustments
	£000	£000	£000	£000	£000	£000
Policing Services	350	0	149	0	0	499
Police and Crime Commissioner	0	0	0	0	0	0
<i>Net Cost of Services</i>	350	0	149	0	0	499
Funding to the Chief Constable	954	0	(731)	0	0	223
Other income and expenditure from the Funding Analysis	(3,520)	0	582	129	0	(2,809)
Difference between Police Fund surplus or deficit and CIES surplus or deficit	(2,216)	0	0	129	0	(2,087)

2015/16						
Adjustments from Police Fund to arrive at the CIES amounts	Adjustments for Capital Purposes (note i)	Net Change for the Pensions Adjustments (note ii)	Financing and Investment Adjustments (note iii)	Other Adjustments (note iv)	Intragroup Adjustments (note v)	Total Adjustments
	£000	£000	£000	£000	£000	£000
Policing Services	(1,024)	0	132	0	6	(886)
Police and Crime Commissioner	0	0	0	0	462	462
<i>Net Cost of Services</i>	(1,024)	0	132	0	468	(424)
Funding to the Chief Constable	(416)	0	(772)	0	(468)	(1,656)
Other income and expenditure from the Funding Analysis	(4,193)	0	640	19	0	(3,534)
Difference between Police Fund surplus or deficit and CIES surplus or deficit	(5,633)	0	0	19	0	(5,614)

Note (i) Adjustments for Capital Purposes

This column adds in depreciation and revaluation gains and losses in the services line. MRP and other revenue contributions to capital expenditure are deducted because they are not chargeable under generally accepted accounting practices.

Notes to the Financial Statements

Other income and expenditure is adjusted for capital disposals of assets with a transfer of the income on disposal and the amounts written off for those assets; an adjustment is also made to recognise capital grant income.

Note (ii) Net Change for Pensions Adjustments

This column reflects the net change for the removal of pension contributions and the addition of IAS19 Employee Benefits pension related expenditure and income:

- For services this represents the removal of the employer pension contributions made by the Group as allowed by statute and the replacement with current service costs and past service costs;
- For Financing and investment income and expenditure – the net interest on the defined benefit liability is charged to the CIES.

Note (iii) Financing and Investment Income and Expenditure Adjustments – this column adjusts for investment income and borrowing costs that are charged to the Police Fund but are not included in the Net Costs of Policing Services.

Note (iv) Other Adjustments – this column reflects variations in the amount chargeable for Council Tax under Statute and the Code; and timing differences relating to accruing for compensated absences earned but not taken in the year (absorbed by the Accumulated Absences Account).

Note (v) Intragroup Adjustments (PCC Single Entity only) – this column adjusts for items that were reported to management for presentational purposes as Policing Services in 2015/16 but were actually PCC-related costs for the purposes of the CIES.

1(b) Expenditure and Income Analysed by Nature**The Group**

2015/16 £000		2016/17 £000
47,401	Police officers pay	49,056
26,487	Police staff pay	27,301
1,265	Police pensions	1,142
867	Other Employee Expenses	521
19,230	Pensions current cost of service	15,321
(10,953)	Cost of pensions based on cash flows	(10,589)
(35)	Accumulated absences	63
20,365	Other service expenditure	21,374
307	Non distributed costs	308
2,460	Depreciation, Amortisation, Revaluation Loss and REFCUS	4,153
772	Interest payable	731
35,031	Net interest on the net defined benefit liability	33,506
415	Loss on disposal of non-current assets	136
143,612	Total Expenditure	143,023

Notes to the Financial Statements

(6,821)	Fees, charges and other service income	(4,535)
(132)	Interest and investment income	(149)
(35,927)	Income from council tax	(37,362)
(77,992)	Government grants and contributions	(75,305)
(120,872)	Total Income	(117,351)
22,740	Deficit on the Provision of services	25,672

The PCC

2015/16 £000		2016/17 £000
661	Police staff pay	543
89	Other employee expenses	1
2,095	Other service expenditure	2,405
772	Interest payable	731
416	Loss on disposal of non-current assets	136
0	Capital Charge between PCC and Chief Constable - net	350
97,024	Funding to the Chief Constable for financial resources consumed	100,248
101,057	Total Expenditure	104,414
(6,821)	Fees, charges and other service income	(4,535)
(132)	Interest and investment income	(149)
(35,927)	Income from council tax	(37,362)
(58,502)	Government grants and contributions	(59,247)
(1,024)	Capital Charge between PCC and Chief Constable - net	0
(102,406)	Total Income	(101,293)
(1,349)	Deficit on the Provision of services	3,121

2. Accounting Standards That Have Been Issued But Have Not Yet Been Adopted

The Code requires the Group to disclose information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted by the Code for the relevant financial year. The only changes in respect of 2017/18 relate to pension fund accounts and are not relevant to the Group.

3. Critical Judgements in Applying Accounting Policies

The financial statements are prepared using the accounting policies set out in the earlier section; however the PCC is required to exercise judgement and make estimates and assumptions, based on a range of factors including experience or expert valuation, which affects the application of these policies and the value of transactions and balances reported in the financial statements. This is often the case where there are complex transactions or uncertainty about future events and/or figures are not readily available from another source. The estimates and assumptions are kept under review and revisions, where appropriate, are

Notes to the Financial Statements

recognised in the period in which they are made. The critical judgements that have a material impact on the Accounts are as follows:

PCC and Chief Constable Group Relationship

The Police Reform and Social Responsibility Act 2011 came into effect on 22 November 2012, creating two corporation soles: The Police and Crime Commissioner for Warwickshire (PCC) and the Chief Constable of Warwickshire Police (CC).

The allocation of transactions and balances between the PCC and the CC affects the values reported in the two entities' Accounts. The allocation of transactions and balances is a judgement in light of the legislation, accounting standards and the substance of the local arrangements that are in place rather than the legal form underpinning the arrangements. The treatment of the Group, consisting of the PCC and CC, and the Alliance which also includes the PCC and Chief Constable for West Mercia has to be considered jointly.

The approach taken to the accounts is that:

- Revenue expenditure directly relating to those budgets delegated to the CC for the provision of policing services is predominantly included within his Accounts;
- The CC's accounts have been charged with the expense associated with IAS19 pensions and accumulated staff absences as well as the fair value of non-current assets consumed during the year and the CC's Balance Sheet contains the net liabilities associated with these items offset by unusable reserves as required by the Code of Practice;
- An intra-group transfer has been made between the CC's and the PCC's CIES offsetting the above expenses;
- Within the Group accounts, where material, a distinction is made between the transactions and balances of the Group and the PCC;
- The Chief Constable's Balance Sheet contains employment-related debtors, creditors and provisions together with all inventories.

Alliance

The allocation of transactions and balances between partners within the Alliance also affects the values reported in the two entities' respective Accounts.

Judgements taken in the application of accounting policies and the allocation of transactions and balances in the Accounts in respect of the Alliance are consistent to those taken in regard to the Group (PCC and CC) and comply with the requirements of the Code. Integral to this judgement is the financial arrangements for the Alliance as set out in the Section 23 Agreement and the cost sharing model. The economic reality of the Alliance cost sharing model takes precedence over the Group in many respects and has been influential in determining the treatment of transactions and balances in the Group Accounts in line with accounting policies and our interpretations of the Code.

A judgement, which is fundamental to the cost sharing model, is that costs and benefits relating to the Alliance are apportioned 69% to West Mercia and 31% to Warwickshire. This has been arrived at by looking at various indicators including funding, demographics, work force profile, expenditure, crime volumes etc. and has been widely consulted on and independently validated. This judgement will be reviewed at an appropriate interval to determine if circumstances have changed as the Alliance develops.

Post employment Benefits (Pension Liability)

Estimation of the pension liability depends on a number of complex judgements and assumptions relating to the discount rate, the future value of the assets and liabilities of the Police Pension Schemes (PPS) and Local Government Pension Scheme (LGPS), the rate of increase in pay, changes in retirement ages and mortality rates. Two actuaries are engaged to provide the PCC and the Chief Constable with expert advice about the assumptions to be applied to the pension schemes.

The assumptions used to value the pension assets and liabilities are reviewed annually when the actuaries prepare the figures for inclusion in the Accounts. They will vary year on year based on experience and changes to the pension schemes e.g. scheme profiles and the most appropriate inflation index. A variance in the assumptions compared to reality can produce material changes to the assets and liabilities of the pension schemes. The actuary produces sensitivity analysis to show the impact of a plus or minus 1% variation in key assumptions. The impact of these changes is dampened by the fact that only employer contributions, the cost of ill health retirements and injury awards are charged against the General Fund. The impact on the employer's contributions is smoothed over time by the valuation of the schemes, which is undertaken every three years.

Employee Benefits

With the exception of leave built up through flexible working hours the majority of the hours required to calculate the accrued annual leave and toil are taken directly from the HR and Duty Management system. The flexi hours are calculated by extrapolating a sample of police staff. A cost is applied to the hours to calculate the employee benefit accrual using average salary cost per rank based on the data held in the payroll. This is the most significant estimate used to affect the accruals.

Cost of Service – Comprehensive Income and Expenditure Statement

As explained in the Accounting Policies, the SerCOP analysis previously shown in the 'Cost of Services' section of the CIES has been replaced with a segmental analysis. Income and expenditure is now categorised into two segments: Policing Services and Police and Crime Commissioner, as this is how the organisation monitors and manages its financial performance. Support service costs are reported as part of the services where they are monitored and managed. Note 7, Prior Year Adjustment demonstrates the impact of the new requirements on the comparative figures in the CIES.

The Net Cost of Policing Services has increased slightly by £1.6m compared to 2014/15, mainly reflecting the use of reserves to fund expenditure, as explained in the Narrative Statement.

The National Police Air Service (NPAS)

Following the transfer of all appropriate assets and liabilities from the East Midlands Air Support Unit (EMAS) to NPAS on 3 October 2013, NPAS will make an annual payment over the remaining useful life of the aircraft rather than paying a cash lump sum for it. However, since the PCC no longer owns or controls the asset this annual payment is treated as a deferred capital receipt in line with the Code. The discount rate applied to future cash flows is based on Treasury rates contained in the Green Book and is a key judgment in this context.

Funding

As explained in the Narrative Statement, there is a high degree of uncertainty around future funding from the Government received through the funding formula. This has been accommodated in the MTFP and is addressed through the requirement to make savings. At this time it is not perceived that this issue will impact further on the assets of the PCC; there is already an asset rationalisation plan in place and as a consequence some land and buildings are classified as assets held for sale, further to this an annual impairment review is also carried out.

Fair Value of Public Works Loan Board (PWLB) Loans

In previous years, the fair value of the PWLB Loans quoted in the Financial Instruments disclosure note (Note 29), has been the value provided by the PWLB, using redemption rates. However, under IFRS13 the methodology adopted by PWLB to calculate the fair value is not permissible. The Group have obtained a fair value calculation from its Treasury Advisers, Arlingclose using local authority bonds in issue as a basis for the calculation. The difference between the values is not material. Since Arlingclose's fair values have been calculated using observed market data, these have been classed by the Group as Level 2 of the fair value hierarchy.

4. Assumptions Made About the Future and Other Major Sources of Estimation and Uncertainty

The Accounts contain estimated figures that are based on judgements and assumptions made by the PCC about the future or that are otherwise uncertain. However, because balances cannot be determined with certainty, actual results could be materially different from those that have been estimated. The items in the Group's Balance Sheet at 31 March 2017 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Property, Plant and Equipment

The basis of estimating the value of assets is referred to in the previous section. Assets are depreciated over their Useful Economic Lives (UEL), which is determined by external valuers, based on judgements which include assumptions about the level of repairs and maintenance that will be incurred on individual assets. These estimates are important for example, if the UEL is reduced, depreciation charged to the CIES would increase and the carrying value of the asset would fall. It is estimated that the annual depreciation charge for buildings would increase by £0.030m for every year that useful lives were reduced. The Net Book Value of Property, Plant and Equipment as at 31 March 2017 is £77.0m (£72.3m as at 31 March 2016).

Post Employment Benefits (Pension Liability)

The basis of estimating the net liability to pay pension benefits to police officers and police staff is referred to in the previous section. This estimate depends on a number of complex judgements and assumptions around the discount rates used to calculate the pension liabilities. Any changes could have a material impact on the total liability of the pension funds. The actuaries provide illustrations of variations in assumptions within reasonable bounds to help the PCC and Chief Constable understand the potential impact of changes in mortality rates, retirement ages and expected returns on fund assets etc. The actuaries provide the

Group with advice and illustrations of the potential impact of the changes in assumptions and these are set out at the end of Note 35.

Provisions

The Group had no provisions remaining as at 31 March 2017.

5. Material Items of Income and Expenditure

The re-measurement of the net defined benefit liability in the Other Comprehensive Income and Expenditure section of the CIES is a loss of £176.8m, due to the actuaries decreasing the rate for discounting scheme liabilities. This contributes to increasing the Pensions Liability, which is held on the Balance Sheet, to £1071.4m at 31 March 2017. Further information regarding the Pensions Liabilities can be found in Note 35.

6. Events After the Reporting Period

UK vote to leave the European Union (non-adjusting event)

On 23 June 2016 the EU referendum took place to establish if the United Kingdom would remain part of the EU. The vote saw a decision returned to leave the EU. On 29 March 2017, Article 50 was triggered by the United Kingdom notifying the EU of its intention to leave. This decision may have an impact on our future accounting assumptions and estimates and we will keep up to date with the situation as it unfolds and as information is available to ensure that this is considered in future years. Areas that may be affected are:

- Future levels of Government support / funding;
- The potential for an economic downturn / recession and impact on service provision / finances;
- Impact on interest rates and investment income;
- Potential impact on property valuations and the Pension Funds.

