



Northamptonshire Chief Constable Single Entity

Statement of Accounts for the year 2018/19



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NARRATIVE STATEMENT

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FOREWORD BY CHIEF FINANCE OFFICER

These accounts are produced annually to give local taxpayers, employees and other interested parties clear information about Northamptonshire Police finances. They reflect the financial performance of the Office of the Chief Constable for Northamptonshire (OCC) and are in accordance with the Police Reform and Social Responsibility Act 2011. They should be read in conjunction with the accounts produced by the OPFCC and the Group accounts into which they are consolidated.

They are prepared on a going concern basis, assuming that the Chief Constable (OCC) will continue in operation for the foreseeable future. They have been prepared in accordance with the Accounts and Audit Regulations 2015, the CIPFA Code of Practice on Local Authority Accounting and the Service Reporting Code of Practice 2018/19.

The information provided also allows for an assessment of the Chief's performance in terms of stewardship and the management of the resources entrusted to him. The accounts are, therefore, necessarily detailed and technical and explanatory notes are included.

The purpose of this narrative report is to offer a guide on the most important matters reported in the accounts as well as providing information about the strategic direction of the Force. It provides an explanation of the financial position and assists in the interpretation of the financial statements. It contains information about the activities of the OCC and the main influences on the financial statements to provide a link between the Police activities; Police and Crime Plan; future challenges and how these impact on its financial resources.

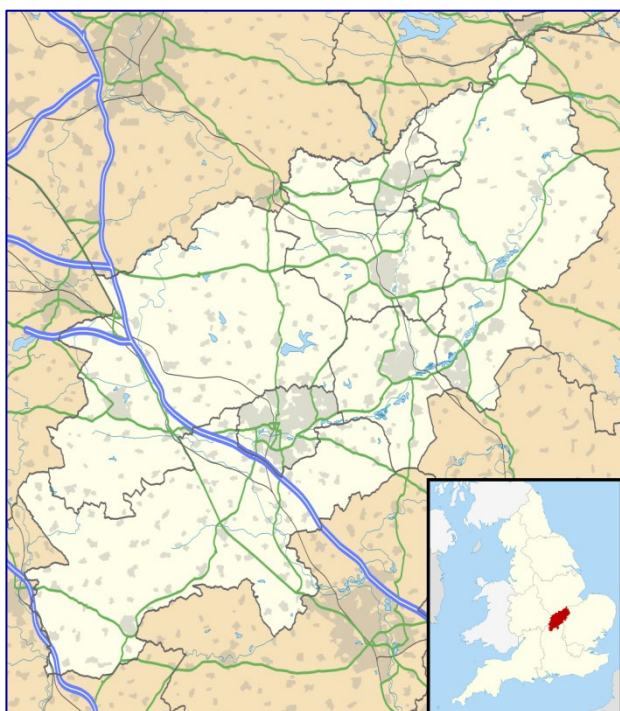
It includes information on the budget preparation process, final accounts, performance information, medium term financial plans and other contextual information such as workforce numbers and strategic risks.



NORTHAMPTONSHIRE

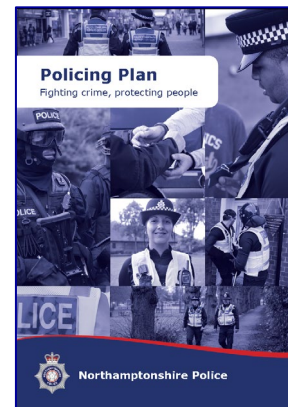
The county of Northamptonshire covers an area of 913 square miles and has an estimated population of over 749,000 people. It is the southern-most county in the East Midlands region and its most populated towns are Northampton, Kettering, Corby and Wellingborough. There has been a notable increase in population in recent years with some major new housing development projects and more to come.

The county is currently serviced by seven borough/district councils, but these are proposed to be consolidated into two unitary authorities in the near future.



THE CHIEF CONSTABLE'S POLICING PLAN

The Chief Constable has published his Policing Plan, which supports the priorities set out in the PFCC's Police & Crime Plan. It provides both the force and the public with more specific details on what those priorities are, how we intend to deal with them and most importantly what the desired outcomes of those priorities are going to be. In this way, the Chief is able to articulate how the money provided by the PFCC is spent, what value it is adding to the county and to the lives of those who live, work and visit here, and more importantly will provide reassurance to the public that those issues which matter most to them are being addressed.



The Strategic Approach

The Chief Constable's commitment to fighting crime and protecting people is underpinned by the following strategic approaches:

- Delivering innovative intervention activity that reduces the harm and demand caused by adverse childhood experiences.
- Effective demand and contact management, seeking to resolve at the earliest opportunity.
- Professionalising our Neighbourhood Policing capability through the provision of community engagement, problem solving, partnership working, and visibility and accessibility.
- Improving investigations through embedding an investigative mind-set, ensuring quality of investigation, the continuous improvement of our management of crime across the organisation and increasing our investigative workforce capability.
- Provision of tenacious and protective services for our most vulnerable service users, where safeguarding is undertaken at every opportunity and we are responsive and attuned to the voice of victims.
- Working in partnership to prevent the harm caused to individuals and communities by the



most serious crime and making Northamptonshire a tangibly hostile county for criminals.

- Ensuring the legitimacy of our policing service, our use of powers including use of force and stop and search, will be subject to professional and public scrutiny.

Enabling service provision

The Policing Plan will be supported and enabled through the provision of improved technology, estates and infrastructure, effective collaboration, evidence based approaches and learning and in ensuring value for money.

Performance and Accountability

The plan is underpinned by a comprehensive performance framework, using considered and relevant indicators that will enable the organisation to assess its progress in delivery against the plan. Oversight and scrutiny of delivery of the plan will take place through the Chief Constable’s Force Strategic Board.

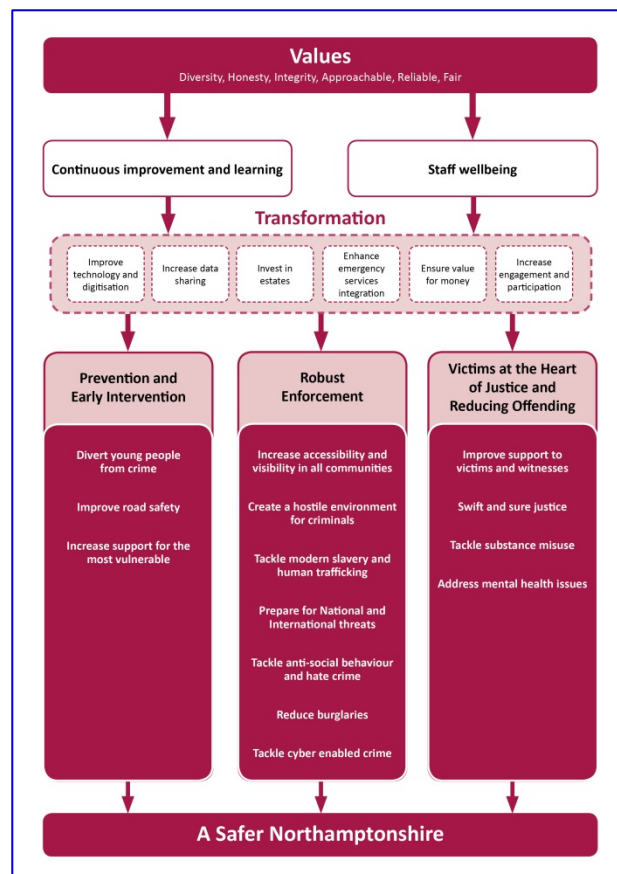
POLICE & CRIME PLAN 2017-2021

As mentioned above, the Chief’s Policing Plan supports the overarching Police & Crime Plan. It is one of the duties of the PFCC to produce and publish a Police and Crime Plan for the Force Area. Fundamentally, this is a plan for the residents of Northamptonshire to make the County safer. Following the election of Stephen Mold as Police, Fire and Crime Commissioner in May 2016, the Police and Crime Plan was published in February 2017.

In February 2019, the PFCC updated the strategic direction set out in his Police and Crime Plan. This brought together learning from the first two and a half years in office, updates on achievements and provided greater clarity of focus on the priority areas. It remains effective until 2021. The PFCC’s commitment is to deliver better policing, support to victims and continuing to strive to deliver a safer Northamptonshire. It strives to ensure that the public feel safe and thrive in Northamptonshire with fewer people involved in the Criminal Justice system whether as a victim or as an offender by:

- Keeping children and young people safe
- Community partnership

- Protecting people from harm
- Putting victims at the heart of justice



STATUTORY FRAMEWORK

The PFCC and Chief Constable were established as separate legal entities under the Police Reform and Social Responsibility Act 2011. The Act sets out the statutory financial framework for both entities and is supported by the Financial Management Code of Practice, which sets out their financial relationships and responsibilities.

The PFCC has overall responsibility for the finances of the group in that he receives all external funding and sets the annual budget and precept. The Chief Constable has produced a separate set of accounts which explains how the resources provided by the PFCC have been used to deliver operational policing services.

The Policing and Crime Act 2017 provided new legislation to:

- Place a statutory duty on the three emergency services to collaborate.



- Enable PFCCs (PCCs) to be represented on the Fire Authority.
- Enable PCCs to make a local case to take on governance of the fire and rescue service as the fire authority.
- Further enable the PCC to make a local case for fire and rescue and police to become a single organisation under a single chief officer.

The business case was approved by the Home Office in April 2018 for the governance of Northamptonshire Fire and Rescue Service (NFRS) to transfer to the PCC from the County Council. The transfer took place on 1st January 2019 and the PCC thereby became the Police, Fire and Crime Commissioner (PFCC) for Policing and the Northamptonshire Commissioner Fire and Rescue Authority for Fire.

However, as a separate corporation sole, the funding and accounts for NCFRA are produced separately, therefore, not included in the set of group accounts.

RESPONSIBILITIES

The Police Reform and Social Responsibility Act 2011 and the Financial Management Code of Practice for the Police (England) describe the high-level responsibilities and the working financial relationship between the PFCC and the Chief Constable, summarised as:

The Police, Fire and Crime Commissioner:

- Appoints the Chief Constable and may suspend him or require him to resign or retire
- Must maintain the Police Force and ensure that it is efficient and effective
- Must issue a Police and Crime Plan
- Must hold the Chief Constable to account for their actions and those of their officers and staff
- Receives all income from grants, precept and charges

The Chief Constable:

- Holds office as a servant of the crown and is not an employee
- Has direction and control over police officers and is the employer of police staff
- Is operationally independent
- Must have regard to the Commissioner's Police and Crime Plan
- Holds no property, rights or liabilities
- May not borrow money



OPERATIONAL MODEL

Our People

At 31st March 2019 Northamptonshire Police Force and the OPFCC Budgeted establishment was 2,084 FTE. The analysis is shown in the table below:

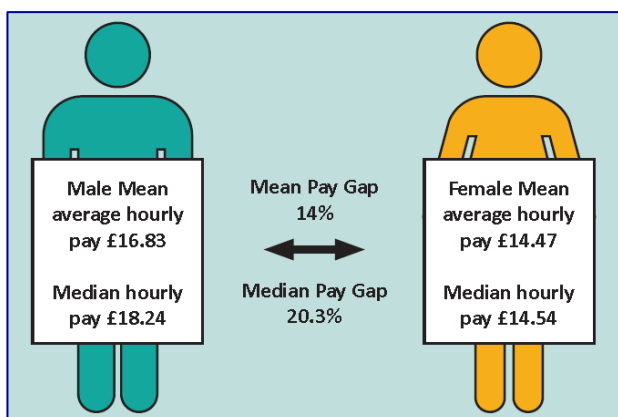
Category of employee	2017/18	2018/19
Police Officers	1,209	1,227
PCSO	81	81
Police Staff	761	745
Total	2,051	2,063

In addition to this the Force has officers and staff seconded to national and regional projects and employs a number of dedicated PCSOs, funded by local partners.

Gender Pay Gap

In 2017, the Government introduced legislation that made it statutory for organisations with 250 or more employees to report annually on their gender pay gap. The gender pay gap shows the difference in the average pay between all men and women in a workforce. The national mean average gender pay gap is 17.9% ours is 14% which is 3.9% lower than the national average.

Northamptonshire Police support the fair treatment and reward of all staff, irrespective of gender. Our pay approach is based on the principles of consistency, fairness and transparency, supporting the fair treatment and reward of all staff, irrespective of gender.



Appointments

Chief Constable Simon Edens retired on the 5 August 2018 and Nick Adderley took up the role from this date.

The Deputy Chief Constable, Rachel Swann, left the Force on 3 February 2019 and was replaced by Simon Nickless.

The ACO Finance and Resources (S151 Officer) to the CC remained in post throughout 2018/19.

In the OPFCC, the Chief Executive who also held the role of Head of Paid Staff and Monitoring Officer to the PFCC was seconded to the role of Programme Director Enabling Services for 18 months from December 2018.

To ensure coverage of statutory responsibilities, the role of Monitoring Officer and Head of Paid Staff will be rotated between the Director of Delivery, Paul Bullen and Director of Early Intervention, Nicci Marzec every six months. From December 2018, Paul Bullen has undertaken these roles with Nicci Marzec as Deputy. All other Chief Executive responsibilities have been met by the Chief Finance Officer and Directors. The Monitoring Officer and CFO also took on these roles for NCFRA on 1 January 2019.

STRATEGY AND RESOURCES

2019/20 Budget

Following public consultation, in both 2018/19 and 2019/20, the PFCC maximised the precept options available to him and used these increases in funding to invest in operational priorities and frontline policing requirements identified by the Chief Constable.

Medium Term Financial Plan

The PFCC's medium term financial plan (MTFP) is regularly reviewed and updated in line with the following established principles:

- To make the best use of available resources.
- To maximise income and funding.
- To target expenditure and investments to priorities and value for money opportunities.
- To exploit fixed assets to deliver maximum value.
- To optimise delivery costs.



- To provide sufficient financial reserves in the context of unprecedented uncertainty, transformation and change.

The MTFP, prior to any savings plan is detailed below:

Medium Term Financial Plan - 1.99% annual precept increases

	2019/20	2020/21	2021/22	2021/22	2023/24
	£m	£m	£m	£m	£m
Budget Requirement	137.3	140.5	145.9	149.0	153.4
Anticipated Funding	(137.3)	(138.9)	(141.3)	(143.7)	(146.2)
Shortfall	0	1.6	4.6	5.3	7.2

Medium Term Financial Plan - 2.99% annual precept increases

	2019/20	2020/21	2021/22	2021/22	2023/24
	£m	£m	£m	£m	£m
Budget Requirement	137.3	140.5	145.9	149.0	153.4
Anticipated Funding	(137.3)	(139.5)	(142.5)	(145.7)	(149.0)
Shortfall	0	1.0	3.4	3.3	4.4

It can be seen in the above table that, under both precept scenarios, whilst the budget is balanced for 2019/20, there will be future funding shortfalls under current assumptions. Whilst savings will need to be made in the longer term, reserves will be sufficient to meet these shortfalls over the next three years.

Reserves

All usable reserves are owned by the PFCC and therefore only reported here for context. Balances are included in the OPFCC and Group Accounts.

General Fund balance was increased in 2018/19 to £4.335m (representing 3.4% of the net revenue budget for the year).

The Reserves Strategy outlines a guideline level for General Reserves of 3% with a minimum level of 2.5%. The current level of 3.4% is above both the guideline and minimum level which is felt appropriate in the current financial climate.

The Reserves Strategy is reviewed as a minimum twice a year, alongside setting the budget and updated for the outturn position after the draft accounts are published.

Including reserves held on behalf of regional units, the level of all cash backed reserves at 31st March 2018 totalled £11.654m, increasing to £12.774m at 31st March 2019. Over £0.6m of this increase relates to the requirement to increase insurance reserves, as detailed within the accounts.

Estates

The Police 'estate' has suffered from years of under-investment. However, during 2018/19 the PFCC updated the Estates Strategy to provide investment in the estate and support the operational delivery. This Strategy is currently under review to ensure operational requirements are fully considered and alongside the potential opportunities which can be achieved following the Fire Governance transfer.

Collaboration

The Home Office has actively encouraged collaborative working between Police Forces and Fire Authorities. The Forces and Police Authorities/PCCs within the East Midlands Region (Northamptonshire, Derbyshire, Leicestershire, Lincolnshire and Nottinghamshire) have collaborated on a wide range of activities both formally and informally for over 10 years.

The collaboration agenda is underpinned by 5 guiding principles:

- that local policing remains local



- any collaboration helps deliver more efficient and/or effective policing for Northamptonshire
- all areas of business are considered
- decisions not to participate in a particular collaboration are reviewed regularly, as circumstances may change
- any cost and/or benefits are shared between participating Forces

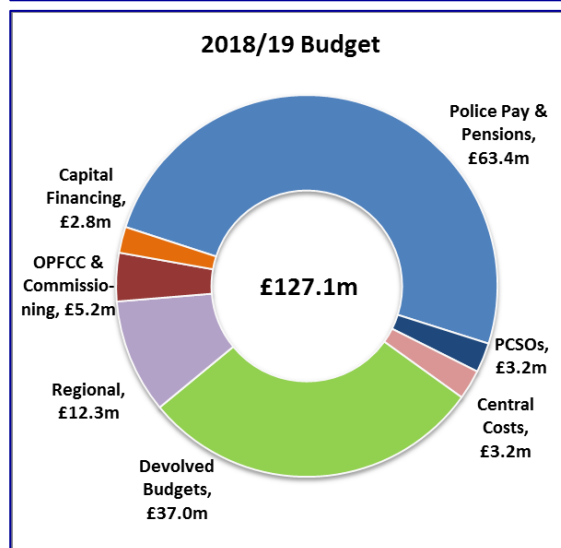
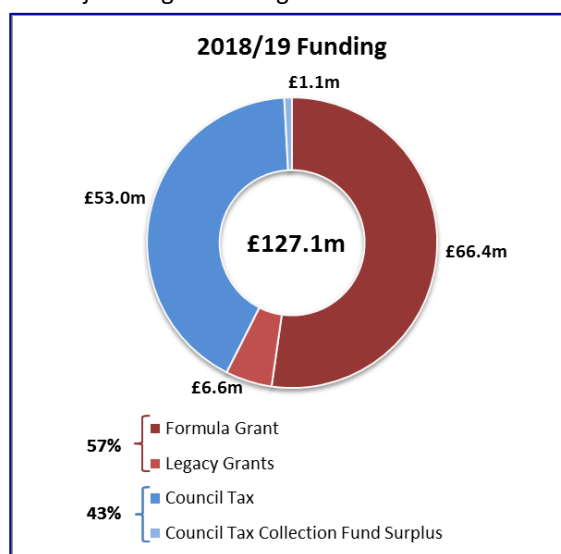
FINANCIAL PERFORMANCE

The Group Revenue Budget

Funding

Funding for the Police service is through a combination of government grant and precept (council tax). The council tax element was based on a tax base of 239,580 properties at £221.04 at Band D. This was an increase of £12 per property compared to 2017/18.