7. Prior Period Restatement of Service Expenditure and Income

The 2016/17 Code requires the Group and PCC to present expenditure and income on services in the CIES on the basis of its reportable segments. These segments are based on the Group's internal management reporting structure. This note shows how the CIES expenditure and income has been restated from the SeRCOP basis that was used previously.

Notes to the Financial Statements

The Group

	As reported in the CIES 2015/16	Adjustments between SeRCOP classifications and internal reporting classifications	Restated 2015/16	Service
Gross Expenditure	£000	£000	£000	
Local Policing	45,442	(45,442)	0	
Dealing with the Public	8,062	(8,062)	0	
Criminal Justice Arrangements	6,029	(6,029)	0	
Road Policing	4,705	(4,705)	0	
Operational Support	4,979	(4,979)	0	
Intelligence	5,346	(5,346)	0	
Investigations	24,503	(24,503)	0	
Investigative Support	3,428	(3,428)	0	
National Policing	1,748	(1,748)	0	
Corporate and Democratic Core	2,839	0	2,839	Police and Crime Commissioner
Non Distributed Costs	307	(307)	0	
	0	104,549	104,549	Policing Services
Net Cost of Policing Services	107,388	0	107,388	

	As reported in the CIES 2015/16	Adjustments between SeRCOP classifications and internal reporting classifications	Restated 2015/16	Service
Gross Income	£000	£000	£000	
Local Policing	(1,196)	1,196	0	
Dealing with the Public	(310)	310	0	
Criminal Justice Arrangements	(725)	725	0	
Road Policing	(1,429)	1,429	0	
Operational Support	(332)	332	0	
Intelligence	(100)	100	0	
Investigations	(1,018)	1,018	0	
Investigative Support	(67)	67	0	
National Policing	(1,024)	1,024	0	
Corporate and Democratic Core	(615)	0	(615)	Police and Crime Commissioner
Non Distributed Costs	0	0	0	
	0	(6,201)	(6,201)	Policing Services
Net Cost of Policing Services	(6,816)	0	(6,816)	

Notes to the Financial Statements

Net Expenditure	As reported in the CIES 2015/16	Adjustments between SeRCOP classifications and internal reporting classifications	Restated 2015/16	Service
	£000	£000	£000	
Local Policing	44,246	(44,246)	0	
Dealing with the Public	7,752	(7,752)	0	
Criminal Justice Arrangements	5,304	(5,304)	0	
Road Policing	3,276	(3,276)	0	
Operational Support	4,647	(4,647)	0	
Intelligence	5,246	(5,246)	0	
Investigations	23,485	(23,485)	0	
Investigative Support	3,361	(3,361)	0	
National Policing	724	(724)	0	
Corporate and Democratic Core	2,224	0	2,224	Police and Crime Commissioner
Non Distributed Costs	307	(307)	0	
		98,348	98,348	Policing Services
Net Cost of Policing Services	100,572	0	100,572	

The PCC

Gross Expenditure	As reported in the CIES 2015/16	Adjustments between SeRCOP classifications and internal reporting classifications	Restated 2015/16	Service
	£000	£000	£000	
Local Policing	2,149	(2,149)	0	
Dealing with the Public	562	(562)	0	
Criminal Justice Arrangements	(2,370)	2,370	0	
Road Policing	370	(370)	0	
Operational Support	122	(122)	0	
Intelligence	283	(283)	0	
Investigations	1,134	(1,134)	0	
Investigative Support	178	(178)	0	
National Policing	33	(33)	0	
Corporate and Democratic Core	2,839	0	2,839	Police and Crime Commissioner
	0	2,461	2,461	Policing Services
Net Cost of Policing Services	5,300	0	5,300	

Notes to the Financial Statements

Gross Income	As reported in the CIES 2015/16	Adjustments between SeRCOP classifications and internal reporting classifications	Restated 2015/16	Service
	£000	£000	£000	
Local Policing	(2,862)	2,862	0	
Dealing with the Public	(636)	636	0	
Criminal Justice Arrangements	(894)	894	0	
Road Policing	(1,657)	1,657	0	
Operational Support	(422)	422	0	
Intelligence	(281)	281	0	
Investigations	(1,706)	1,706	0	
Investigative Support	(183)	183	0	
National Policing	(1,044)	1,044	0	
Corporate and Democratic Core	(615)	0	(615)	Police and Crime Commissioner
	0	(9,685)	(9,685)	Policing Services
Net Cost of Policing Services	(10,300)	0	(10,300)	

Net Expenditure	As reported in the CIES 2015/16	Adjustments between SeRCOP classifications and internal reporting classifications	Restated 2015/16	Service
	£000	£000	£000	
Local Policing	(713)	713	0	
Dealing with the Public	(74)	74	0	
Criminal Justice Arrangements	(3,264)	3,264	0	
Road Policing	(1,287)	1,287	0	
Operational Support	(300)	300	0	
Intelligence	2	(2)	0	
Investigations	(572)	572	0	
Investigative Support	(5)	5	0	
National Policing	(1,011)	1,011	0	
Corporate and Democratic Core	2,224	0	2,224	Police and Crime Commissioner
	0	(7,224)	(7,224)	Policing Services
Net Cost of Policing Services	(5,000)	0	(5,000)	

Notes to the Financial Statements

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

2016/17	Usable Reserves		
	Police Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied
	£000	£000	£000
Adjustments to the Revenue Resources			
<i>Amounts by which income and expenditure included in the CIES are different from revenue for the year calculated in accordance with statutory requirements:</i>			
Pensions Costs (transferred to or from Pensions Reserve)	(22,488)	0	0
Council tax (transfers to or from Collection Fund)	(129)	0	0
Holiday pay (transferred to the Accumulated Absences Reserve)	(63)	0	0
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items charged to the CAA)	(2,108)	0	1,574
<i>Total Adjustments to Revenue Resources</i>	(24,788)	0	1,574
Adjustments between Revenue and Capital Resources			
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	833	(833)	0
Statutory provision for the repayment of debt (transfer from the CAA)	1,328	0	0
Capital expenditure financed from revenue balances (transfer to the CAA)	1,522	0	0
<i>Total Adjustments between Revenue and Capital Resources</i>	3,683	(833)	0
Adjustments to Capital Resources			
Application of capital receipts to finance capital expenditure	0	1,297	0
Application of capital grants to finance capital expenditure	641	0	0
Cash payments re deferred capital receipts	0	(41)	0
<i>Total Adjustments to Capital Resources</i>	641	(1,256)	0
Total Adjustments - Group	(20,464)	(423)	1,574
<i>Less: Chief Constable only adjustments</i>			
Pensions Costs	22,488	0	0
Holiday pay	63	0	0
Total Adjustments - PCC	2,087	(423)	1,574

Notes to the Financial Statements

2015/16	Usable Reserves		
	Police Fund Balance	Capital Receipts Reserve	Capital Grants Unapplied
	£000	£000	£000
Adjustments to the Revenue Resources			
<i>Amounts by which income and expenditure included in the CIES are different from revenue for the year calculated in accordance with statutory requirements:</i>			
Pensions Costs (transferred to or from Pensions Reserve)	(24,125)	0	0
Council tax (transfers to or from Collection Fund)	(19)	0	0
Holiday pay (transferred to the Accumulated Absences Reserve)	36	0	0
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items charged to the CAA)	(971)	0	907
<i>Total Adjustments to Revenue Resources</i>	(25,079)	0	907
Adjustments between Revenue and Capital Resources			
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	105	(105)	0
Statutory provision for the repayment of debt (transfer from the CAA)	1,350	0	0
Capital expenditure financed from revenue balances (transfer to the CAA)	2,550	0	0
<i>Total Adjustments between Revenue and Capital Resources</i>	4,005	(105)	0
Adjustments to Capital Resources			
Application of capital grants to finance capital expenditure	2,599	0	0
<i>Total Adjustments to Capital Resources</i>	2,599	0	0
Total Adjustments - Group	(18,475)	(105)	907
<i>Less: Chief Constable only adjustments</i>			
Pensions Costs	24,125	0	0
Holiday pay	(36)	0	0
Total Adjustments - PCC	5,614	(105)	907

9. Reserves

The PCC holds all of the Group's reserves. This note sets out the amounts set aside from the Police Fund Balances into earmarked reserves to provide financing for future expenditure plans and the amounts used from earmarked reserves to meet Police Fund expenditure in 2016/17. Note the reserves held on behalf of the Justice Centres are omitted from this table because they are not part of the Group and PCC's Accounts. The PCC's contribution, as a partner to the Justice Centre arrangement, forms part of the expenditure in the CIES and contributes to the surplus or deficit carried to the budget reserve.

Notes to the Financial Statements

Reserve	Balance at 1 April 2015 £000	Transfers out 2015/16 £000	Transfers in 2015/16 £000	Balance at 31 March 2016 £000	Transfers out 2016/17 £000	Transfers in 2016/17 £000	Balance at 31 March 2017 £000
Budget Reserve	(13,411)	11,244	(135)	(2,302)	1,110	(7,732)	(8,924)
PCC Priorities	(2,500)	314	0	(2,186)	341	0	(1,845)
Invest to Save	(3,100)	1,043	(2,004)	(4,061)	2,511	0	(1,550)
Road Safety	0	0	0	0	0	(825)	(825)
Operational	(10,500)	2,121	0	(8,379)	8,379	0	0
Investment in Infrastructure	0	0	(7,518)	(7,518)	1,424	0	(6,094)
Earmarked Reserves	(29,511)	14,722	(9,657)	(24,446)	13,765	(8,557)	(19,238)
General Reserves	(6,000)	0	(800)	(6,800)	0	0	(6,800)
Total	(35,511)	14,722	(10,457)	(31,246)	13,765	(8,557)	(26,038)
Capital Receipts Reserve	(359)	0	(105)	(464)	464	(41)	(41)
Capital Grants Reserve	(2,481)	907	0	(1,574)	1,574	0	0
Total	(38,351)	15,629	(10,562)	(33,284)	15,803	(8,598)	(26,079)

Capital receipts and capital grants have been used to fund capital expenditure during 2016/17.

The purposes of the Earmarked Reserves are as follows:

- **Budget Reserve** will enable a contribution to be made to absorbing the planned shortfall between income and expenditure in the budget up to 31 March 2020;
- **PCC Investment Priorities Reserve** has been created to support initiatives tackling rural, business and cyber crime;
- **Invest to Save Reserve** enables projects to be funded on a corporate basis focusing on service improvement and cost reductions;
- **Road Safety Reserve** is the reserves held by the Safer Roads Partnership to be invested into road safety.
- **Operational Reserve** is the balance of funding identified in 2012/13 to invest in protecting the community through targeted resources on priority areas and has now been moved into the Budget Reserve;
- **Investment in Infrastructure Reserve** is held to support delivery of the Capital Programme.

10. Unusable Reserves

The Pensions Reserve and Accumulated Absences Reserves are held by the Chief Constable and all other unusable reserves are held by the PCC. Unusable reserves are consolidated in the Group Accounts.

Notes to the Financial Statements

The unusable reserves can be summarised as follows:

31 March 2016 £000		31 March 2017 £000
	The PCC	
(7,998)	Revaluation Reserve	(8,211)
(46,148)	Capital Adjustment Account	(50,684)
(258)	Deferred Capital Receipts Reserve	(217)
(469)	Collection Fund Adjustment Account	(340)
(54,873)	PCC Total:	(59,452)
	The Chief Constable Unusable Reserves	
872,036	Pension Reserve	1,071,382
1,473	Accumulated Absences Account	1,536
873,509	Total: Chief Constable Unusable Reserves	1,072,918
818,636	Total Group Unusable Reserves	1,013,466

(i) Revaluation Reserve

The Revaluation Reserve contains the gains made by the Group arising from increases in the value of its PPE and Intangible Assets. The balance is reduced when assets with accumulated gains are:

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

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

2015/16			2016/17	
£000	£000		£000	£000
	(3,810)	Group and PCC Balance as at 1 April		(7,998)
(4,524)		Upward revaluation of assets	(495)	
251		Downward revaluation of assets and impairment losses not charged to the Surplus or Deficit on the Provision of Services	0	
	(4,273)	Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services		(495)
77		Difference between fair value depreciation and historical cost depreciation	103	
8		Accumulated gains on assets sold or scrapped	179	
	85	Amount written off to the Capital Adjustment Account		282
	(7,998)	Group and PCC Balance as at 31 March		(8,211)

(ii) Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the

Notes to the Financial Statements

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 CIES (with reconciling postings from the Revaluation Reserve to convert fair value figures to an historical cost basis). The Account is credited with the amounts set aside by the PCC as finance for the costs of acquisition, construction and enhancement.

The Account also contains revaluation gains accumulated on PPE before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

2015/16			2016/17	
£000	£000		£000	£000
	(39,628)	Group and PCC Balance as at 1 April		(46,148)
		Reversal of items relating to capital expenditure debited or credited to the CIES:		
2,793		Charges for depreciation and impairment of non-current assets	3,023	
(3,033)		Revaluation losses (gains) on PPE	(2,664)	
614		Amortisation of intangible assets	677	
512		Amounts of non-current assets written off on disposal as part of the gain/loss on disposal to the CIES	790	
2,009		Revenue expenditure funded from capital under statute	3,014	
(2,009)		Donated Assets	(3,014)	
	886	Net written out amount of the cost of non-current assets consumed in the year		1,826
		Capital financing applied in the year:		
0		Use of the Capital Receipts Reserve to finance new capital expenditure	(1,297)	
(907)		Capital grants and contributions credited to the CIES that have been applied to capital financing	(641)	
(2,599)		Application of grants to capital financing from the Capital Grants Unapplied Account	(1,574)	
(1,350)		Statutory provision for the financing of capital investment charged against the General Fund	(1,328)	
0		Capital expenditure funded from Reserves	(1,424)	
(2,550)		Capital expenditure charged against the General Fund	(98)	
	(7,406)			(6,362)
	(46,148)	Group and PCC Balance as at 31 March		(50,684)

(iii) Pensions Reserve

Payments for the cost of post employment benefits and the associated liability are shown in the Chief Constable's Accounts. The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post employment benefits and for funding benefits in accordance with statutory provisions. The Chief Constable Accounts for post employment benefits in the CIES 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 Chief Constable makes employers

Notes to the Financial Statements

contributions to pension funds or eventually pays any pensions for which he is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Chief Constable has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits are due to be paid and that the PCC can continue to meet the liability in the Chief Constable's Accounts, which is made up as follows:

2015/16 £000		2016/17 £000
993,119	Group and Chief Constable Balance as at 1 April	872,036
(145,208)	Re-measurement of the net defined benefit liability	176,858
54,568	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the CIES	49,135
(30,443)	Employer's pensions contributions and direct payments to pensioners payable in the year	(26,647)
872,036	Group and Chief Constable Balance as at 31 March	1,071,382

(iv) Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax income in the CIES as it falls due from council tax payers compared with the statutory arrangements for paying across amounts to the Police Fund from the Collection Fund.

2015/16 £000		2016/17 £000
(488)	Group and PCC Balance as at 1 April	(469)
19	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	129
(469)	Group and PCC Balance as at 31 March	(340)

(v) Accumulated Absences Account

The cost of employment benefits and the associated Accumulated Absences liability is shown in the Chief Constable's Accounts. The 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. time off in lieu 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.

2015/16			2016/17	
£000	£000		£000	£000
	1,509	Group and Chief Constable Balance as at 1 April		1,473
(1,509)		Cancellation of accrual made at the end of the preceding year	(1,473)	
1,473		Amount accrued at the end of the current year	1,536	
	(36)	Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements		63
	1,473	Group and PCC Balance as at 31 March		1,536

Notes to the Financial Statements**(vi) Deferred Capital Receipts Reserve**

The deferred capital receipts reserve relates to the disposal of the Warwickshire Police share of the East Midlands Air Support Unit helicopter in the sum of £217,000.

11. Intra-Group Funding Arrangements Between the PCC and the Chief Constable

The treatment of transactions and balances within the Group Accounts is set out in Note 3.

The Intra-Group funding arrangement is eliminated on consolidation of the Group Accounts, a treatment adopted for any transactions between the PCC and Chief Constable. The guarantee from the PCC in respect of the resources consumed by the Chief Constable in 2016/17 amounts to £100.248m (£97.024m in 2015/16). This has been re-presented in the CIES and is now included within the Net Cost of Policing Services, in line with current best practice for the preparation of Police Accounts.

The PCC's Balance Sheet includes an Intra-Group Debtor of £3.181m (£1.606m in 2015/16) being the net balance of funding not settled between the PCC and Chief Chief Constable as at the 31 March; this relates mainly to the balance of Debtors and Creditors shown in each of the single-entity accounts as at this date.

The calculation of the Intra-Group funding is set out in the following table:

2015/16 £000		2016/17 £000
105,572	Chief Constable's Cost of Services	105,351
35,031	Interest on the net defined benefit liability	33,506
(19,490)	Home Office grant towards the cost of retirement	(16,058)
(145,208)	Re-measurement of the net defined benefit liability	176,858
(24,095)	Resources consumed	299,657
	Items removed through the MIRS:	
121,083	Movement in pensions liability	(199,346)
36	Movement in accumulated absences liability	(63)
97,024	Total resources consumed for the year by the Chief Constable and funded by the PCC	100,248

12. Financing and Investment Income and Expenditure

2015/16 £000		2016/17 £000
773	Interest payable	731
(132)	Interest receivable	(149)
641	Total for the PCC	582
35,031	Net interest on the net defined benefit liability	33,506
35,672	Total for the Group	34,088

Notes to the Financial Statements

13. Taxation and Non-Specific Grant Income

2015/16 £000	2015/16 £000		2016/17 £000	2016/17 £000
	(35,927)	Council tax precepts		(37,362)
(31,214)		Police Grant	(31,036)	
(17,525)		Ex-DCLG Formula Funding	(17,425)	
(3,910)		Local Council Tax Support Grant	(3,910)	
(1,244)		Council Tax Freeze Grant	(1,244)	
(829)		Capital grants	(501)	
(3,780)		Capital Contributions	(3,154)	
	(58,502)	Total Non-specific Grant Income		(57,270)
	(94,429)	Taxation and Non-Specific Grant Income – PCC		(94,632)
	(19,490)	Home Office grant towards the cost of retirement benefits – Chief Constable		(16,058)
	(113,919)	Taxation and Non-Specific Grant Income – The Group		(110,690)

14. Grant Income

The Group credited the following grants, contributions and donations to the CIES in 2016/17:

2015/16 £000		2016/17 £000
(58,502)	Credited to Taxation and Non Specific Grant Income – PCC, as per Note 13	(57,270)
(19,490)	Home Office Grant towards the cost of retirement benefits in Chief Constable Accounts	(16,058)
(77,992)	Credited to Taxation and Non Specific Grant Income - Group	(73,328)
	Credited to Services	
(489)	Victims Support Services	(652)
(204)	DBS Vetting	(216)
0	Speed Awareness Contributions	(105)
(102)	Proceeds of Crime Contributions	(90)
(202)	Innovation Fund	(87)
(120)	Counter Terrorism Grant	(78)
(104)	National Security Grant	(15)
(123)	Restorative Justice	0
(25)	Drug Drive Grant	0
(1,369)	Total Credited to Services – PCC and Group	(1,243)

The Group has received a revenue grant related to the introduction of the Emergency Services Network, the replacement of the national airwave radio system amounting to £0.720m. There are no conditions on the exact use of the grant except that it substantially relates to the 2017/18 financial year and as such it has been recognised as a receipt in advance.

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The Group has also received capital grants and contributions that have yet to be recognised as income as they have conditions attached to them that will require the monies to be returned to the provider if the conditions are not met. The balances at the year end are as follows:

31 March 2016 £000		31 March 2017 £000
(46)	Warwickshire Safety Camera Unit Partnership	(46)
(34)	Mobile Data Network Equipment	(34)
(15)	Stratford District Council (Section 106)	(15)
(33)	Warwick District Council (Section 106)	(33)
(12)	NPIA NSPIS Equipment	(12)
(140)	Total	(140)

15. Pooled Budgets and Joint Ventures

Alliance with West Mercia Police

Warwickshire Police and West Mercia Police operate in an 'Alliance' that provides an opportunity for the two neighbouring forces to work closely together and to share resources and assets. Each PCC retains strategic control and their own sovereignty, finances, estates and identity and each Chief Constable retains operational independency.

The Alliance policing model results in over 90% of all costs being pooled, as set out in the following table. Costs are shared across the entities in line with the cost sharing arrangements, Warwickshire 31%, West Mercia 69%. The governance arrangements and resulting treatment of transactions and balances is set out in Note 3.

2015/16 £000		2016/17 £000
(81,608)	Contribution from Warwickshire	(83,063)
(181,643)	Contribution from West Mercia	(184,880)
(263,251)	Total Funding provided to the Alliance	(267,943)
223,491	Pay and allowances	228,087
6,281	Transport costs	6,241
28,057	Supplies and Services	27,615
5,422	Third Party Payments	5,762
0	Revenue Contribution to Capital	238
263,251	Total Expenditure (pooled)	267,943

Place Partnership Limited

Place Partnership Limited (PPL) is a single asset management company co-owned by Warwickshire Police, West Mercia Police, Worcestershire County Council, Hereford & Worcester Fire Authority, Redditch Borough Council and Worcester City Council that commenced business on 1 September 2015. Each party has equal shares and equal voting rights. PPL has been classified as a Joint Operation, because there is joint control and the

Notes to the Financial Statements

activity of the arrangement is primarily to provide services to the parties within the parties' boundaries. In 2016/17, the operating costs for Warwickshire Police were £3.410m (£1.942m in 2015/16 for 7 months) and this is reflected in the CIES. PPL has not been fully consolidated into Warwickshire Police's Accounts as a Joint Operation, because there is no material difference to the costs already reflected.

Warwickshire Police's share of PPL's Local Government Pension Scheme assets and liabilities as at 31 March 2017 have been incorporated into the Accounts and are shown separately in the tables in Note 35. The actuaries assessed the total assets and liabilities relating to PPL as £29.858m as at 31 March 2017 (Warwickshire's share being 3.9%): a net liability of zero. In assessing this position the actuaries have taken into account the guarantee that is in place between the partners and PPL to ensure that PPL's pension position is fully funded at inception and at the year end.

East Midlands Air Support Unit (EMASU) and National Police Air Service (NPAS)

The EMASU was a joint operation by the Chief Constables of Warwickshire, Northamptonshire and Leicestershire, the latter provided the financial administration service for this joint unit, with the three PCCs jointly owning the helicopter.

NPAS was set up by the Home Office with effect from 2 October 2012 with administration of the service being provided by the Chief Constable of West Yorkshire. The Warwickshire, Northamptonshire and Leicestershire helicopter was formally transferred to the new national service provider on 3 October 2013. NPAS does not constitute a jointly controlled operation and so the PCC only accounts for the expense of payments to NPAS amounting to £0.428m in 2016/17, (£0.487m in 2015/16) and not for a share of the assets or liabilities.

As part of the transfer arrangements, the PCC will receive an annual payment from NPAS to reflect the value of the air frame credits for the transferred helicopter. NPAS's liability to the PCC is shown in the PCC's balance sheet as a long term debtor of £0.217m, representing the discounted value of future expected cash flows in subsequent years. Future payments from NPAS will be offset against these debtors and an annual interest amount credited to the CIES.

The Northern Justice Centre and Southern Justice Centre

The Warwickshire Justice Centres are a multi-partner jointly controlled operation. Whilst no legal entity exists, the business of the Justice Centres is conducted through a separate Justice Centre Board, under a formal agreement. The partners to the agreement have joint control of operations; therefore the PCC for Warwickshire is not the sole beneficiary or controlling partner. The Chief Constable provides financial administration support to the Warwickshire Justice Centres Board.

Partners contribute to the running costs on the basis of floor area as follows:

Northern Justice Centre

- 45.6% Police
- 40.0% Her Majesty's Courts Service
- 10.4% Probation
- 3.8% Youth Justice Service
- 0.2% Victim Support

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Southern Justice Centre

- 27.9% Police
- 56.9% Her Majesty's Courts Service
- 7.8% Probation
- 5.1% Crown Prosecution Service
- 2.3% Youth Justice Service

The operational costs, including building maintenance, for the Northern Justice and Southern Justice Centre are met from partner's contributions. A surplus or deficit on the Justice Centre Accounts is carried forward and taken into account in setting the following year's budget. Sinking funds exist for both Justice Centres to meet future building maintenance costs, these funds are ring fenced in their earmarked Reserves and do not form part of the PCC and Group Accounts. The sinking funds are cash-backed Reserves and £4.685m relating to these reserves is invested by Warwickshire Police on behalf of the Justice Centres.

The assets of the two Justice Centres (land and buildings) are recorded in the PCC and Group Balance Sheet representing the PCC's control over these assets. The entire income and expenditure associated with operating the Warwickshire Justice Centres is set out in the following tables, however only the Chief Constable's share of this income and expenditure is included in the Group financial statements.

Northern Justice Centre

2015/16 £000		2016/17 £000
	Income	
(1,533)	Contribution from partners	(1,526)
(48)	Other income	(41)
(1,581)	Total Income	(1,567)
	Expenditure	
55	Pay and Allowances	56
1,423	Premises	1,320
0	Transport	1
62	Supplies & Services	63
1,540	Total Expenditure	1,440
(41)	Net (Income) / Expenditure	(127)

Southern Justice Centre

2015/16 £000		2016/17 £000
	Income	
(2,807)	Contribution from partners	(2,777)
(52)	Other income	(67)
(2,859)	Total Income	(2,844)

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	Expenditure		
77	Pay and Allowances		76
2,199	Premises		2,102
1	Transport		1
90	Supplies & Services		86
0	Third Party Payments		0
438	Capital Charges – loan repayment		438
2,805	Total Expenditure		2,703
(54)	Net (Income) / Expenditure		(141)

The reserves, including the sinking funds, for the Justice Centres do not form part of the PCC and Group Accounts, they are shown here to present the complete picture of a significant partnership arrangement, which the PCC and Chief Constable are involved in:

Reserve	Balance at 1 April 2016 £000	Transfers out 2015/16 £000	Transfers in 2015/16 £000	Balance at 31 March 2016 £000	Transfers out 2016/17 £000	Transfers in 2016/17 £000	Balance at 31 March 2017 £000
Sinking fund	(2,485)	144	(616)	(2,957)	32	(624)	(3,549)
General Reserve	(314)	168	(95)	(241)	781	(972)	(432)
TOTAL	(2,799)	312	(711)	(3,198)	813	(1,596)	(3,981)

16. Exit Packages

In order to make savings as part of the Medium Term Financial Plan it has been necessary to review how police services are delivered. As a result a number of exit packages have been approved during 2016/17.