A breakdown of this funding and its distribution across the major budget headings is as follows:



In 2018/19, the OPFCC increased the Chief's funding envelope by £1.25m to support additional capacity and resilience in key operational areas:

- Serious & Organised Crime
- Rape & Serious Sexual Offences



- Domestic Abuse
- Police/Fire Interoperability
- Missing Persons
- Public Confidence

There was further funding assigned from reserves to support:

- Road Safety
- Early Intervention & Prevention
- Police Officer Recruitment

Rigorous budgetary control arrangements are in place together with a devolved system of budgetary control, which ensured resources were allocated to priorities as required. Monthly control reports on budgetary performance are considered.

Budget Outturn of the Chief Constable

The PFCC allocated £118.665m (£118.832m inc. 2017/18 c/fwds) for the Chief Constable and the table below shows the outturn position for the financial year:

Over/ (Under)spends	Budget £'000	Outturn £'000	Variance £'000
Police Pay & Pensions	63,394	63,956	562
PCSOs	3,197	3,249	52
Corporate Budgets	3,137	4,312	1,175
Devolved Budgets	36,828	36,343	(485)
Collaboration Units	12,276	12,475	199
Total Managed by the Force	118,832	120,335	1,503
Capital Financing Costs	2,799	2,108	(691)
Contributions from reserves for the Force	0	(812)	(812)
Net budgeted transfer to reserves	250	250	0
Total Force + Capital Financing	121,881	121,881	0

Pay and Pensions

There was an overspend on Police Officer pay of £551k which was a result of proactive recruitment to increase officer strength and a miscellaneous overspend of £11k on police pension costs. See also OPFCC Transfers below.

PCSOs

There was a £52k overspend on PCSOs due to the timing difference between recruitment and receipt of sponsorship income.

Central Costs

The large number of major crime incidents has led to an overspend of £278k on the operational contingency budget. There were also investments in Qlik and Pronto, IT solutions that will improve efficiency and make best use of officer time. Other pressures included legal costs and staff termination payments, but these were offset in part by underspends on national levies. See also OPFCC Transfers below.

Devolved Budgets

Savings were made in departmental devolved budgets due to police staff vacancies. Some of these were due to implementation of restructures that provide better and more cost-efficient service levels.

Regional

The majority of regional collaboration areas underspent with the exception of East Midlands Operational Support Service (EMOpSS) which overspent on overtime and equipment. The main reason for the overspend on collaboration was the Multi-Force Shared Service (MFSS) budget due to late notification and modifications to the 2018/19 Force contribution, along with revenue implications of project delays and cancelled on-boarding of other partners. See also OPFCC Transfers below.

Capital Financing

This underspent by £691k as a result of changes to the 2017/18 capital programme, which both delayed and reduced overall borrowing requirements.

OPFCC Transfers

Some of the investment and pressures identified above were funded through contributions from funds held by the OPFCC, as summarised below. It should be noted that this does not represent all transfers to/from reserves and summarises only those transactions that are worthy of note in relation to the Chief Constable's budget outturn.

Transfers In / (Out)	£'000
Pensions	(11)
Qlik (Business Intelligence)	(337)
Additional officer recruitment	(215)
Fraud investigation	(163)
PCSOs	(52)
Residual MFSS overspend	(34)
Investment underspend due to timing delays	668
	(144)



NON-FINANCIAL PERFORMANCE

Outcomes

Performance outcomes are discussed at the Force Strategic Board and appropriate actions are allocated and monitored accordingly. The force has adopted refreshed policing priorities for 2019 and these are supported by performance frameworks to understand where risks are emerging. Other performance risks are escalated to the Force Strategic Board by exception and are not limited in type to ensure organisational risks as well as operational risks can be discussed with full context of the problem.

Nationally, police forces are experiencing a change in performance outcomes away from traditional and visible policing to hidden and online demands. Northamptonshire Police is no different. The force has seen a change in the make-up of demand towards protecting people but has recently refocused efforts in fighting crime, offender management, improving investigation and reducing demand.

The force has recently introduced a new corporate performance framework, bringing together data from all parts of the force to provide a collective view of organisational performance. It emphasises insights and actions required with the data contained within existing products or on new self-serve systems e.g. Qlik.

The accountability for performance and service delivery is undertaken through the Accountability Board. Members of the board are the Commissioner (the Chair), the Chief Executive, the Chief Constable and other Chief Officers. There is a formal agenda which will have a schedule of assurance in the form of standard agenda items. These will be discussed and agreed with the Force at an agenda setting meeting.

The records of the Accountability Board are published on the OPFCC website. Areas for discussion and accountability include:

- Focus on areas of concern in performance and service delivery at a strategic level.
- Discussions between the Force and the OPFCC in respect of the strategic budget setting and medium term financial planning.
- Strategic consideration of key identified corporate level risks and scrutiny activity.

The PFCC produces an annual report each year which is considered in full at the Police, Fire and Crime Panel. This report details all key activities and areas of work undertaken by the PFCC, together with key performance areas.

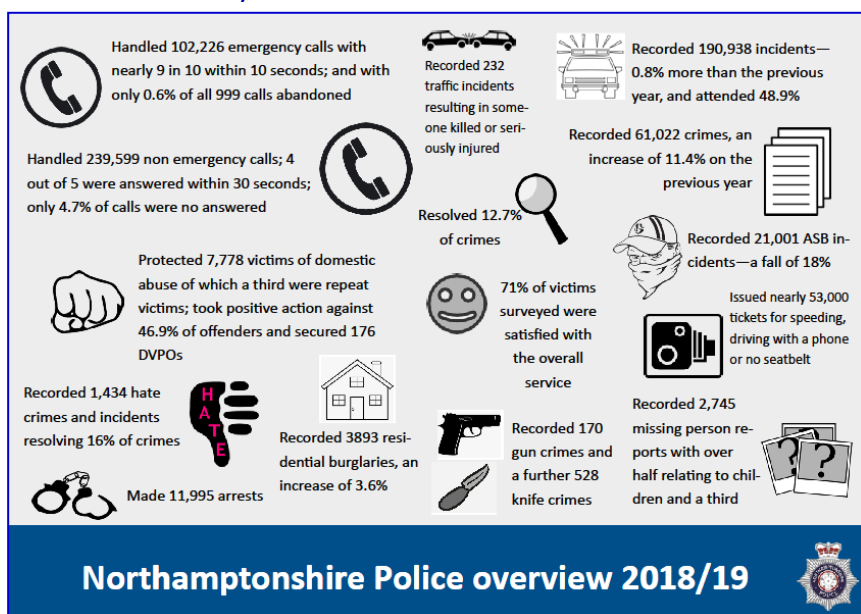
Operational Performance

There are a number of external checks and balances that are in operation to ensure that Northamptonshire Police comply with legislative requirements. Best practice and efficiency reviews can be summarised under the following headings:

Her Majesty's Inspector of Constabulary & Fire and Rescue Services (HMICFRS)






Each year the HMICFRS assesses each Police Force in England and Wales on their effectiveness efficiency and legitimacy (known as the PEEL assessments) with a judgement as outstanding, good, requires improvement or inadequate based on inspectors' findings, analysis and the Inspectors' professional judgement across the year.

The Accountability Board





2018/19 will be the first year of the integrated PEEL assessments, which bring together PEEL inspections, force management statements and monitoring of forces to provide a judgment of how forces are performing. The latest report was produced following an inspection in September 2017 and rated Northamptonshire as Requiring Improvement:

Overall effectiveness 2017  Requires improvement		
Question	Grade	Last inspected
Preventing crime and tackling anti-social behaviour	 Requires improvement	2017
Investigating crime and reducing re-offending	 Requires improvement	2017
Protecting vulnerable people	 Requires improvement	2017
Tackling serious and organised crime	 Requires improvement	2017
Specialist capabilities	Ungraded	2017

The next review has been carried out and the formal report is expected in September 2019.