Exit packages include charges by the LGPS in respect of benefits paid before normal retirement age. There were no compromise agreements covering the 2016/17 exit packages. All of the employees left the organisation prior to 1 April 2017. The number of exit packages resulting from redundant posts with total cost per band is set out in the table:

Exit Package cost band (including special payments)	Number of Exit Packages		Total cost of Exit Packages in each band	
	2015/16	2016/17	2015/16 £000	2016/17 £000
£0 - £20,000	12	2	112	26
£20,001 - £40,000	5	1	156	23
Total	17	3	268	49

17. Officers' Remuneration

Regulation 7(3) of the Accounts and Audit Regulations 2015 sets out the information to be disclosed to increase transparency and accountability in Local Government for reporting remuneration of senior employees and senior police officers. Remuneration includes all sums

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paid to or receivable by an employee and expense allowance chargeable to tax, including non-cash benefits in kind. The relevant remuneration information is as follows:

Senior Officer and Relevant Police Officer Emoluments:

		Salary, Fees & Allowances	Bonuses	Expenses Allowances	Benefits in Kind (e.g. car allowance)	Other Payments (Police Officers only)	Exit Packages	Pension Contributions	Total
		£	£	£	£	£	£	£	£
Chief Constable - Mr M Jelley Note 1	2016/17	134,765	0	0	4,138	9,178	0	31,613	179,694
	2015/16	133,431	0	14,721	2,040	6,555	0	32,290	189,037
Deputy Chief Constable 1 - Note 2	2016/17	112,828	0	0	1,290	14,125	0	0	128,243
	2015/16	111,711	0	0	1,867	9,414	0	27,034	150,026
Deputy Chief Constable 2 / ACC 1 - Note 3	2016/17	112,828	0	0	7,952	4,918	0	27,304	153,002
	2015/16	110,683	0	0	0	4,918	0	26,785	142,386
Asst Chief Constable 2 – Note 4	2016/17	0	0	0	0	0	0	0	0
	2015/16	88,993	0	0	0	0	0	18,389	107,382
Asst Chief Constable 3 – Note 5	2016/17	97,161	0	0	4,918	0	0	15,643	117,722
	2015/16	30,641	0	0	0	0	0	7,415	38,056
Asst Chief Constable 4 – Note 6	2016/17	84,918	0	0	916	4,226	0	20,550	110,610
	2015/16	0	0	0	0	0	0	0	0
Director of Enabling Services	2016/17	109,693	0	0	16,700	0	0	15,247	141,640
	2015/16	108,606	0	0	545	0	0	14,227	123,378
Police & Crime Commissioner 1 – Note 7	2016/17	7,339	0	147	0	0	0	1,020	8,506
	2015/16	65,000	0	1,441	0	0	0	8,515	74,956
Police & Crime Commissioner 2 – Note 7	2016/17	57,661	0	0	0	0	0	8,015	65,676
	2015/16	0	0	0	0	0	0	0	0
Deputy PCC – Note 8	2016/17	5,244	0	26	0	0	0	729	5,999
	2015/16	46,449	0	809	0	0	0	6,085	53,343
Chief Executive to the PCC	2016/17	66,913	0	87	0	0	0	9,301	76,301
	2015/16	65,094	0	544	0	0	0	8,527	74,165
Treasurer to the PCC – Note 9	2016/17	0	0	0	0	0	0	0	0
	2015/16	15,323	0	467	0	0	0	2,007	17,797

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Notes:	
1	Mr Jelley commenced in the post on 1 April 2015. Mr Jelley's expenses allowances in 2015/16 are relocation expenses.
2	Seconded outside the Force from 1 May 2015 onwards and retired 31 March 2017.
3	ACC in 2014/15, Temporary DCC from 1 May 2015 and permanent DCC from 13 July 2015.
4	Temporary ACC from 1 May 2015 until 6 December 2015.
5	Commenced in post on 7 December 2015, Temporary DCC for West Mercia from 15 August 2016 and reverted back to ACC on 19 February 2017.
6	Temporary ACC from 9 January 2017.
7	Following the PCC elections on 7 May 2016, the former PCC left on 11 May 2016 and the new PCC commenced in office on 12 May 2016.
8	Following the PCC elections on 7 May 2016, the Deputy PCC left on 11 May 2016 and has not been replaced.
9	The Treasurer left on 25 July 2015. The post of Treasurer to the Commissioner in the PCC office is shared 50/50 between the West Mercia and Warwickshire PCCs. The new Treasurer commenced in post on 17 August 2015 and is employed by West Mercia PCC with the costs being shown in full in West Mercia PCC's Accounts. The previous postholder was employed by Warwickshire PCC: the whole salary for this post is shown in the table above.
*	Under the Alliance agreement the costs of Assistant Chief Constables from West Mercia Police and Warwickshire Police (including Director of Enabling Services) are pooled and the expenditure is shared between the two forces on the basis of 31% Warwickshire and 69% West Mercia. The Chief Constable and Deputy Chief Constable costs are not shared.

Senior police officers and police staff receiving more than £50,000 remuneration for the year (excluding employer's pension contributions) and including Senior Officers listed above were paid the following amounts:

Number of Employees		Remuneration Band	Number of Employees	
Group	PCC		Group	PCC
2015/16	2015/16		2016/17	2016/17
35	0	£50,000 - £54,999	39	0
18	0	£55,000 - £59,999	21	1
10	0	£60,000 - £64,999	5	0
4	2	£65,000 - £69,999	4	1
4	0	£70,000 - £74,999	1	0
1	0	£75,000 - £79,999	5	0
3	0	£80,000 - £84,999	3	0
2	0	£90,000 - £94,999	1	0
1	0	£105,000 - £109,999	0	0
1	0	£115,000 - £119,999	1	0
1	0	£125,000 - £129,999	1	0
0	0	£135,000 - £139,999	2	0
1	0	£140,000 - £144,999	0	0
0	0	£145,000 - £149,999	1	0
81	2	Total	84	2

18. External Audit Costs

The Group has incurred £46,035 (£46,035 in 2015/16) in relation to the Statement of Accounts statutory audit provided by the Group's external auditors, Grant Thornton. The PCC's share of the audit fees is £31,035 (£31,035 in 2015/16) and the Chief Constable's share is £15,000 (£15,000 in 2015/16). Grant Thornton provided no non-audit services during the year (nil in 2015/16).

19. Related Parties

The PCC and the Chief Constable are intrinsically related. The PCC empowers the Chief Constable through the scheme of delegation and provides funding to meet expenditure incurred by the Chief Constable on behalf of the PCC. A full explanation of this relationship is set out in Note 3 to the Accounts.

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

Central government has significant influence over the general operations of the Group. It is responsible for providing the statutory framework within which the Group operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Group has with other parties (e.g. council tax bills). Grants received from government are set out in Notes 13 and 14.

The PCC has direct control over the Group's finances, including making crime and disorder reduction grants and is responsible for setting the Police and Crime Plan. The Chief Constable retains operational independence and operates within the budget set by the PCC, to deliver the aims and objectives set out in the Police and Crime Plan. Section 28 of the Police Reform and Social Responsibility Act 2011 requires that the local authorities covered by the police area must establish a Police and Crime Panel (PCP) for that area. The PCP scrutinises the decisions of the PCC, reviews the Police and Crime Plan and has a right of veto over the precept.

Warwickshire County Council administer the LGPS and provide Legal Services and Internal Audit services to the Group. Worcestershire County Council provide payroll services to the Group and the administration of the police pension schemes is provided by Kier Business Services Limited.

The PCC and Chief Constable participate in various partnerships with a range of public bodies, the most significant of which is the Alliance under a Section 23 Agreement with West Mercia Police. Details of the transactions with other public bodies participating in joint arrangements are set out in Note 15 to the Accounts.

The Alliance with West Mercia Police involves a cross-charge in and cross-charge out in 2016/17 of £46.7m (£47.8m in 2015/16) and £35.9m (£38.6m in 2015/16) respectively as shown in the table below.

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As explained in Note 15, Place Partnership Limited (PPL) is a single asset management company co-owned by Warwickshire Police, West Mercia Police, Worcestershire County Council, Hereford & Worcester Fire Authority, Redditch Borough Council and Worcester City Council that commenced business on 1 September 2015. Each party holds two shares of £1 each; the PCC and the Chief Constable each hold one share of Warwickshire Police’s shares. The PCC and Chief Constable receive no remuneration from PPL. The Director of Enabling Services is a Director of PPL and also receives no benefit or remuneration.

The PCC is a District Councillor in Stratford-on-Avon and the PCC’s wife is the Leader of Warwickshire County Council. Due to this, a protocol is in place which governs how any significant conflicts during the PCC’s time in office will be managed. The protocol is published on the PCC website and specifies that the decision making in relation to the letting of contracts, and / or awarding of grants to Warwickshire County Council and Stratford-on-Avon District Council will be delegated to the Chief Executive of the OPCC. Clause 3.4.4 of the OPCC’s Scheme of Corporate Governance allows the Chief Executive to exercise any of the PCC’s functions (except those prohibited by law) in the event of a significant conflict of interest arising. During the period 12 May 2016 to 31 March 2017, the Chief Executive has exercised delegated authority in relation to transactions with Warwickshire County Council and Stratford-on-Avon District Council, regarding letting of contracts and awarding of grants in relation to community safety initiatives.

In 2016/17, the Group incurred spend of £1.973m with Warwickshire County Council (grants, legal services, internal audit services and other items of general expenditure) and £0.186m with Stratford-on-Avon District Council (mainly business rates and grants).

The PCC holds interests in two companies and is a member of a number of organisations, but the Group has not had any transactions with any of these companies or organisations.

The following table shows the extent of the Force’s expenditure and income with other local authorities, police forces and PPL.

	Expenditure	Income
	£000	£000
West Mercia Police Strategic Alliance S23 Agreement cross-charges	46,724	(35,883)
Local Authorities in the Policing Area	3,230	(934)
Other Local Authorities	0	(1)
Seconded Police Officers	0	(1,486)
Other Police Forces	1,556	(1,438)
Place Partnership Limited	3,410	0
Total	54,920	(39,742)

There are no related party transactions for the PCC and Chief Constable other than those set out above, which require adjustment of or disclosure in the financial statements or the accompanying notes. All contracts have been entered into in compliance with the Scheme of Delegation and Financial and Contract Regulations 2015/16.

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The following table shows the five suppliers with which the Group incurred the greatest expenditure in 2016/17 (excluding PPL):

	Expenditure
	£000
Warwickshire County Council	1,973
Home Office	825
Kcom Group plc	816
AON Limited	790
The Police and Crime Commissioner for West Midlands	767

20. Leases

The cost of operating leases is shown in the Chief Constable's Accounts to reflect the day-to-day direction and control the Chief Constable exercises over the resources acquired. However the PCC holds ultimate responsibility for entering into lease arrangements.

The Group as Lessee

The PCC occupies 14 premises on an operating lease basis. The lease payments due in future years are:

31 March 2016		31 March 2017
£000		£000
109	Not later than one year	110
392	Later than one year and not later than five years	398
113	Later than five years	89
614	Total PCC and Group	597

The amount paid in 2016/17 was £0.185m (£0.096m in 2015/16).

The Group as Lessor

The PCC acts as a lessor for 3 radio mast facilities where the arrangement is accounted for as an operating lease. The masts are located at Rugby Police Station, Bedworth Police Station and Ilmington. All these properties are owned by the PCC. The lease payments receivable in future years are:

31 March 2016		31 March 2017
£000		£000
59	Not later than one year	34
12	Later than one year and not later than five years	88
0	Later than five years	102
71	Total PCC and Group	224

The rent received in 2016/17 was £0.045m (£0.156m in 2015/16).

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21. Capital Expenditure and Capital Financing

The total amount of capital expenditure incurred in the year is shown in the table below together with the resources used to finance it. Where capital expenditure is to be financed in future years, by charges to revenue when assets are used by the Group, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Group that has yet to be financed.

2015/16		2016/17
£000		£000
23,193	Opening Capital Financing Requirement – PCC and Group	21,843
	Capital investment:	
4,048	Property, plant and equipment	2,019
0	Intangible assets	0
2,009	Revenue expenditure funded from capital under statute	3,014
	Sources of finance:	
0	Capital receipts	(1,297)
(3,507)	Government grants and other contributions	(2,215)
	Sums set aside from revenue:	
(2,550)	Direct revenue contributions	(98)
0	Contribution from Reserves	(1,423)
(1,350)	Minimum Revenue Provision	(1,328)
21,843	Closing Capital Financing Requirement – PCC and Group	20,515
	Explanation of movements in the year	
(1,350)	Decrease in underlying need to borrow (unsupported by government financial assistance)	(1,328)
(1,350)	Increase/(Decrease) in Capital Financing Requirement	(1,328)

Capital Commitments

As at 31 March 2017, the Group had capital commitments of £3.3m (£0.8m as at 31 March 2016), mainly relating to the fit-out of Neville House that will be completed in 2017/18.

22. Property, Plant and Equipment (PPE)

The PCC holds all the Group's PPE. Assets are strategic in nature and are controlled by the PCC to achieve strategic outcomes.

Assets created under the alliance with the PCC for West Mercia are jointly controlled and only the PCC's share is held in the Balance Sheet. Where the PCC's share of these assets were originally purchased by the PCC for West Mercia, they have been donated by the latter to the PCC. The PCC has then made a REFCUS payment to the PCC for West Mercia equivalent to the expenditure incurred. ICT Equipment Assets amounting to £1.893m (£1.186m in 2015/16) and ICT Assets Under Construction amounting to £0.956m (£0.509m in 2015/16) have been treated in this manner.

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Conversely, where the PCC for West Mercia's share of these assets were originally purchased by the PCC for Warwickshire, they have been donated to the PCC for West Mercia. The PCC for West Mercia has then made a grant payment to the PCC equivalent to the expenditure incurred. ICT Equipment Assets amounting to £0.125m (£0.110m in 2015/16) and ICT Assets Under Construction amounting to £0.005m (£0.381m in 2015/16) have been treated in this manner.

PCC and Group Movements in 2016/17	Land & Buildings £000	Vehicles £000	Plant, Furniture & Equipment £000	Surplus Assets £000	Assets Under Construction £000	Total Property, Plant & Equipment £000
Cost or valuation at 1 April 2016	64,494	5,693	22,190	0	2,690	95,067
Additions	(8)	1,236	231	0	559	2,018
Transfer (to) / from Assets Held For Sale	0	0	0	0	0	0
Donated Assets	0	0	1,893	0	956	2,849
Revaluation increases / (decreases) recognised in the Revaluation Reserve	(836)	0	0	0	0	(836)
Revaluation increases / (decreases) recognised in the Surplus/Deficit on the Provision of Services	2,664	0	0	0	0	2,664
De-recognition – disposals	0	(1,030)	0	0	0	(1,030)
De-recognition – donated	0	0	(125)	0	(5)	(130)
De-recognition – other	0	0	0	0	0	0
At 31 March 2017	66,314	5,899	24,189	0	4,200	100,602
Less Accumulated Depreciation and Impairment						
At 1 April 2016	(168)	(3,588)	(19,040)	0	0	(22,796)
Depreciation charge						
Depreciation written out to the Revaluation Reserve	(103)	0	0	0	0	(103)
Depreciation written out to the Surplus/Deficit on the Provision of Services	(1,233)	(788)	(1,002)	0	0	(3,023)
Revaluation increases / (decreases) recognised in the Revaluation Reserve	1,330	0	0	0	0	1,330
De-recognition – disposals	0	1,009	0	0	0	1,009
De-recognition – other	0	0	0	0	0	0
At 31 March 2017	(174)	(3,367)	(20,042)	0	0	(23,583)
Net book value at 31 March 2017	66,140	2,532	4,147	0	4,200	77,019
Net book value at 31 March 2016	64,326	2,105	3,150	0	2,690	72,271

Notes to the Financial Statements

PCC and Group Movements in 2015/16	Land & Buildings	Vehicles	Plant, Furniture & Equipment	Surplus Assets	Assets Under Construction	Total Property, Plant & Equipment
	£000	£000	£000	£000	£000	£000
Cost or valuation at 1 April 2015	61,198	5,330	20,952	0	191	87,671
Additions	97	1,415	162	0	2,375	4,049
Transfer (to) / from Assets Held For Sale	0	0	0	0	(4)	(4)
Donated Assets	0	0	1,186	0	509	1,695
Revaluation increases / (decreases) recognised in the Revaluation Reserve	166	0	0	0	0	166
Revaluation increases / (decreases) recognised in the Surplus/Deficit on the Provision of Services	3,033	0	0	0	0	3,033
De-recognition – disposals	0	(1,052)	0	0	0	(1,052)
De-recognition – donated	0	0	(110)	0	(381)	(491)
De-recognition – other	0	0	0	0	0	0
At 31 March 2016	64,494	5,693	22,190	0	2,690	95,067
Less Accumulated Depreciation and Impairment						
At 1 April 2015	(2,892)	(3,920)	(18,017)	0	0	(24,829)
Depreciation charge						
Depreciation written out to the Revaluation Reserve	(76)	0	0	0	0	(76)
Depreciation written out to the Surplus/Deficit on the Provision of Services	(1,065)	(706)	(1,023)	0	0	(2,794)
Revaluation increases / (decreases) recognised in the Revaluation Reserve	3,865	0	0	0	0	3,865
De-recognition – disposals	0	1,038	0	0	0	1,038
De-recognition – other	0	0	0	0	0	0
At 31 March 2016	(168)	(3,588)	(19,040)	0	0	(22,796)
Net book value at 31 March 2016	64,326	2,105	3,150	0	2,690	72,271
Net book value at 31 March 2015	58,306	1,410	2,935	0	191	62,842

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Revaluations

The PCC carries out a rolling programme that ensures that all Land and Buildings required to be measured at current value are revalued at least every five years, with desktop valuations being carried out more frequently where appropriate. Further information about the revaluations including the bases used is set out in Accounting Policy xvii to the Accounts. Values for PPE are set out below:

2015/16 PCC and Group		Land and buildings	Vehicles, Plant, Furniture & Equipment	Assets Under Construction	Total 2016/17 PCC and Group
£000		£000	£000	£000	£000
7,945	Carried at historical cost	0	6,679	4,200	10,879
n/a	Carried at current value at 31 March 2017	63,438	0	0	63,438
61,917	Carried at current value at 31 March 2016	2,359	0	0	2,359
2,022	Carried at current value at 31 March 2015	0	0	0	0
166	Carried at current value at 31 March 2014	146	0	0	146
221	Carried at current value at 31 March 2013	197	0	0	197
72,271	Total Valuations	66,140	6,679	4,200	77,019

Assets Under Construction include £2.4m relating to Neville House, the property purchased during 2015/16 that is to be the location for the Warwickshire component of the joint Operational Command Centre; this building is currently being fitted out, hence its categorisation as an Asset Under Construction.

The Group held no surplus assets as at 31 March 2017 (31 March 2016 nil).

23. Assets Held for Sale

Through the Asset Rationalisation Programme the PCC is actively reducing the extent of land and buildings held for operational purposes. Where the characteristics of an asset matches those set for asset held for sale in the Code, it is necessary to show assets held for sale separately and ensure the carrying value is estimated in accordance with accounting policy. There was one asset classified as held for sale as at 31 March 2017 (2 as at 31 March 2016).

2015/16 £000		2016/17 £000
831	Balance outstanding at start of year	1,063
4	Assets newly classified as held for sale	0
242	Revaluation gains	0
(14)	Assets sold	(818)
1,063	Total	245

Notes to the Financial Statements

The loss of £0.136m on disposal of non-current assets shown in the CIES consists of the assets donated to West Mercia PCC of £0.130m plus the de-recognition on disposal of vehicles (£0.021m), less the profit on sale of the asset sold above (£0.015m).

24. Intangible Assets

Software is accounted for as intangible assets, to the extent that the software is not an integral part of a particular ICT system and accounted for as part of the hardware item in Property, Plant and Equipment. All software is given a finite useful life of 5 years.

The carrying amount of software assets is amortised on a straight-line basis. The amortisation charge to revenue expenditure is absorbed as an overhead in Policing Services. Amortisation costs are charged to the Net Cost of Services in the CIES.

Intangible assets created under the Alliance with the PCC for West Mercia are jointly controlled and only the PCC's share is held in the Balance Sheet. Where the PCC's share of these assets were originally purchased by the PCC for West Mercia, they have been donated by the latter to the PCC. The PCC has then made a REFUS payment to the PCC for West Mercia equivalent to the expenditure incurred. Intangible Assets amounting to £0.165m (£0.314m in 2015/16) have been treated in this manner. Conversely, where the PCC for West Mercia's share of these assets were originally purchased by the PCC for Warwickshire, they have been donated to the PCC for West Mercia. The PCC for West Mercia has then made a grant payment to the PCC equivalent to the expenditure incurred. There were no Intangible Assets treated in this manner in 2016/17 or 2015/16.

The movement of Intangible Assets during the year is as follows:

2015/16		2016/17
Software		Software
£000		£000
	Balance at start of year – PCC and Group	
6,376	Gross carrying amounts	6,690
(4,522)	Accumulated amortisation	(5,136)
1,854	Net carrying amount at start of year	1,554
314	Donated Assets	165
(614)	Amortisation for the period	(676)
1,554	Net carrying amount at end of year	1,043
	Comprising:	
6,690	Gross carrying amount	6,855
(5,136)	Accumulated amortisation	(5,812)
1,554	Balance at end of the year – PCC and Group	1,043

Notes to the Financial Statements

25. Debtors

This note shows money owed to the Group and PCC for funding and services provided on or before the 31 March 2017 where the money has not been received by this date.

31 March 2016 £000		31 March 2017 £000
5,346	Central Government bodies	3,320
1,765	Other Local Authorities	1,904
0	NHS bodies	0
965	Council taxpayers	1,003
1,541	Other entities and individuals	2,901
9,617	Group Debtors	9,128
(3,473)	Less Chief Constable Debtors: Central Government bodies	(3,451)
(122)	Less Chief Constable Debtors: Other Local Authorities	(86)
(10)	Less Chief Constable Debtors: Other entities and individuals	(1,711)
6,012	PCC Debtors	3,880

26. Cash and Cash Equivalents

The balance of the PCC's cash and cash equivalents is made up of the following elements:

31 March 2016 £000		31 March 2017 £000
2	Cash held by the Group	2
503	Bank current accounts	202
26,139	Short term deposits	27,633
26,644	Total Group and PCC	27,837
0	Bank current account overdrawn	(3,595)
26,644	Net Total Group and PCC	24,242

The bank overdraft was a temporary facility due to timing differences between investments maturing and cash being paid out.

Notes to the Financial Statements**27. Creditors**

This note shows money owed by the Group and PCC for goods and services purchased and received on or before the 31 March 2017 where the money has not been paid by this date.

31 March 2016 £000		31 March 2017 £000
(1,830)	Central Government bodies	(1,485)
(3,435)	Other Local Authorities	(6,430)
(50)	NHS bodies	(65)
(381)	Council taxpayers	(397)
(3,063)	Other entities and individuals	(3,729)
(8,759)	Group Creditors	(12,106)
1,269	Less Chief Constable Creditors: Central Government bodies	1,386
252	Less Chief Constable Creditors: Other Local Authorities	9
1,951	Less Chief Constable Creditors: Other entities and individuals	2,208
(5,287)	PCC Creditors	(8,503)

28. Provisions and Contingent Liabilities

No provisions were charged to the CIES in 2016/17 in respect of events or decisions which are likely to give rise to payments in the future.

Regulation A19 Employment Tribunal

Regulation A19 was applied in Warwickshire Police during 2011/12 and required all Officers of full pensionable service to retire. In February 2017, The Court of Appeal ruled that police forces' use of Regulation A19 did not amount to age discrimination.

Police Pension Scheme 2015 (CARE scheme) – Legal Challenge

The Chief Constable of Warwickshire Police, along with other Chief Constables and the Home Office, currently have 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 influence 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 2016/17 Accounting Statements.

Notes to the Financial Statements

29. Financial Instruments**Categories of Financial Instruments**

The PCC holds simple financial instruments (investments and borrowings), which is reflected in the scope of this Note to the Accounts. The following categories of financial instruments are carried in the Balance Sheet:

	Long Term		Current	
	31 March 2017	31 March 2016	31 March 2017	31 March 2016
	£000	£000	£000	£000
Investments - Loans and receivables	0	0	27,633	26,139
Debtors - Loans and receivables	11	14	5,613	7,707
Cash - Loans and receivables	0	0	204	505
Bank overdraft – Financial liabilities at amortised cost	0	0	3,595	0
Borrowings - Financial liabilities at amortised cost	14,029	14,943	915	895
Creditors - Financial liabilities at amortised cost	0	0	9,843	6,762
Debtors that are not financial instruments (taxes and payments in advance)	0	0	3,515	1,910
Creditors that are not financial instruments (taxes, National Insurance and prepayments)		0	2,263	1,997

Income, Expense, Gains and Losses

The interest received on Financial Assets Loans and Receivables (investments) and interest paid on Financial Liabilities Measured at Amortised Cost (borrowings) are as follows:

	Financial Liabilities – Measured at Amortised Cost	Financial Assets – Loans and Receivables	PCC and Group Total
	£000	£000	£000
2016/17			
Interest Expense Payable and Similar Charges	731	0	731
Interest Income	0	(149)	(149)
2015/16			
Interest Expense Payable and Similar Charges	773	0	773
Interest Income	0	(132)	(132)

The PCC received a £0.2m contribution from the Southern Justice Centre partnership to meet the cost of the principal and interest on total outstanding loans of £5.1m, relating to the cost of building the complex; the figures in the table above are gross of the contribution.

Fair Value of Assets and Liabilities

Financial liabilities, financial assets represented by loans and receivables and long-term debtors and creditors are carried in the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the

Notes to the Financial Statements

remaining term of the instruments, using the following assumptions (other significant observable inputs – Level 2 of the fair value hierarchy):

- estimated interest rates at 31 March 2017 of 0.50% for loans from the Public Works Loans Board (PWLB);
- discount rates of between 0.76% and 1.46% for Arlingclose’s calculation of fair value of PWLB loans, based on local authority bonds in issue;
- no early repayment or impairment is recognised;
- where an instrument will mature in the next 12 months the carrying amount is assumed to approximate to fair value;
- the fair value of trade and other receivables is taken to be the invoiced or billed amount (equal to the carrying amount shown in the table above).

The fair values calculated are as follows:

PCC and Group	31 March 2017		31 March 2016	
	Carrying amount	Fair Value	Carrying amount	Fair Value
	£000	£000	£000	£000
Financial Liabilities	14,944	19,547	15,838	20,331

The fair value of the liabilities is higher than the carrying amount because the Group’s portfolio of loans includes only fixed rate loans where the interest rate payable is higher than the prevailing rates at the Balance Sheet date. This shows a notional future gain (based on economic conditions at 31 March 2017) arising from a commitment to pay interest to lenders at a different rate from current market rates. The calculation of fair value amount is supplied by the PWLB, using redemption rates. However, IFRS13 requires a different basis to be used and the Force’s Treasury Advisers, Arlingclose have calculated the fair value amount, using the basis above, as £18.751m.

30. Nature and Extent of Risks Arising From Financial Instruments

The Group’s activities expose it to a variety of financial risks, principally:

- **Credit risk:** The possibility that other parties might fail to pay amounts due to the Group;
- **Liquidity risk:** The possibility that the Group might not have funds available to meet our commitments to make payments;
- **Market risk:** The possibility that financial loss might arise as a result of changes in such measures as interest rates and stock market movements (the Group does not hold any share equity).

The Group has adopted CIPFA’s Treasury Management in Public Services Code of Practice and set treasury management indicators to control financial instrument risks in accordance with CIPFA’s Prudential Code. The Group’s overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund police services. Risk management is carried out by a Treasury Management Team, under policies approved by the PCC in the annual Treasury Management Strategy. The PCC provides written principles for overall risk management, as well as written

Notes to the Financial Statements

policies covering specific areas, such as interest rate risk, credit risk and the investment of surplus cash. The Treasury Management Strategy can be found on the PCC's website.