Whilst acknowledging the progress recognised by HMICFRS in their report, the PFCC advised the Chief Constable that he expected to see operational issues resolved swiftly to enable hard working staff and officers to keep Northamptonshire safe. He will continue to ensure that this is the case and will personally oversee the force’s work on this on behalf of the public.

The rating is not at a level of performance the PFCC deems acceptable and he will continue to liaise closely with the Chief Constable to ensure that improvements are being made.

Review of Complaints against the Force

In accordance with the Independent Office for Police Conduct (IOPC) guidelines, the Force Professional Standards Department (PSD) is the appropriate authority in the first instances to assess any complaints made against Northamptonshire Police.

Some of the more serious complaints are referred to the IOPC to handle and investigate, but many are retained and handled by the PSD. In addition, the PFCC's statutory

role is to scrutinise the Force and its performance and this is detailed further within the OPFCC annual report.

EXTERNAL FACTORS

National Perspective

One of the PFCC key roles is to lobby central Government on behalf of the public in Northamptonshire. During the year, the PFCC continued to lobby for both a fairer funding settlement from the funding formula review and the opportunity to set a precept level based on local needs and circumstances. Whilst PCC’s were given some local flexibility on the precept (up to £24), this was for one year only and needs to be considered in terms of long term sustainable funding for Policing in the future.

Central Government

The Home Secretary produces the Strategic Policing Requirement, which outlines the resources and capabilities that are required for Northamptonshire to support any national efforts to prevent and deter threats to National Security.

The PFCC has a statutory duty to have regard to this and continues to ensure that Northamptonshire contributes to the national agenda with appropriate levels of resourcing whenever required. This includes lobbying the Government (in particular the Home Office and Ministry of Justice) for change that will make a difference to the safety of residents in Northamptonshire.

Fire Governance Transfer

Following the transfer of governance of the Northamptonshire Commissioner Fire and Rescue Authority (NCFRA), the PFCC is expecting the Chief Constable and Chief Fire Officer to work together to deliver better services to the public, including through sharing estates and non-frontline functions such as human resources and finance, enabling reinvestment in frontline delivery.

Local Perspective

The public ultimately hold policing to account. At local level ratepayers vote for the PFCC in each policing geographical area as well as paying rates for the police element of the council tax rates.



The PFCC undertook consultation on the level of the precept between October and December 2018 to gain the views of local residents. After careful consideration of these views, and the 58% of residents who said they were prepared to pay more, the PFCC set a precept increase of £24 (10.86%) for the 2019/20 financial year. Over £3m of this increase is to make additional investment into essential and evolving demand areas for Northamptonshire.

OUTLOOK

Risks and Opportunities

There are some significant areas of uncertainty which include:

The Comprehensive Spending Review

This is a governmental process carried out by HM Treasury to set firm expenditure limits and, through public service agreements, define the key improvements that the public can expect from these resources. Usually set in a three-year cycle, a one-year review is expected later this year in light of Brexit.

Police Funding Formula

The police allocation formula (PAF) is essentially a calculation that uses various data sources (such as population density) to share money between police authorities in England and Wales.

Northamptonshire do not fare well from the current formula with central funding per head of population of £102.20 (Source: HMICFRS 2017 Value for Money profiles) compared to the national average of £119.00.

The PFCC is concerned that residents of Northamptonshire do not fare well from the current formula and continues to lobby locally and nationally on the important issue to secure the funding the police need to deliver the complex and changing requirements.

The funding formula for policing no longer reflects the challenges and demands of policing in the current climate. It is now anticipated that the funding formula would be revisited at or after the next spending review.

Changing Demand

The Office of National Statistics (revised mid-year 2016 estimates) highlighted that in the years 2007 to 2016, the population of Northamptonshire has grown by an estimated 9.1% versus a 7.6% England average. When looking at the last 30 years, it has increased by just over 30% compared to a 16.8% England average. It is anticipated that this trend will continue over the medium term.

Increasing population and the demographics of those changes bring policing challenges. Together with the issue of more complex and changing demands on the police, it is essential that resources are prioritised to meet these challenges.

HMICFRS

The 2017/18 inspection findings are outlined earlier in the narrative statement. An inspection of Northamptonshire Police took place in 2018/19 and the results of this inspection are anticipated in autumn 2019.

Ageing Estate

Northamptonshire Police operates within an ageing estate and there has been limited investment in it over recent years.

The PFCC has an Estates Strategy which identified improvements in the Northamptonshire Police Estate over the Medium Term. The PFCC remains committed to developing an affordable future vision and plan for the Police Headquarters site in Northampton.

The Estates Strategy is being reviewed and updated alongside operational requirements being for the Force's FP20 programme.

In the longer term it is intended to bring together the Estates Strategies for NCFRA and the PFCC to improve services for Northamptonshire.

In taking forward the existing Estates Strategy, the PFCC has already completed the purchase of a Training facility for Northamptonshire Police which it is anticipated will become operational in 2019/20.

BREXIT

Northamptonshire Police have a working Group on BREXIT to identify and mitigate the impact of any changes. However, the uncertainty of the timing and



impact of BREXIT remain a risk. The PFCC and CC continue to monitor this and identify plans where feasible.

Investment

Following the public survey on the precept for 2019/20 and the better than originally anticipated funding settlement for the year, the PFCC ring-fenced the sum of £3m from this to be invested in the policing areas that the public said were important to them. These areas included neighbourhood policing, rural crime, burglary, anti-social behaviour and low level drug dealing.

The PFCC has supported an investment plan which increases the Force police officer establishment to 1310 by April 2021. This is part of a wider vision for the future of Northamptonshire Police to improve the effectiveness of the Force and provide a better response to key issues.

The investment has been ring-fenced and funded from the increased precept over the next three years. However, there remain shortfalls identified in the Medium Term Financial Plan after 2019/20.

Whilst these shortfalls can be met from reserves and managed over the next three years, the PFCC and CC will continue to identify and realise savings to ensure the use of reserves is minimised and that resources for frontline services can be maximised.

Futures Project 2020 (FP20)

FP20 is a change project that implements the Chief Constable's vision of a force that is designed to meet the challenges for the future. It will be reviewing and reshaping the organisation to better meet the needs of the public, and make a force that will be fit for the future.

The following guidelines apply:

- Clear accountability and ownership
- Resolve at the first point of contact
- Least number of handovers / processes
- Reduce demand failure
- Ability to flex resources to demand

All features of the new operating model will be designed with the above five principles in mind.

Interoperability

Both the Police and Crime Plan and the Fire and Rescue Plan demonstrate the commitment of the PCC, the CC and NCFRA to actively seek opportunities to work together to deliver more efficient and effective public services.

It is the PFCC's expectation that over time the following will be delivered:

- Shared Enabling Services
- Shared Estates Strategy
- Shared Prevention Approaches
- Interoperability

THE FINANCIAL STATEMENTS

The accounts are prepared using International Financial Reporting Standards (IFRS). Although these are the same standards that a large company would use in preparing its financial statements, some adjustments to costs are applied where they are not a charge to local taxpayers.

This document contains the accounts of the Chief Constable, which should be read in conjunction with the accounts produced by the OPFCC and are consolidated into the group position.

The key statements are as follows:

Annual Governance Statement

This statement explains how the PFCC complies with his Code of Corporate Governance. Preparation and publication of the Statement fulfils his statutory requirement under the Accounts and Audit Regulations 2011 to conduct a review at least once in each financial year of the effectiveness of his system of internal control and to include a statement reporting on the review with his Statement of Accounts.

Expenditure and Funding Analysis (EFA)

This reconciles the amounts reported internally in line with the General Fund and the amounts reported in the Comprehensive Income and Expenditure Statement.

Movement in Reserves Statement (MiRS)

This statement shows the movement in the year on the different reserves held by the PFCC. It shows how the



deficit/(surplus) for the year in the Comprehensive Income and Expenditure Statement is adjusted by the costs that are not a charge to local taxpayers.

Comprehensive Income and Expenditure Statement (CIES)

This statement shows the income and expenditure accounting cost in the year of providing services under IFRS.

Balance Sheet (BS)

The balance sheet shows the PFCC's assets, liabilities and reserve balances at the financial year end date.

Cash Flow Statement

This statement shows the reason for changes in cash balances during the year and the balance held by the PFCC at the end of the financial year.

Notes to the Financial Statements

These include information required by the Code and additional material items of interest to assist the reader's understanding of the reported figures.

Events after the reporting period and authorised for issue date

This summarises any major events that happened between the year-end and the authorised-for-issue date. Events coming to light after the authorised-for-issue date will not be included in the financial statements.

Police Pension Fund Account

The Police Pension Scheme is unfunded and holds no assets. The purpose of this account is to demonstrate the cash-based transactions taking place over the year and to identify the arrangements needed to balance the account.

Accounting Policies

These outline the principles used for how we account and prepare our financial statements.

Glossary of financial terms

The nature of this document means that technical words are unavoidable. The glossary is intended to simplify and explain such words.