Credit Risk

The overriding aim of the Group is to maintain the security of its capital and liquidity of its investments over the requirement for an investment return. The Group will also aim to achieve the optimum return on its investments, commensurate with proper levels of security and liquidity. The risk appetite of the Group is extremely low in order to give overriding and absolute priority to the security of its investments. The borrowing of monies purely to invest or lend on and make a return is unlawful and the Group does not engage in such activity.

The principal risks are minimised by the Annual Investment Strategy, which forms part of the overall Treasury Management Strategy. It is a requirement that cash balances are invested with banks and building societies with strong short-term credit rating, other local authorities and the UK Government Debt Management Office. However, in continuance of the caution, which was adopted following turbulent financial markets in 2008/09, the Group limited its list of borrowers to the Bank of England and other local authorities in 2016/17.

The Group has stipulated the minimum acceptable credit quality of counterparties for inclusion on the counterparty or lending list. The 'creditworthiness methodology' used to create the counterparty list takes account of the ratings and observations published by three ratings agencies, Fitch, Moody's and Standard and Poors.

It is recognised that ratings or the ratings of any one agency should not be given undue weighting or be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector and economic and political environments in which the institutions operate. The assessment will also take account of information that reflects the opinion of the markets and overlay that information on top of the credit ratings. Other information sources used will include the financial press and share price in order to establish the most robust scrutiny process on the suitability of potential investment counterparties. The aim of the strategy is to generate a list of highly creditworthy counterparties, which will allow investments to spread rather than be concentrated with a limited range of institutions.

The creditworthiness of institutions is monitored on an on-going basis. Should an institution no longer meet the minimum criteria and be deemed no longer appropriate to invest with then investments will be moved immediately.

At 31 March 2017 the short-term investment balances were as follows:

2015/16 £000		2016/17 £000
0	- On call (available immediately) (variable rate)	2,000
13,115	- Repayable in 1 month (fixed rates)	14,131
13,024	- Repayable in 2 months (fixed rates)	8,001
0	- Repayable in 3 months (fixed rates)	3,501
26,139	Total PCC and Group	27,633

Notes to the Financial Statements

It is not unheard of for local authorities and public bodies to hold investments that subsequently the financial institution fails to repay. However, there has been no experience of default on investment of these cash balances and there is no reason to suspect that there will be in the future.

Where it is appropriate to do so customers are assessed, taking into account their financial position, past experience and other factors, with individual credit limits being set in accordance with internal ratings with parameters set by the Group. However, the vast majority of transactions do not justify this approach.

Receipts from customers for sales of services and recoupable costs from other public bodies are a relatively small part of the Group's income (£4.5m in 2016/17). A number of old, unrecoverable invoices amounting to £0.118m were written off in 2016/17.

The Group generally allows a 30 day standard credit term for customers such that £0.347m of the £0.743m balance outstanding from customers at 31 March 2017 was past the point of 30 days from the date of invoice; this has reduced significantly from 2015/16, due to proactive credit control. This past due amount can be analysed as follows:

31 March 2016 £000		31 March 2017 £000
151	Less than 3 months	232
49	3 to 6 months	5
199	6 to 12 months	29
429	Over 12 months	81
828		347

The following table summarises the potential maximum exposure at the year end to credit risks other than treasury investments and cash-equivalent investments.

	%	£000
Balance of debtors ledger at 31 March 2017		743
Historical experience of default	0.5	
Historical experience adjusted for market conditions at 31 March 2017	0.5	
Estimated maximum exposure to default at 31 March 2017		60
Estimated maximum exposure to default at 31 March 2016		311

Liquidity Risk

The Group has a cash flow management system that seeks to ensure that cash is available as needed. If unexpected movements happen the Group has ready access to borrowings from the PWLB. There is no significant risk that it will be unable to raise finance to meet its commitments under financial instruments. There is a degree of risk that borrowing will need to be undertaken at a time of unfavourable interest rates, therefore, the position is monitored closely.

Borrowing limits for the Group are set in the Prudential Indicators prepared as a requirement of the CIPFA Prudential Code. Maximum borrowing limits for 2016/17 were set at £40m; the Prudential Indicators also set an even profile of debt repayment, with no more than 5% of the outstanding debt maturing in a twelve month period. The Group maturity analysis of its financial liabilities is:

Notes to the Financial Statements

31 March 2016 £000		31 March 2017 £000
895	Less than one year – Short-term Borrowing	915
914	Between one and two years	936
2,877	Between two and five years	2,938
11,152	Between five and twenty years	10,155
15,838		14,944

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

Market Risk

The Group holds fixed rate short-term investments. Over time, in line with changes to interest rates generally, there has been a significant reduction in interest rates and therefore a fall in overall investment returns. A reduction in interest rates has the following effect on investments:

- Investments at variable rates – the interest income credited to the Surplus or Deficit on the Provision of Services (CIES) will fall;
- Investments at fixed rates – the fair value of assets will rise.

An increase in interest rates will have the opposite effect. Generally the nature of short-term investments indicates that any difference between the actual value and fair value of the investment would be marginal.

The Group holds fixed rate loans, which eliminates the risk of interest rate movement on borrowing. Borrowings are not carried at fair value, so nominal gains or losses on fixed rate borrowings would not impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure.

The approach to borrowing for capital projects is to delay borrowing and to temporarily use working capital balances. The present relative rates of interest for borrowing and lending mean that it is advantageous to delay long-term borrowing whilst the overall cash flow is positive. Capital expenditure temporarily funded from working capital up to 31 March 2017 was £5.6m (£6.0m as at 31 March 2016).

It is probable that this capital expenditure will eventually require external borrowing. There is a risk that rates may be adverse when and if this borrowing takes place. Monitoring medium and long-term borrowing costs versus the opportunity costs of not investing working capital mitigates this risk. The Treasury Management team has an active strategy for assessing interest rates exposure that feeds into setting the Medium Term Financial Plan and annual budget, which is used to update the budget quarterly during the year.

It is calculated that if interest rates had been 1% higher for 2016/17 with all other variables held constant, the financial effect would be:

	£000
Increase in interest payable on fixed rate borrowings	149
Increase in interest receivable on fixed rate short term investments	(714)
Impact on Surplus or Deficit on the Provision of Services	(565)

Notes to the Financial Statements

The impact of a 1% fall in interest rates would be as above but with the movements being reversed.

31. Proceeds Of Crime

The Act gives powers to the Police and Customs to seize cash derived from, or intended for use in crime, and to secure its forfeiture in civil magistrates' court proceedings. The PCC is currently holding cash totalling £0.182m.

32. Cash Flow Statement – Operating Activities

The cash flows for operating activities include the following items:-

2015/16 £000		2016/17 £000
115	Interest received	166
(773)	Interest paid	(730)
(658)	Total – Group and PCC	(564)

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

PCC 2015/16 £000	Group 2015/16 £000		PCC 2016/17 £000	Group 2016/17 £000
(2,870)	(2,870)	Depreciation	(3,126)	(3,126)
3,033	3,033	Downward valuations	2,664	2,664
(614)	(614)	Amortisation of intangible assets	(677)	(677)
3,634	3,542	(Increase)/decrease in revenue creditors	(2,707)	(2,838)
(427)	(323)	Increase/(decrease) in revenue debtors	(242)	1,401
185	0	Movement in Intra-Group Funding	1,575	0
0	(24,125)	Movement in pension liability	0	(22,488)
0	209	Movement in provisions	0	0
(520)	(520)	Carrying amount of non-current assets sold	(969)	(969)
2,421	(21,668)	Total – Group and PCC	(3,482)	(26,033)

The surplus/deficit on the provision of services has been adjusted for the following items that are investing and financing activities

2015/16 £000		2016/17 £000
105	Proceeds from the sale of property, plant and equipment	833
2,600	Capital Grants	641
2,705	Total – Group and PCC	1,474

33. Cash Flow Statement – Investing Activities

2015/16 £000		2016/17 £000
5,345	Purchase of property, plant and equipment and intangible assets	3,803
(142)	Proceeds from the sale of property, plant and equipment	(833)
(858)	Other receipts from investing activities	(2,575)
4,345	Total – Group and PCC	395

34. Cash Flow Statement – Financing Activities

2015/16 £000		2016/17 £000
874	Repayment of long-term borrowing	894
0	New loans	0
874	Total – Group and PCC	894

35. Defined Benefit Pension Schemes

The costs and liabilities associated with retirement benefits are primarily recorded in the Chief Constable's Accounts.

Participation in Pension Schemes

As part of the terms and conditions of employment for police officers and other employees the Chief Constable makes contributions towards the cost of post-employment benefits (pensions). Although these benefits will not actually be payable until employees retire, the Chief Constable has a commitment to make the payments that need to be disclosed at the time that the employees earn their future entitlement, no matter when the actual financial cost is incurred.

The Chief Constable participates in two defined benefit pension schemes:

- the Local Government Pension Scheme (LGPS), for police staff and PCSOs, administered locally by Warwickshire County Council. This is a funded, defined benefit scheme, meaning that the Chief Constable and the employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets. With effect from 1 April 2014, the LGPS became a career average (CARE) scheme rather than a final salary scheme.
- the Police Pension Scheme 1987 (OPPS), the New Police Pension Scheme 2006 (NPPS) and the Police Pension Scheme 2015 (PPS) are administered by Kier Business Services Limited. These are unfunded defined benefit final salary schemes, meaning that there are no investment assets built up to meet the pensions liabilities, and cash has to be generated to meet the actual pensions payments as they eventually fall due. The disclosures for the various Police Pension Schemes, including the Injury Awards Scheme, are consolidated in the notes below, as the rules of the schemes are not materially different. The income and expenditure incurred by the police pension schemes and how they are funded is summarised in the section covering the Police Pensions Fund Account.

Notes to the Financial Statements

The pension schemes above provide members with indexed-linked benefits, which are determined predominantly by the individual's pensionable salary and length of service. As part of the government's pension reforms, these schemes are undergoing significant changes in how they are funded and the benefits they offer. However, the purpose of this note is to explain the financial impact, in accordance with the Code, of the pension schemes, on the Accounts. Details of how the police pension schemes operate can be found on the Home Office website and details of how the LGPS operates can be found on the Warwickshire County Council website.

As explained in Note 15, Warwickshire's 3.9% share of PPL's LGPS assets and liabilities as at 31 March 2017 have been incorporated into the Accounts and are shown separately in the tables below. The actuaries assessed the total assets and liabilities relating to PPL as £29.858m as at 31 March 2017 (£23.261m as at 31 March 2016): a net liability of zero. Discretionary post-retirement benefits on early retirement are an unfunded benefit arrangement, under which liabilities are recognised when awards are made. There are no plan assets built up to meet these pension liabilities.

Transactions Relating to Post-Employment Benefits

The cost of retirement benefits is reported in the Cost of Services when they are earned by police officers, police staff and PCSOs, rather than when the benefits are eventually paid as pensions. However, the charge against council tax is based on the cash payable in the year, so the real cost of retirement benefits is reversed out of the Police Fund via the Group MIRS. The following transactions have been made in the Group CIES and the Police Fund via the MIRS during the year:

2016/17	LGPS £000	LGPS (PPL ele- ment) £000	Police Pension Schemes £000	Total £000
CIES				
Cost of Services:				
– current service costs	3,933	38	11,350	15,321
– past service costs and gain/loss from settlements	39	9	260	308
Financing and Investment Income and Expenditure				
– net interest expense	3,944	32	29,530	33,506
Total Post Employment Benefit charged to the surplus or deficit on the Provision of Services	7,916	79	41,140	49,135
Other Post-Employment Benefits charged to the CIES				
Re-measurement of the net defined benefit liability and return on plan assets	6,744	(53)	170,167	176,858
Total Post Employment Benefit charged to the CIES	14,660	26	211,307	225,993
MIRS				
Reversal of net charges made to the Surplus or Deficit on the Provision of Services for post-employment benefits in accordance with the Code.	(7,916)	(79)	(41,140)	(49,135)

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Actual amount charged against the Police Fund Balance for pensions in the year				
– employers' contributions payable to the scheme	2,574	26	23,247	25,847
– benefits paid direct to beneficiaries	0	0	800	800

2015/16	LGPS £000	LGPS (PPL ele- ment) £000	Police Pension Schemes £000	Total £000
CIES				
Cost of Services:				
– current service costs	4,378	22	14,830	19,230
– past service costs and gain/loss from settlements	61	6	260	327
Financing and Investment Income and Expenditure				
– net interest expense	3,852	19	31,160	35,031
Total Post Employment Benefit charged to the surplus or deficit on the Provision of Services	8,291	47	46,250	54,588
Other Post-Employment Benefits charged to the CIES				
Re-measurement of the net defined benefit liability and return on plan assets	(16,212)	(36)	(128,960)	(145,208)
Total Post Employment Benefit charged to the CIES	(7,921)	11	(82,710)	(90,620)
MIRS				
Reversal of net charges made to the Surplus or Deficit on the Provision of Services for post-employment benefits in accordance with the Code.	(8,291)	(47)	(46,250)	(54,588)
Actual amount charged against the Police Fund Balance for pensions in the year				
– employers' contributions payable to the scheme	2,422	11	27,080	29,513
– benefits paid direct to beneficiaries			930	930

Pensions Assets and Liabilities Recognised in the Balance Sheets for the Chief Constable and the Group

The amount included in the Balance Sheet arising from the Group's obligation in respect of its defined benefit plans is as follows:-

Notes to the Financial Statements

2016/17	LGPS £000	Police Pension Schemes £000	Total £000
Present value of the defined benefit obligation (including PPL £1.164m)	(137,507)	(1,025,670)	(1,163,177)
Fair value of plan assets (including PPL £1.164m)	91,795	0	91,795
Net liabilities arising from the defined benefit obligation	(45,712)	(1,025,670)	(1,071,382)