Statement of Provisions

Provisions are made where an event has taken place that gives the PFCC a legal or constructive obligation that requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. These accounts include a number of provisions, detailed in the Notes to the Financial Statements.

Pensions

The PFCC's staff, Police Staff and Police Officers are offered retirement benefits as part of their terms and conditions of employment. Although these benefits will not actually be payable until employees retire, International Accounting Standard (IAS) 19 requires that the commitment to make future payments is disclosed at the time that employees and officers earn their future entitlement.

The PFCC and Chief Constable participate in two pension schemes:

The Police Pension Scheme (PPS)

This is an unfunded defined benefit final salary scheme for police officers administered by the Chief Constable on behalf of the PFCC. There are no investment assets built up to meet the pension liabilities and cash has to be generated from employee and employer contributions to meet actual pension payments as they fall due. Under the Police Pensions Fund Regulations 2007 if the amounts receivable by the pensions fund for the year is less than amounts payable, the PFCC must annually transfer an amount required to meet the deficit to the pension fund. Subject to parliamentary scrutiny and approval, up to 100% of this cost is met by central government pension top-up grant. If, however, the pension fund is in surplus for the year, the surplus is required to be transferred from the pension fund to the PFCC, who then must repay the amount to central government.

The Local Government Pension Scheme (LGPS)

This is offered to all staff employed by the PFCC and Chief Constable and is administered locally by Northamptonshire County Council. This is a funded defined benefit final salary scheme and both employers and employees pay contributions calculated at a level intended to balance the pension liabilities with investment assets.



Material and unusual charges

The accounts conform to proper practice and contain full and frank disclosures of all material sums.

The increase in the group pension's liability of £142.731m has had a material impact on the accounts. Although this amount is substantial, it is a notional debit and as such does not represent cash payments to be made by the PFCC or Chief Constable or a charge on the General Fund. However, if the rise in our deficit continues, this could affect future employer's contributions.

SUMMARY AND CONCLUSION

Despite the tight financial climate and future challenges, the PFCC Group continues to demonstrate a strong track record of effective financial management and delivering outturn within the approved budget.

The budgeting process continues to develop with rigorous challenge from both the Chief Constable and the PFCC and improvements have been identified to refine this further in 2019/20.

The Chief is committed to ensuring that improvements required as part of recommendations from HMICFRS are delivered in a timely and effective manner to ensure the best services can be delivered for the public of Northamptonshire.

The 2019/20 funding settlement gave the Chief the opportunity to request additional funds from the PFCC to increase investment in policing in the areas highlighted by the public and HMICFRS.

However, the financial outlook remains challenging and the Chief will be working with the PFCC and NCFRA to deliver on opportunities to work together to deliver more efficient and effective public services.

We are confident that the PFCC, Chief Constable and their respective leadership teams will continue to deliver strong and effective financial management in order to maintain an appropriate level of funding for essential operational services in Northamptonshire.

A handwritten signature in black ink, appearing to read 'VA' followed by a stylized flourish.

Vaughan Ashcroft
Chief Finance Officer (S151 Officer)
Date: 28/07/2020

A handwritten signature in black ink, appearing to read 'Nick Adderley' in a cursive style.

Nick Adderley
Northamptonshire Chief Constable
Date: 28/07/2020



ANNUAL GOVERNANCE STATEMENT (CC)

Background and Framework

In the financial year 2018/19, the focus for the two corporations sole has been to develop the governance arrangements and strategies in place and to drive forward performance improvements, develop strategic management and take forward change in the area of Fire Governance.

In January 2019, governance for Northamptonshire Commissioner Fire and Rescue Authority (NCFRA) transferred and the Police and Crime Commissioner (PCC) became the Police, Fire and Crime Commissioner (PFCC) as at that date. NCFRA are a separate corporation sole with separate legislative responsibilities.

The organisational powers and arrangements in place within the police service, relating to governance, are unique and any governance framework needs to take this into account. This is clearly recognised in the Chartered Institute of Public Finance and Accounting (CIPFA) document - *“Delivering good governance – Guidance notes for policing bodies in England and Wales, 2016”*.

In 2007, CIPFA developed with the Society of Local Authority Chief Executives (Solace) a framework – *“Delivering good governance in local government”*. This was subsequently reviewed in 2015 and an updated edition was published in April 2016.

This framework recognises that no two organisations are the same and as such allows an organisation to test its governance structures against a set of principles which are:

- **Principle A:** Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law:
- **Principle B:** Ensuring openness and comprehensive stakeholder engagement.
- **Principle C:** Defining outcomes in terms of sustainable, economic, social and environmental outcomes.
- **Principle D:** Determining the interventions necessary to optimise the achievement of intended outcomes.
- **Principle E:** Developing Capacity and Capability.
- **Principle F:** Managing Risks and Performance
- **Principle G:** Implementing good practices in transparency, reporting and accountability.

What is Governance?

Governance as defined in the 2016 framework is:

“Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and delivered.”

Good governance is not only about rules, policies and procedures but should also incorporate a spirit of good governance as an integral part of the culture of the organisation, its values and the expected behaviours. Senior leaders have a significant responsibility not only to ensure that good governance arrangements are properly codified and documented but also that the proper culture exists so that the concept of good governance, including transparency and openness, is effectively conveyed throughout their organisation.

This statement explains how the Police, Fire and Crime Commissioner (PFCC) has complied with the CIPFA/SOLACE framework and also meets the requirements of the Accounts and Audit Regulations in relation to the publication of an Annual Governance Statement.



It is a requirement on each public body to prepare an Annual Governance Statement. This is intended to provide an assessment of how effectively it has complied with its own governance arrangements and the principles set out in the framework.

This governance statement provides a high level overview. It comments on the effectiveness of governance arrangements over 2018/19 and makes proposals to improve processes, or mitigate issues or risks identified.

The Purpose of the Governance Framework

The Corporate Governance Framework comprises the systems and processes, and culture and values, by which the OPFCC is directed and controlled, and its activities through which it accounts to, engages with, and leads the community. It enables the OPFCC to monitor that the achievement of its strategic objectives has led to the delivery of appropriate, value for money services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the PFCC's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The PFCC and CC adopted a Joint Corporate Governance Framework which underwent significant review in April 2018. The next review is scheduled for summer 2019.

The Governance Framework

Both the PFCC and CC continued to seek that appropriate management and reporting arrangements were in place to enable them to satisfy themselves that the approach to corporate governance was both adequate and effective in practice. These arrangements included:

- An Accountability Board forward plan seeking timely updates and assurances at appropriate times during the year. Minutes are publicly available on the PFCC's website.
- A Risk Management Strategy, with regular OPFCC reviews by the Directors and PFCC.
- An Annual Governance Statement produced by both the OPFCC and the CC.
- A Regional Annual Governance Statement for East Midlands Serious and Organised Crime (EMSOU) activities.
- An effective Joint Independent Audit Committee (JIAC).
- Ensuring that there is an effective Internal Audit function.
- Attendance by the OPFCC Directors, JIAC Chair and/or members at key meetings and briefings.

The system of internal control is based on a system of financial, contractual, management and administrative controls and is reviewed by both internal and external audit. In addition to the arrangements above, the system includes:

- A Police and Crime Plan, reviewed and updated in February 2019
- Updates to every Police and Crime Panel meeting on the OPFCC Delivery Plan.
- A Performance Management Framework, focused on achieving the objectives set out in the Plan.
- Regular financial reporting for both the OPFCC and the CC, both of which have been developed during the year and this development will continue in 2019/20.
- A Commissioning Framework to support the priorities for PFCC Commissioning.
- Engagement in Value for Money benchmarking such as is conducted by HMICFRS.
- Implementation of a Corporate Governance Framework for Victims Voice.
- Internal and External Audits of Victims Voice.



- To supplement the JIAC meetings, workshops are held during the year to focus on key areas of risk or internal control and supplement the lead member approach.

A Collaboration Board is due to be established with the PFCC, Chief Constable and Chief Fire Officer. It will provide a structured approach to managing and monitoring collaboration opportunities between Fire and Policing which had previously been discussed at the Interoperability Board. A collaboration agreement is currently being finalised to support this.

Compliance with the Seven Principles set out in the CIPFA/SOLACE Framework

Principle A: Behaving with Integrity, Demonstrating Strong Commitment to Ethical Values and Respecting the Rule of Law

The Corporate Governance Framework which provides guidance on expected behaviours to ensure integrity and builds on the clear in relation to openness, transparency and standards of ethical behaviour. This includes an agreement to adhere to the College of Policing (CoP) Code of Ethics as the basis for how the OPFCC and staff behave. The Force internal ethics committee is in place and values have been included as an overarching element of the Police and Crime Plan.

The Force Professional Standards Department (PSD) investigate all instances of Fraud, Corruption and Whistleblowing and the Chief Financial officers (Section 151) for both the CC and the PFCC and the Monitoring Officer have specific responsibility in legislation for ensuring legality, for investigating any suspected instances of failure to comply with legal requirements and for reporting any such instances to the PFCC, CC, JIAC or Police, Fire and Crime Panel. There are facilities for employees to confidentially report concerns of corruption and unethical behaviour.

For 2018/19, related party disclosures have been undertaken for all key staff in the OPFCC, CC and JIAC members and this information is disclosed within the Statement of Accounts. Additionally, Chief Officers and Staff complete a declaration of business interests.

During 2018/19, the PFCC undertook a review of the structure of the OPFCC, carried out in the context of the changes resulting from becoming the Northamptonshire Commissioner Fire and Rescue Authority. The PFCC decided to flatten the structure of the OPFCC through the previous Chief Executive becoming the lead for Enabling Services for 18 months. The statutory functions of the Chief Executive (Head of Paid Service and Monitoring Officer) are being rotated between two of the directors on a six monthly basis. At the end of the 18 month period the longer term structure and requirements of the Chief Executive role can be determined.

HR policies and procedures were reviewed and consulted on during 2018/19, with a view to implementation during the year. Following the transfer of Fire governance, further consideration has taken place and revised policies will be issued for OPFCC updated for the consultation will be issued for local scheme conditions, capability, disciplinary, absence management and recruitment. Police policies will be adopted for the remaining policies. This approach will facilitate a wider review of Fire and OPFCC HR policies in the future.

Principle B: Ensuring Openness and Comprehensive Stakeholder Engagement

The Commissioner's purpose is set out in statute. The vision for Northamptonshire policing is set out in the Police and Crime Plan which sets out the strategic direction of the PFCC's activities. It is underpinned by a delivery plan and the PFCC provides an update at each Police, Fire and Crime Panel meeting.



The OPFCC website provides information on the PFCC. It is used to publish a wide range of policy and information, making this easily accessible to the public. The website is currently being updated to reflect NCFRA and the role of the PFCC in Fire Governance.

All agendas, papers and meetings of the JIAC are open to the public and papers are available on the PFCC website. The minutes of the Accountability Board are also published to transparently demonstrate the PFCC holding the Chief Constable to account in line with his statutory role.

The OPFCC undertakes regular council taxpayer, customer and victim survey activities, ensuring that these can be used to inform council tax levels, service delivery by the Force and services which the PFCC has commissioned. During 2018/19, the PFCC consulted on the revised Police and Crime Plan alongside the level of the precept.

Papers, reports and decisions made by the PFCC are published on the website, together with consultation and details of future public events and public surveys.

Principle C: Defining Outcomes in Terms of Sustainable, Economic, Social and Environmental Outcomes

The Chief Constable published his Policing Plan in January 2019 and introduced it as follows:

“This is my first Policing Plan for Northamptonshire Police and is one that has been developed with the help and support of many officers and staff from across the force as well as a detailed strategic assessment of the evolving issues we face as a county. We need to think not just in terms of crime but also with regards to the changing demographics of the force area and the opportunities which exist as we work more closely with the County Fire and Rescue Service and build further our relationships with the County Council and/or the new Unitary Councils of the future.

The plan has also been developed with the public and communities we serve in mind and as a result of the many conversations I have had with the public since my appointment in August 2018.

It is well documented, and often recited, that crime is changing and is becoming more complex set against a backdrop of shrinking resources and less money. Whilst this may be factually correct, it is my duty and ambition to ensure that we, as a force and partner, are able to provide the most efficient and effective service we can with the money and resources we have available to the public of Northamptonshire and to those who call upon us at their time of need. This plan is designed to ensure that we use those valuable resources in the best way that we can and in a way which further instils trust and confidence in the services we provide.

As the Chief Constable, I am held to account by the Police, Fire and Crime Commissioner to deliver the objectives set within his Police and Crime Plan. This Policing Plan supports those objectives but provides both the force and the public with more specific details on what those priorities are, how we intend to deal with them and most importantly what the desired outcomes of those priorities are going to be. In this way, I am able to articulate how the money provided to me by the Police, Fire and Crime Commissioner is spent, what value it is adding to the county and to the lives of those who live, work and visit here, and more importantly will provide reassurance to the public that those issues which matter most to them are being addressed.”

The Chief goes on to state:

“This plan is underpinned by a comprehensive performance framework, using considered and relevant indicators that will enable the organisation to assess its progress in delivery against the plan.



Oversight and scrutiny of delivery of this plan will take place monthly through the Chief Constable's Force Strategic Board."

As stated, the Policing Plan supports the PFCC's Police & Crime Plan. The public and internal consultation that took place in relation to the Police and Crime Plan has secured support for the outcomes required by the PFCC. The Plan was informed by the strategic policing requirement and used to direct the resources of the PFCC and the CC through the revenue and capital budgets and commissioning framework. It informs where resources are most needed and targets investment to priority areas.

The PFCC has in place a Treasury Management Strategy (which includes a minimum revenue provision policy statement), and developed a Capital Strategy for 2019/20, which, together with the Reserves Strategy, revenue budget and capital programme were considered by the PFCC in proposing and setting his level of precept.

The Force and PFCC support a number of collaborative arrangements, in the East Midlands, cross-region and nationally, aimed at better delivering positive outcomes. A number of these relate to the National Strategic Policing Requirement. The PFCC has a statutory responsibility to consider the national requirement and collaborative working enables him to respond in an efficient and cost effective manner. The Regional Governance Team continued to support the Regional PCCs to drive and develop collaboration forwards. The East Midlands PCCs and CCs established an Efficiency Board, which is reviewing each regional collaboration in terms of economy, efficiency and effectiveness and also to ensure that they meet the needs of local people and Commissioners. In the context of resource constraints, Regional PCC and CCs continue to review the most appropriate balance of local and regional resource delivery.

Recommendation 1 – Complete full performance framework for defined outcomes in the Police and Crime Plan. Completed. Significant work has been undertaken on this to ensure that PFCC and CC have agreed a shared performance framework that reflects the Police and Crime Plan and Force Policing Priorities. The first iteration of this new document was presented at the Accountability Board on 14th May.

Recommendation 2 – In conjunction with the Force develop an annual financial timetable to aid the planning, delivery and transparency of financial decisions and forecasts/modelling. Completed. An annual financial timetable has been developed and built into the Accountability Board Framework. This recommendation has been closed and two separate recommendations identified for strategic planning and establishment management.

Principle D: Determining the Interventions Necessary to Optimise the Achievement of Intended Outcomes

In 2018/19, the Chief Constable planned to invest £1.250m to support the delivery of HMICFRS recommendations, of which £750k was funded by the PFCC. Recruitment was slow to some of these posts which delayed progress in these areas. The majority of the funding has been returned by year end but will be spent in 2019/20.

The PFCC supported the CC in the 2018/19 budget by underwriting the Police Officer Establishment budget by up to £0.5m to support a less risk averse approach to Police Officer recruitment. However, the PFCC has raised concerns during the year that the management of recruitment and establishment has been unsatisfactory and the updates provided during the year have not given assurance in this area. Funding has been provided at year end to balance the Force budget in Police Officer Pay and detailed work has taken place as part of the budget. However, significant improvements are required to management of staffing establishment and its link to resources. The Force has appointed a dedicated Head of HR role who will drive this area forward. This has been



highlighted as a high recommendation both in the AGS and the budget approval with the Chief Constable for 2018/19.

As part of the 2019/20 budget process, the PFCC agreed over £3m of initiatives identified by the Chief Constable to support operational priorities and frontline delivery and take forward the HMICFRS improvement areas. The PFCC has highlighted the need to improve strategic planning by the Force and deliver on the investment plan and recruitment priorities. The PFCC will monitor closely the FP20 work being taken forward by the Chief Constable.

In 2018/19 the follow up internal audit of seized property resulted in a limited assurance opinion. The Force have implemented improvement actions and the 2019/20 budget resulted in a significant resource increase in this area. The Chief Constable is providing updates on progress in this area at the Accountability Board.

Both the Force and the OPFCC have continued to raise concerns with the delivery of the Multi-Force Shared Services (MFSS) project implementation which has resulted in increased costs, one partner deciding to leave and delays to the upgrade. This is alongside concerns about the quality of the business-as-usual arrangements. The PFCC took on the role of Chair during 2018/19 and significant officer engagement has taken place to seek implementation of the upgraded system and taking tangible steps to address and improve service delivery, accountability and transparency. The upgrade took place on 1 April 2019 and some concerns have been identified with the first payroll on the new system, but more significant concerns surround the Duty Management System element of the system.

The OPFCC and the Force continue to engage fully with the MFSS arrangements and upgrade programme, a local alternatives review is taking place with Nottinghamshire and the PFCC has supported the Force by investing in a contract manager post for the Force to take forward improvements in this area. Furthermore, partner discussions continue on future governance and the future provision of services for NCFRA.

Recommendation 3 – To work with colleagues to ensure acceptable management and delivery of the MFSS upgrade and arrangements. Close working between the Force, OPFCC and Partners has improved governance arrangements of MFSS. However, although the implementation has taken place, improvements are still required to governance, organisational structure, cost management and operational delivery. This recommendation is ongoing.