2015/16	LGPS £000	Police Pension Schemes £000	Total £000
Present value of the defined benefit obligation (including PPL £0.907m)	(112,253)	(838,410)	(950,663)
Fair value of plan assets (including PPL £0.907m)	78,627	0	78,627
Net liabilities arising from the defined benefit obligation	(33,626)	(838,410)	(872,036)

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation) for the Chief Constable and the Group

2016/17	LGPS £000	LGPS (PPL element) £000	Police Pension Schemes £000	Total £000
Opening balance at 1 April	(111,346)	(907)	(838,410)	(950,663)
Current service cost	(3,933)	(38)	(11,350)	(15,321)
Interest cost	(3,944)	(32)	(29,530)	(33,506)
Contributions by scheme participants	(1,048)	(11)	(4,070)	(5,129)
Re-measurement of liabilities	(18,213)	(196)	(170,990)	(189,399)
Benefits paid	2,180	29	28,940	31,149
Past service costs	(39)	0	(260)	(299)
Curtailments	0	(9)	0	(9)
Closing balance 31 March	(136,343)	(1,164)	(1,025,670)	(1,163,177)

Notes to the Financial Statements

2015/16	LGPS £000	LGPS (PPL element) £000	Police Pension Schemes £000	Total £000
Opening balance at 1 April	(118,592)	0	(949,150)	(1,067,742)
Current service cost	(4,378)	(22)	(14,830)	(19,230)
Interest cost	(3,852)	(19)	(31,160)	(35,031)
Contributions by scheme participants	(985)	(7)	(4,120)	(5,112)
Re-measurement of liabilities *	14,706	(18)	128,745	143,433
Liabilities assumed on entity combinations	n/a	(829)	n/a	(829)
Benefits paid *	1,816	(6)	32,345	34,155
Past service costs	(61)	0	(240)	(301)
Curtailments	0	(6)	0	(6)
Closing balance 31 March	(111,346)	(907)	(838,410)	(950,663)

* Including £3.055m relating to the additional liability for the 1987 Scheme arising from Milne v GAD and the corresponding additional payments made to retired officers.

Reconciliation of the Movements in the Fair Value of the Scheme Assets for the Chief Constable and the Group

Reconciliation of fair value of the scheme assets (LGPS)	2015/16 £000	PPL element 2015/16 £000	Total 2015/16 £000	2016/17 £000	PPL element 2016/17 £000	Total 2016/17 £000
Opening balance at 1 April	74,623	0	74,623	77,720	907	78,627
Interest income	2,413	19	2,432	2,743	33	2,776
Re-measurement gain/loss: The return on plan assets, excluding the amount included in the net interest expense	(907)	35	(872)	8,726	216	8,942
Contributions by employer	2,422	11	2,433	2,574	26	2,600
Contributions from employees into the scheme	985	7	992	1,048	11	1,059
Business combinations	n/a	829	829	0	0	0
Benefits paid	(1,816)	6	(1,810)	(2,180)	(29)	(2,209)
Closing balance 31 March	77,720	907	78,627	90,631	1,164	91,795

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date.

Notes to the Financial Statements

Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets. The Police Pension Scheme has no assets to cover its liabilities.

The net liabilities show the underlying commitments that the Chief Constable and the Group has, in the long run, to pay post employment retirement benefits. However, statutory arrangements for funding the deficit mean that the financial position of the Chief Constable and the Group remains healthy. The deficit on the LGPS will be made good by increased contributions over the remaining working life of employees, (i.e. before payments fall due) as assessed by the scheme actuary. Finance is only required to be raised to cover police pensions when the pensions are actually paid.

The total contributions expected to be made to the LGPS by the Chief Constable in the year to 31 March 2018 is £2.668m. Expected contributions for the Police Pension Schemes by the Chief Constable in the year to 31 March 2018 are £8.1m.

Reconciliation of the Re-measurement of the Net Defined Benefit Liabilities for the Chief Constable and the Group

The analysis of the re-measurement of the net defined benefit liabilities for 2016/17 is shown in the table below. The two actuaries concerned have different approaches in providing their respective analyses and the table below is therefore a composite analysis.

2016/17	LGPS £000	LGPS (PPL element) 2015/16 £000	Police Pension Schemes £000	Total £000
Changes in financial assumptions	23,233	277	191,237	214,747
Changes in demographic assumptions	(1,313)	(13)	(17,640)	(18,966)
Return on plan assets	(11,469)	(249)	0	(11,718)
Experience gains and losses	(3,707)	(68)	(3,430)	(7,205)
Total re-measurement	6,744	(53)	170,167	176,858

2015/16	LGPS £000	LGPS (PPL element) 2015/16 £000	Police Pension Schemes £000	Total £000
Changes in financial assumptions	(13,447)	(17)	(76,585)	(90,049)
Changes in demographic assumptions	0	0	(14,270)	(14,270)
Return on plan assets	(1,506)	(19)	0	(1,525)
Experience gains and losses	(1,259)	0	(38,105)	(39,364)
Total re-measurement	(16,212)	(36)	(128,960)	(145,208)

Notes to the Financial Statements

LGPS Assets

The LGPS assets consist of the following categories, by proportion of the total assets held:

	Total 31 March 2016 £000	Split of Assets between Investment categories %	Total 31 March 2017 £000	Split of Assets between Investment categories %
Cash & Cash Equivalents	903	1	1,226	1
Equities	25,412	33	31,139	34
Investment Funds & Unit Trusts	40,318	52	46,523	51
Private Equity	2,104	3	3,188	4
Property	8,983	11	8,555	10
Total Assets	77,720	100	90,631	100

Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit actuarial method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc.

The assets and liabilities of the LGPS which is administered by Warwickshire County Council (County Council Fund) have been assessed by Hymans Robertson, an independent firm of actuaries, estimates for the County Council Fund being based on the latest full valuation of the scheme as at 31 March 2016, projected forward to 31 March 2017. The liabilities for the Police Pension Schemes have been assessed by the Government Actuary’s Department. The principal assumptions used by the actuaries have been:

2015/16			2016/17	
LGPS	Police Pension Schemes		LGPS	Police Pension Schemes
		Mortality assumptions		
		Longevity at 65 for current pensioners:		
22.4 years	23.1 years	Men	22.5 years	23.2 years
24.4 years	25.1 years	Women	24.7 years	25.2 years
		Longevity at 65 for future pensioners:		
24.3 years	25.1 years	Men	24.3 years	25.2 years
26.6 years	27.2 years	Women	26.7 years	27.3 years
2.2%	2.2%	Rate of CPI inflation	2.35%	2.35%
4.2%	4.2%	Rate of increase in salaries (long-term)	3.0%	4.35%
n/a	1.0%	Rate of increase in salaries (short-term)	n/a	1.0%
2.2%	2.2%	Rate of increase in pensions	2.4%	2.35%
3.5%	3.6%	Rate for discounting scheme liabilities	2.6%	2.65%
50%	100%	Take-up of option to convert annual pension into retirement lump sum	50%	100%

Notes to the Financial Statements

Life expectancy is based on the Self Administered Pensions Scheme (SAPS) year of birth tables adjusted for specific characteristics of the membership of the two schemes.

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 assumptions analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice this is unlikely to occur, and changes in some of the assumptions may be interrelated. 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.

	Impact on the Defined Benefit Obligation in the Scheme	
	Increase in assumption	Decrease in assumption
	£000	£000
Longevity (increase or decrease in 1 year)	32,475	(32,475)
Rate of increase in salaries (increase or decrease by 1%)	28,131	(28,131)
Rate of increase in pensions (increase or decrease by 1%)	213,514	(213,514)
Rate for discounting scheme liabilities (increase or decrease by 1%)	(229,371)	229,371

Police Pension Fund Account

The Chief Constable administers the Police Pension Fund Account (the Account) on behalf of the PCC; amounts debited and credited to the Account are specified by legislation, the Police Pension Fund Regulations 2007 [Statutory Instrument 2007 No 1932], (the Regulations). In relation to the Account the use of the word 'Fund' should not be taken to mean the Police Pension Scheme is a funded scheme, as there are no assets or investments associated with the Account to provide for future benefits. Instead the purpose of the Account is to provide a basis for demonstrating the balance of cash based transactions taking place over the year and for identifying the arrangements needed to balance the account for that year.

2015/16			2016/17	
£000	£000		£000	£000
		Contributions Receivable		
		From employer		
(6,420)		- Normal at 21.3% of pensionable pay (see below)	(6,358)	
(310)		- Ill Health Capital Sum Income	(311)	
(103)		- Other – Pre 1974 Contributions (West Midlands)	(86)	
(4,130)		From members (serving police officers)	(4,077)	
	(10,963)			(10,832)
	(105)	Individual Transfers In from other schemes		(280)
		Benefits Payable		
22,116		Pensions	22,947	
6,208		Commutations and Lump Sum retirement benefits	5,063	
3,055		Additional Lump Sum payments to members following Ombudsman decision in Milne v GAD	0	
0		Lump sum death benefits	0	
	31,379			28,010
		Payments to and on account of leavers		
0		Refunds of contributions	14	
51		Individual transfers out to other schemes	10	
	51			24
	20,362	Sub-total for the year before transfer from the Group of amount equal to the deficit		16,922
	(20,362)	Additional funding payable by the Group to meet deficit for the year		(16,922)
	0	Net Amount Payable / Receivable for the year		0
	872	Adjustment of 2.9% to the cashflow due to a reduction in the employer contribution rate from 24.2% to 21.3% that is reflected in a reduction in the Home Office Pensions Top Up funding		864
	(19,490)	Actual Home Office Top Up funding		(16,058)

Notes to the Police Pension Fund Account

The principles contained in the Regulations, which have been adopted in preparing the Account are as follows:

1. The Account collects the costs and income relating to retired police officers that are in receipt of pensions and income associated with serving police officers that are members of the Police Pension Scheme 1987 (OPPS), the New Police Pension Scheme 2006 (NPPS) or the Police Pension Scheme 2015 (PPS). There are certain exceptions to this arrangement, such as pensions payable under the Police Injury Pension Regulations, which are charged directly to the Cost of Services in the CIES;
2. The Account is prepared on an accruals basis with the exception of accounting for lump sum transfer values to and from other pension schemes. Due to the unpredictable nature of transfer values they have been attributed to or transferred from the Account on a payment and receipts basis;
3. The annual cost of police pensions is met, in part, by contributions from the employer and serving police officers and other minor sources of income. Under the Police Pension Fund Regulations 2007, if the Account is in deficit an amount equal to the deficit is transferred from the Police Fund to meet the deficit; the cost to the Police Fund is subsequently reimbursed by the Home Office by way of the Pensions Top-Up. Conversely, if the Account was to be in surplus, this would be transferred to the Police Fund and subsequently paid over to the Home Office;
4. The amounts due from the Home Office in respect of the shortfall on the Account is the responsibility of the Chief Constable and has therefore been included in the Chief Constable's (and the Group's) Balance Sheet;
5. The Account includes the relevant payments made to pension scheme members following the Ombudsman decision in Milne v GAD and also the additional Top Up funding reimbursed by the Home Office to fund these payments;
6. This Account does not take account of long-term liabilities to pay future pension benefits after the year end, details of the Group's pension liability can be found in Note 35;
7. Employers' contributions, which are set by the Home Office subject to the Government Actuary's Department triennial valuation, are calculated at 21.3% of police officer pensionable pay from 1 April 2015. However, the difference between the old employer contribution rate of 24.2% and the new rate will be retained by the Exchequer, reducing Pensions Top Up as shown at the foot of the Pension Fund Account. In both years the force therefore budgeted as though there were an employer contribution rate of 24.2%;
8. Police officer contributions are deducted from officer salaries. The contribution rates were increased on 1 April 2012 to reflect the agreement reached between the Home Secretary and the Police Negotiating Board. Contribution rates range between 11.00% and 15.05% dependant on the range the police officer's salary falls into and whether the officer is a member of the OPPS, NPPS or PPS;
9. There are no related party transactions to the Account.

Glossary of Terms

Accounts and Audit (England) Regulations 2015 – The regulations that govern the preparation, approval and audit of statements of accounts and other accounting statements prepared in respect of the year ending 31 March 2016 onwards.

Accounting Policies – The specific principles, bases, conventions, rules and practices applied by an entity in preparing and presenting The Statement of Accounts.

Accrual – The recognition, in the correct accounting period, of income and expenditure as it is earned and incurred, rather than as cash is received or paid.

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

Accumulated Absences Account – This account holds the liability value of accumulated accrued absences (annual leave, time owing in lieu etc) that are due to employees at the end of the financial year.

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, on behalf of a pension fund.

Amortisation – The expensing of the acquisition cost minus the residual value of intangible assets in a systematic manner over their estimated useful economic lives.

Amortised Cost – The carrying amount of some financial assets and liabilities in the Balance Sheet will be written down or up via the Comprehensive Income and Expenditure Statement over the term of the instrument.

Appropriations – Amounts transferred to or from revenue or capital reserves.

Asset – An item owned by the PCC, which has a value, for example, land and buildings, vehicles, equipment and cash. These can be held over the long or short term.

Billing Authority – A local authority that, by statute, collects the council tax and national non-domestic rates and manages the Collection Fund.

Budget – A statement of the PCC's Policing Plan in financial terms for a specific financial year, which starts on 1 April and ends on 31 March. A budget is prepared and approved by the PCC before the start of each financial year.

Capital Adjustment Account – An account that manages the timing differences between the amounts that have been set aside for capital expenditure, which are not aligned with the charges made for assets such as depreciation, revaluation and impairment, along with the amortisation of intangible assets.