Principle E: Developing Capacity and Capability

In August 2018, Simon Edens retired as Chief Constable and Nick Adderley took up the role. Rachel Swann, the Deputy Chief Constable moved to Derbyshire in February 2019 and Simon Nickless took up this important role. The Chief and Deputy Chief Constable are currently reviewing the operational delivery arrangements within the Force and project FP20 is currently underway to develop this vision. The S151 Officer remained in post throughout the year.

The PFCC restructured the roles of Monitoring Officer and Head of Paid Staff, and the Chief Executive moved to the role of Director for Enabling Services as outlined earlier in the statement. The S151 Officer remained in post and both the S151 and Monitoring Officers took responsibility for these roles in NCFRA from 1 January 2019.

Principle F: Managing Risk and Monitoring Performance

During 2018/19, the PFCC and his office continued to demonstrate his commitment to transparency, sharing information and briefings with the Force, the Police, Fire and Crime Panel and the JIAC. The PFCC meets regularly with the Chief Constable.



Performance forms a significant part of the Accountability Board and the Force Strategic Board meetings where performance is discussed, issues are identified and actions are allocated and monitored. The Service Improvement Board is in place to explore issues/challenges and to address these at a more operational level.

The PFCC and CC have a joint risk management policy and manage and record risks in the same manner, through the same system. Risks are reviewed regularly and considered at JIAC meetings.

During 2018/19, Mazars continued as internal auditors for the Region. Regular review and planning meetings took place with Force and OPFCC officers to update on progress and review and to attend the Regional Finance meetings to plan regional collaboration and local audits. Mazars attended each JIAC meeting to routinely report and give assurance on the adequacy and effectiveness of internal control. In addition, they contribute to the JIAC forward plan and agenda setting to inform and highlight national and regional themes, considerations and practices.

Recommendation 4 – To scrutinise and challenge the action plans and processes which are in place or required to deliver the improvements identified and required in the recent HMICFRS reports. **Completed. The Force has developed a service improvement group and action plan, led robustly by the new DCC. Progress against recommendations is reported to the Accountability Board.**

Recommendation 5 – To ensure the Force has in place suitable financial monitoring arrangements and robust savings plans in place to meet the pressures identified and enable balanced budgets in 2018/19 and future years. **This is ongoing. Whilst improved monitoring arrangements and timeliness has been evident, further development of budget holders and forecasting is required as are development of savings plans to balance budgets in future years.**

Principle G: Implementing Good Practices in Transparency, Reporting and Accountability

There are detailed delivery plans that support the achievement of the Police and Crime Plan objectives. There are nominated leads for all areas.

External governance is managed through a system of assurance that relies on appropriate attendance at meetings and forums by OPFCC staff to fully understand activities and associated risks. There is a robust, formal Accountability Board meeting regularly between the PFCC and CC and this is supported by regular informal meetings between them.

The Commissioner provides regular updates to the Police, Fire and Crime Panel as well as to elected Members, officials and members of the local community. The PFCC has a structured programme of public engagement every Friday across the County that supports this.

Recommendation 6 – To ensure the effective implementation of the Policing and Crime Act 2017 responsibilities are delivered in respect of Complaints. **This has not taken place as parliamentary time has yet to be set aside for sign off of required regulations. The latest Home Office update suggests that this might not be for 12 months. Discussion is currently ongoing between PFCC and CC as to the feasibility of these changes being implemented voluntarily ahead of mandatory requirements to enhance service delivery. Ongoing.**

Review of Effectiveness

The OPFCC and OCC have a responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including the system of internal control. The review of effectiveness is informed by the



work of the JIAC and the senior managers within the OPFCC and OCC who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report and also by comments made by the external auditors and other review agencies and inspectorates.

The OPFCC and OCC continued to invest in an internal audit programme in 2018/19 which continued to give assurance under the arrangements for two corporation soles.

The 2018/19 Internal Audit Plan was discussed at the JIAC in March 2018 and was prepared following discussion and consideration of the Risk Register, assurance requirements and informed by regional themes. These ensured specific audits on:

- Absence Management and Wellbeing
- IT Strategy
- Force Management of MFSS Arrangements
- Victims Voice
- Seized Property
- General Data Protection Regulation (GDPR)
- Service Delivery Model
- Core Financial Systems (General Ledger, Cash, Bank & Treasury Management, Payments & Creditors, Income & Debtors, Payroll)
- Risk Management
- Performance, Skills & Talent Management

The collaboration internal audit plan for 2018/19 covered the following areas:

- Strategic Financial Planning
- Risk Management
- Business Planning
- Projected Underspend.

The Internal Audit Annual Report for 2018/19 has been produced and will be reported to and considered by the JIAC at their next meeting in July 2019.

The Internal Audit Opinion for the Police, Fire and Crime Commissioner reflected that at the time of the audit, the final report for Collaboration Projected Underspend was awaited:

“Our overall opinion is that generally adequate and effective control and governance processes were in place to manage the achievement of the organisation’s objectives. We have, however, identified weaknesses that require addressing.”

The weaknesses referred to are listed in Appendix 2 of the Internal Audit Annual report and relate to limited opinions in the areas of: Absence Management and Wellbeing, Force Management of MFSS Arrangements, Seized property and General Data Protection Requirements (GDPR)

The Chief Constable received a similar Internal Audit opinion.

The report further advised *“through our delivery of the Internal Audit Plan, our review of the JIAC’s effectiveness and attendance at JIAC meetings, we are satisfied that the governance framework for the Office of the Police and Crime Commissioner for Northamptonshire and Northamptonshire Police has been effective for the year ended 31 March 2019.”*

Locally, four audits received limited assurance as detailed above, whilst six audits received satisfactory assurances. Regionally, three audits received satisfactory assurances.



There were four JIAC meetings held during the year, which were supplemented by workshops. At each meeting the JIAC review the future work plan. During the year, the JIAC completed an Audit Committee effectiveness self-assessment review, reviewed their terms of reference and produced an annual report. It is intended that an annual report will be produced for 2018/19 in July 2019.

In addition to standard items on the agenda covering Statement of Accounts, Risk Management, Internal and External Audit Plans and updates on HMIC and audit recommendations, during the year, the JIAC received a number of updates or sought extra assurance on areas of specific risk or concern, such as:

- Update on Fraud & Corruption Processes
- Update on the Change Programme
- Fire Governance Implementation Update (3 updates prior to Governance Change)
- Multi Force Shared Services (MFSS) upgrade, timescales and issues (4 updates)
- JIAC Annual Report
- Treasury Management Strategy 2019/20 and two 2017/18 updates
- Capital Programme 2019/20 and 2017/18 midyear update
- Capital Strategy 2019/20
- Medium Term Financial Plan and Budget Process and Update 2019/20
- HMIC Value For Money Indicators
- Monitoring Officer Update

Three workshops for PFCC/CC were held during the year which considered the following areas:

- June 2018 – PFCC and CC Statement of Accounts Workshop
- September 2018 – Estates Strategy Update & Outcome Based Budgeting Approach and Update.
- November 2018 – ICT Developments & Fire Governance Update

A Fire Accounts Workshop took place in February 2019 for NCFRA.

The Chair and/or JIAC members attending the annual CIPFA Training Day for Audit Committee members together with an External Audit briefing session and a briefing session on NCFRA with the Police, Fire and Crime Panel.

During 2018/19, Northamptonshire Police were subject to an inspection by HMICFRS. The results of the inspection will be available in Autumn 2019 and it is anticipated that a number of recommendations will be identified.

Significant Governance Issues

There were no formal reports issued by the S151 or Monitoring Officer during the year, outcomes of Monitoring Officer Investigations, objections from local electors or ombudsman referrals.

During the year the previous Chief Constable retired and Mr Nick Adderley was appointed in August 2018. In early 2019, the Deputy Chief Constable transferred to Derbyshire and was replaced by Mr Simon Nickless.

During 2018/19, the PFCC restructured the roles of Monitoring Officer and Head of Paid Staff and the Chief Executive moved to the role of Director for Enabling Services. The S151 Officer remained in post and both the S151 and Monitoring Officers took responsibility for these roles in NCFRA from 1 January 2019.

One JIAC member retired at the end of their second term from the JIAC during the year and an additional member was appointed to the JIAC. Recognising that a member will retire in Autumn 2019, and that JIAC are already holding a vacancy, it is planned that two additional members will be recruited in 2019/20.



The independent auditor's report to the members of Police and Crime Commissioner for Northamptonshire was received on the 31 July 2018. The report highlighted that there was nothing to report in respect of their opinion on the financial statements.

In respect of the 'Value for Money' conclusion on Police and Crime Commissioner for Northamptonshire's arrangements for securing economy, efficiency and effectiveness in its use of resources the following was received:

Qualified Conclusion

On the basis of our work, having regard to the guidance issued by the C&G in November 2017, with the exception of the matters reported in the basis for qualified conclusion paragraph below, we are satisfied that, in all significant respects, Northamptonshire Police and Crime Commissioner put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018."