Capital Expenditure – Expenditure on new assets or on the enhancement of existing assets so as to prolong their life or enhance market value.

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Capital Financing Charges – The repayment of loans and interest for capital projects.

Capital Grant – A grant from central government used to finance specific schemes in the capital programme.

Capital Programme – The plan of capital projects and future spending on purchasing land, buildings, vehicles, IT and equipment.

Capital Receipts – The proceeds from the sale of an asset, which may be used to finance capital expenditure or to repay outstanding loan debt.

Cash – Cash in hand and held at the bank in on-demand deposits.

Cash Equivalents – 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 Flows – Inflows and outflows of cash and cash equivalents.

Chief Constable – Chief Constable is the rank used by the chief police officer of a territorial police force, who has overall responsibility for the day to day operational direction and control of the Force. The Chief Constable has ultimate statutory responsibility for maintaining the Queen's peace.

CIPFA – The Chartered Institute of Public Finance and Accountancy is the body that oversees financial standards and financial reporting in public organisations. It is also the professional body for accountants working in the public services.

Code of Practice on Local Authority Accounting in the United Kingdom (The Code) – The Code is based on approved accounting standards issued by the International Accounting Standards Board and interpretations of the International Financial Reporting Standards Committee, except where these are inconsistent with specific statutory requirements. The Code specifies the principles and practices, sets out the accounting requirements for local authorities and is based on International Financial Reporting Standards (IFRS).

Collection Fund Adjustment Account – The account that manages the differences arising from the recognition of council tax income as it falls due from taxpayers compared to the statutory arrangements for receiving amounts from the billing authorities.

Comprehensive Income and Expenditure Statement - The total of income less expenditure, including other comprehensive income and expenditure items, presented in the CIES and prepared in accordance with IFRS as set out in the Code.

Contingency – A sum of money set aside to meet unforeseen expenditure or a liability.

Corporate and Democratic Core – Activities which the PCC engages in because they are an elected body and costs associated with co-ordinating and accounting for the service provided to the public.

Corporation Sole – this a legal entity consisting of a single incorporated office, occupied by a sole person. This allows corporations to pass from one office holder to the next successor-in-

Glossary of Terms

office, giving the positions legal continuity with subsequent office holders having identical powers to their predecessors.

Council Tax – The local tax levied on householders, based on the relative market values of property, which helps to fund local services including the police.

Creditors – Individuals or organisations to which the Police and Crime Commissioner owes money at the end of the financial year.

Current Assets – These are assets which can either be converted to cash or used to pay current liabilities within 12 months. Typical current assets include cash, cash equivalents, short-term investments, debtors and stock.

Current Liabilities – These are liabilities that are to be settled within 12 months. Typical current liabilities include creditors and loan payments due within 12 months.

Current Service Costs (Pensions) – The increase in the present value of a defined benefit scheme's liabilities expected to arise from the employees' service in the current period.

Curtailed Costs – Costs that arise when many employees transfer out of the pension scheme at the same time, such as when an organisation transfers its members to another scheme. The cost represents the value of the pensions rights accrued by the transferring staff.

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

Defined Benefit Scheme – A pension scheme which defines the benefits paid to individuals independently of the contributions payable and the benefits are not directly related to the investments of the scheme.

Depreciation – An annual charge to reflect the extent to which an asset has been worn or consumed during the financial year, which is charged to the Comprehensive Income and Expenditure Statement.

Disclosure – Information that must be shown in the accounts under the CIPFA Code of Practice.

Discretionary Benefits – Retirement benefits which the employer has no legal, contractual or constructive obligation to award and which are awarded under the PCC's discretionary powers.

Earmarked Reserves – Monies set aside that are intended to be used for a specific purpose and held in the Balance Sheet.

Exit Packages – Payments such as redundancy payments, either voluntary or compulsory, or early retirement payments made to employees leaving the Group before their due retirement dates.

Fair Value – The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Glossary of Terms

Financial Instruments – The borrowings and investments disclosed in the Balance Sheet, consisting of loans and investments.

Finance Leases and Operating Leases – A Finance lease transfers all of the risks and rewards of ownership of a non-current asset to the lessee. If these leases are used, the assets acquired have to be included within the non-current assets in the balance sheet at the market value of the asset involved. With an operating lease, the ownership of the asset remains with the leasing company and an annual rent is charged to the revenue account.

Financial Management Code of Practice for the Police Services of England and Wales 2012 – The Financial Management Code of Practice provides clarity around the financial governance arrangements within the police service in England and Wales, and reflects the fact that the police service has a key statutory duty to secure value for money in the use of public funds.

Financial Reporting Standards (FRS) – Recommendations on the treatment of certain items within the accounts.

Financing Activities – Activities that result in changes in the size and composition of the principal, received from or repaid to external providers of finance.

Financial Year – The period of twelve months for the accounts, from 1 April to 31 March.

General Fund – The main account which income is received into and expenditure is paid from.

General Reserves – Funds set aside to be used in the future.

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

Gross Spending – The costs of providing services before allowing for government grants and other income.

Group Accounts – The financial statements that combine the accounts for the PCC and the Chief Constable, that show the performance of the Group as if it was a single entity.

Home Office Grant (Pensions) – If there is insufficient money in the Pension Fund Account to meet all expenditure commitments in any particular year, the Home Office will fund the deficit by way of a grant.

Impairment – The amount by which the recoverable value of an asset falls below its carrying (or book) value.

Intangible Asset – A non-physical non-current asset, e.g. computer software.

Interest Income – The money earned from investing activities, typically the investment of surplus cash.

Glossary of Terms

International Accounting Standards Board (IASB) – This is the independent, accounting standard-setting body, which is responsible for developing International Financial Reporting Standards and promoting the use and application of these standards.

International Financial Reporting Standards (IFRS) & International Accounting Standards (IAS) – The accounting rules and principles, adopted by the International Accounting Standards Board, on which the Statement of Accounts is based. The Code is prepared in accordance with the IFRS.

Investing Activities – The buying and selling of long-term assets and investments that are not cash equivalents.

Jointly Controlled Operations - Activities undertaken by the Chief Constable and/or the PCC that are jointly controlled with other venturers. The jointly controlled operation does not give rise to the creation of a separate entity.

Liabilities – Amounts that are due to be settled by the PCC in the future, which includes Current Liabilities and Long Term Liabilities.

Major Precepting Authority – Authorities that make a precept on the billing authority's collection fund, e.g. County Councils and Police and Crime Commissioners.

Materiality – Omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made on the basis of financial statements. Materiality depends on the nature or size of the item omission or misstatement judged in the surrounding circumstances.

Minimum Revenue Provision (MRP) – The statutory minimum amount that is required to be set aside on an annual basis as a provision to repay debt.

National Non-Domestic Rates (NNDR) – The national non-domestic rate in the pound is the same for all non-domestic rate payers and is set annually by the government. Income from non-domestic rates goes into a central government pool that is then distributed according to resident population.

Net Book Value – The amount at which non-current assets are included in the balance sheet, i.e. their historical cost or current values less the cumulative amounts provided for depreciation.

Non-Current Assets (Fixed Assets) – Tangible assets, such as buildings and equipment are assets that yield benefits for a period of more than one year. Intangible non-current assets have no physical substance but provide a benefit for more than one year, e.g. computer software.

Non-Distributed Costs – Overheads where it is not appropriate to charge or apportion them across individual services.

Notes to the Accounts – The notes contain information in addition to that presented in the Movement in Reserves Statement, Comprehensive Income and Expenditure Statement, Balance Sheet and Cash Flow Statement.

Glossary of Terms

Operating Activities – The activities of the entity that are its normal activities, excluding its investment and financing activities.

Outturn – The actual amount spent in the financial year.

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

Payments in Advance – These represent payments made prior to 31 March for supplies and services received on or after 1 April.

Pension Fund – The fund that makes pension payments following the retirement of its participants.

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

Pensions Interest Costs – For a defined benefit scheme, the expected increase during the period at the present value of the scheme liabilities because the benefits are one period closer to settlement.

Pensions Reserve – A non-cashable reserve used to reconcile payments made for the year to various statutory pension schemes and the net change in the recognised liability under IAS19 for the same period.

Police and Crime Commissioner (the PCC) – an elected representative charged with securing efficient and effective policing of a police area in England and Wales. The elections were on 15 November 2012, and the successful candidate took up office on 22 November 2012. PCCs replaced the now abolished Police Authorities. Elections for the new PCCs were held on 5 May 2016 with the successful candidate taking up office on 12 May 2016.

Police Act 1996 – An Act of the Parliament of the United Kingdom which defined the current police areas in England and Wales, constituted the Police Authorities for those areas (now superseded by PCCs), and set out the relationship between the Home Secretary and the English and Welsh territorial police forces.

Police and Crime Panel – The Police Reform and Social Responsibility Act 2011 established Police and Crime Panels within each force area in England and Wales. The panel is responsible for scrutinising PCCs' decisions; they also review the Police and Crime Plan and have a right of veto over the precept.

Police and Crime Plan - The Police Reform and Social Responsibility Act 2011 introduces a duty on the PCC to prepare a Police and Crime Plan which should determine, direct and communicate their priorities during their period in office.

Police Fund Balance - The Police Fund Balance is the statutory fund into which all the receipts of the PCC are required to be paid and out of which all liabilities of the PCC are to be met, except to the extent that statutory rules might provide otherwise. These rules can also

Glossary of Terms

specify the financial year in which liabilities and payments should impact on the Police Fund, which is not necessarily in accordance with proper accounting practice. The Police Fund Balance therefore summarises the resources that the Commissioner is statutorily empowered to spend on his services or on capital investment.

Police Principal Grant – This is part of the total specific government grant support for police services. The amount is determined annually by the Home Office on a formula basis.

Police Reform and Social Responsibility Act 2011 (The Act) – this is an Act of the Parliament of the United Kingdom. It transfers the control of police forces from Police Authorities to elected PCCs. The first PCC elections were held in November 2012, and will be held every four years thereafter.

Precept – The amount of council tax that the PCC, as a major precepting authority, has instructed the billing authorities to collect and pay over in order to finance its net expenditure.

Provisions – The amounts set aside to provide for liabilities that are likely to be incurred, but the exact amount and the date on which it will arise is uncertain.

Public Works Loan Board (PWLB) – A government agency which provides long-term loans to local authorities at interest rates only slightly higher than those at which the government itself can borrow.

Receipts in Advance – These represent income received prior to 31 March for supplies and services provided by the Authority on or after 1 April.

Reimbursements – Payments received for the work carried out for other public organisations, e.g. the government.

Related Parties – Bodies or individuals that have the potential to control or influence the Chief Constable and/or the PCC.

Reserves – Monies set aside by the PCC that do not fall within the definition of provisions. Reserves held for specific purposes are known as earmarked reserves.

Retirement Benefits – All forms of consideration given by an employer in exchange for services rendered by employees that are payable after the completion of employment.

Revaluation Reserve – The Reserve records the accumulated gains on the non-current assets held by the PCC arising from increases in value. It is charged with the part of the depreciation charge for the asset which relates to the revaluation. Any balance on this account is written back to the Capital Adjustment Account upon disposal of the asset.

Revenue Expenditure and Income – Day to day expenses mainly salaries, general running expenses and debt charges. These costs are met from the Council Tax, Government Grants, fees and charges.

Revenue Expenditure Funded from Capital Under Statute (REFCUS) – Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset. These costs may be charged as expenditure to the relevant service in the CIES in the year.

Glossary of Terms

Revenue Support Grant (RSG) – General Government Grant support towards the PCC's expenditure.

Scheme Liabilities (Pensions) – The liabilities of a defined benefit scheme for outgoings due after the valuation date. Scheme liabilities are measured using the projected unit method to reflect the benefits that are committed to be provided for service up to the valuation date.

Scheme of Delegation and Consent, Financial and Contract Regulations 2012/13 – The Scheme of Delegation and Consent details the key roles of the PCC and those functions that they designate to the Chief Executive, Treasurer, the Chief Constable and, if appointed, the Deputy PCC. The scheme also provides a framework to ensure that business is carried out efficiently, ensuring that decisions are not unnecessarily delayed. The Financial and Contract Regulations establish overarching financial responsibilities; confer duties, rights and powers upon the PCC, the Chief Constable and their officers providing clarity about the financial accountability of groups or individuals. They apply to every member and officer of the service and anyone acting on their behalf.

Service Reporting Code of Practice (SeRCOP) – CIPFA guide previously used as the framework for financial reporting to net cost of services level, replaced from the 2016/17 financial year by reporting based on service segments following CIPFA's Telling the Story review.

Specific Grant – Payments from the government to cover Local Authority spending on a particular service or project (for example, the Crime Fighting Fund). Specific grants are usually a fixed percentage of the cost of a service or project and have strict rules detailing eligible expenditure.

(Strategic) Alliance – The alliance formed by Warwickshire Police and West Mercia Police to use their combined resources to deliver all policing services to the people and communities of Herefordshire, Shropshire, Telford & Wrekin, Warwickshire and Worcestershire.

Surplus or Deficit on the Provision of Services – The total of income less expenditure, excluding the components of Other Comprehensive Income and Expenditure. Presented in the Comprehensive Income and Expenditure Statement in accordance with IFRS as set out in the Code.

Tangible Non-current Assets – Physical non-current assets, e.g. land, buildings, vehicles and equipment held for a period of over one year.

Taxation and Non-Specific Grant Income – Council Tax and all grants and contributions recognised in the financial year.

Telling the Story – CIPFA's review of the presentation of Public Sector financial statements. The CIES now reflects the way that organisation's operate and manage services.

Transfer Value – A sum of money transferred between pension schemes to provide an individual with entitlement to benefits under the pension scheme to which the transfer is made.

APPENDIX 1

Warwickshire Police and Crime Commissioner's Annual Governance Statement 2016-17