Basis for Qualified Conclusion

On 22 March 2017, the Business Case for the upgrade of the Police's back office system by the Multi-Force Shared Service ('MFSS') to "Oracle Cloud Computing" (project Fusion) was approved. On review of the progress of the project in 2017-18, it was noted that:

- The project was unlikely to be delivered by the expected implementation date of 1st of April 2018;
- As a result of the delayed implementation and the addition of a new partner, the project was projected to overspend by £4.995m of which £0.667m would be borne by Northamptonshire Police and Crime Commissioner; and
- The expected functionality of the newly implemented system was not in line with the original scope, which will reduce the recurring revenue savings expected from implementing the project.

In investigating these issues, Northamptonshire Police identified that MFSS did not have adequate governance and monitoring arrangements in place at to enable them to exercise significant influence on the progress of the project. As such we have concluded that these issues are evidence of weaknesses in the Northamptonshire Police and Crime Commissioner's arrangements for commissioning services effectively to support the delivery of strategic priorities.

Whilst the 2019/20 financial settlement has enabled a balanced budget for 2019-20, the PFCC has also raised the precept to provide £3m additionality to support frontline services, in line with the public consultation. Whilst, the precept increase supplemented by reserves are sufficient to provide a balanced budget in the medium term over the next 3 years, there are additional pressures, the impact of Brexit on funding is unknown, the next Comprehensive Spending Review is awaited and financial shortfalls are evident if savings are not identified. The PFCC will continue to actively seek a fairer funding settlement for Northamptonshire and support the Force in investing in ICT to facilitate the delivery of the efficiencies required.



Actions

All OCC AGS actions have either been completed or were built into the 2017/18 recommended actions which have been updated within this statement. Of these six actions, three have been completed and three remain ongoing for completion in 2019/20 as highlighted earlier within this statement. Furthermore, the following risks and actions have been identified for 2019/20:

- To work with the OPFCC to establish tighter internal controls in relation to the Victim's Code of Practice to reflect the increased responsibilities for PFCCs.
- To work with the OPFCC to establish and embed better strategic planning processes to support effective resource allocation.
- To work with the OPFCC to ensure stronger establishment monitoring and control arrangements are implemented and embedded.
- To agree a joint OPFCC/Force priorities for digital projects and activity to transform service delivery.
- To agree a joint collaboration agreement between the PFCC, Force and NCFRA to provide a structured approach to managing and monitoring collaboration opportunities.
- To produce and deliver on an action plan to address HMICFRS recommendations and to report progress this to the PFCC.
- To monitor delivery of the Seized Property improvement actions.
- To monitor delivery of GDPR improvements recommended as a result of the internal audit.

Conclusion

We propose over the coming year to take steps to address the above matters to progress the actions and further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation during the year and as part of our next annual review.

Signed:

Handwritten signature of Vaughan Ashcroft in black ink.

Vaughan Ashcroft
Chief Finance Officer (S151)
Date: 28/07/2020

Handwritten signature of Nick Adderley in black ink.

Nick Adderley
Northamptonshire Police Chief Constable
Date: 28/07/2020



ANNUAL GOVERNANCE STATEMENT (COLLABORATION)



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

ANNUAL GOVERNANCE STATEMENT FOR REGIONAL COLLABORATION 2018/19

I confirm that the relevant controls and procedures are in place to manage the following issues within Regional Collaboration for the East Midlands:

1. The monitoring processes by which performance against operational, financial and other strategic plans are considered and key issues identified and tasked.

DCC (East Midlands) monitors performance. This is reported to the East Midlands Police & Crime Commissioners and Chief Constables' (EMPCC/CC) Board on a quarterly basis.

2. Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful.

Compliance is monitored by management review and supported by specialist professional advice where appropriate. Where areas for improvement are identified these are subject to action plans that are revisited to ensure that they have been attended to.

Thematic inspections form part of the monitoring controls to ensure compliance with appropriate policies and regulations and demonstrate the effective and efficient use of resources.

3. That the appropriate controls are in place for the management of all resources deployed within Regional collaboration

A management structure is in place, with clear lines of accountability for both operational issues and use of resources.

A budget is approved each year at the EMPCC/CC's Board which defines the expenditure targets for each area of policing within regional collaboration. Each force actively supports the budget allocation and sets its own precept accordingly.

Management reports showing costs against budget are provided monthly. Unexpected variances are investigated and explained, ready for reporting to quarterly Management Boards and the EMPCC/CC's Board. Monthly expenditure reports are shared across the region to provide each force with visibility over expenditure to date and projected outturn position.

4. Incorporating good governance arrangements in respect of partnerships.

The EMPCC/CC's Board provides a forum for all members of collaboration to feedback their experiences of the partnership work. All forces can discuss governance, performance and financial issues at the quarterly meetings. The collaboration builds on best practice from across the country and the region to improve performance as well as saving money.

Signed

Date 7/5/19

Chris Haward
Deputy Chief Constable (East Midlands)



STATEMENT OF RESPONSIBILITIES

The PFCC's Responsibilities

The PFCC is responsible for holding the Chief Constable to account to ensure financial management of the Police service is adequate and effective and that a sound system of internal control is in place including arrangements for risk management. The OPFCC must make arrangements for the proper administration of its financial affairs and to ensure that one of its officers, namely the CFO, has the responsibility for that administration.

The PFCC also has a specific responsibility to sign the Statement of Accounts following review by the Joint Independent Audit Committee meetings.

The CFO's Responsibilities

The CFO to the PCC is responsible for the preparation of the OPFCC's Group Accounts in line with statutory best practice set out in the CIPFA/LASAAC Code of Practice on Local OPFCC Accounting in Great Britain ("The Code") and the Accounts and Audit Regulations 2005.

The accounts are required to present fairly the financial position of the OPFCC at the accounting date and its income and expenditure for the year ended 31 March 2019.

In preparing this Statement of Accounts, the Section 151 Officer:

Selected suitable accounting policies and applied them consistently:

- Made judgements and estimates that were reasonable and prudent.
- Complied with the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19.
- Kept proper accounting records which are up to date.
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

The Role of the Chief Constable

The Chief Constable, assisted and advised by his Chief Finance Officer, is responsible for day-to-day financial management of the Force and for ensuring that the Force stays within its approved revenue and capital budgets, in accordance with the financial framework agreed by the Police, Fire and Crime Commissioner.

Northamptonshire Police Finance Department staff under the supervision of, and with the assistance of the PFCC's Office, carries out the preparation of the accounts and liaises with the external auditors, Ernst & Young, during the audit process.

Chief Finance Officer Certificate

I certify that the Statement of Accounts presents a true and fair view of the financial position of the Office of the Chief Constable as at 31 March 2019 and the income and expenditure for the year ended 31 March 2019.

Signed:

Vaughan Ashcroft
Chief Finance Officer (S151)
Date: 28/07/2020

Nick Adderley
Northamptonshire Police Chief Constable
Date: 28/07/2020



MOVEMENT IN RESERVES STATEMENT

This statement shows the movement in the year on the different reserves held by the OCC, analysed into 'usable reserves' (i.e. 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 OCC's services, more details of which are shown in the Comprehensive Income and Expenditure Statement.

These are different from the statutory amounts required to be charged to the General Fund Balance for council tax setting. The 'Net Increase or Decrease before Transfers to Earmarked Reserves' line shows the statutory General Fund balance before any discretionary transfers to or from earmarked reserves undertaken.

Chief Constable	Earmarked		Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
	General Fund Balance £000	General Fund Reserves £000			
Balance at 31 March 2018	-	-	-	1,342,899	1,342,899
Movement in reserves during 2018/19					
Surplus or deficit on the provision of services	89,323	-	89,323	-	89,323
Other Comprehensive Income / Expenditure	-	-	-	51,657	51,657
Total Comprehensive Income and Expenditure	89,323	-	89,323	51,657	140,980
Adjustments between accounting basis and funding basis under regulations (Note 6)	(89,323)	-	(89,323)	89,323	-
Net Increase or Decrease before Transfers to Earmarked Reserves	-	-	-	140,980	140,980
Transfers to / from Earmarked Reserves	-	-	-	-	-
Increase or Decrease in 2018/19	-	-	-	140,980	140,980
Balance at 31 March 2019	-	-	-	1,483,879	1,483,879

Chief Constable	Earmarked		Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
	General Fund Balance £000	General Fund Reserves £000			
Balance at 31 March 2017	-	-	-	1,311,901	1,311,901
Movement in reserves during 2017/18					
Surplus or deficit on the provision of services	35,401	-	35,401	-	35,401
Other Comprehensive Income / Expenditure	-	-	-	(4,403)	(4,403)
Total Comprehensive Income and Expenditure	35,401	-	35,401	(4,403)	30,998
Adjustments between accounting basis and funding basis under regulations (Note 6)	(35,401)	-	(35,401)	35,401	-
Net Increase or Decrease before Transfers to Earmarked Reserves	-	-	-	30,998	30,998
Transfers to / from Earmarked Reserves	-	-	-	-	-
Increase or Decrease in 2017/18	-	-	-	30,998	30,998
Balance at 31 March 2018	-	-	-	1,342,899	1,342,899



COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

This account summarises the resources that have been generated and consumed in providing services and managing the OCC during the last year. It includes all day-to-day expenses and related income on an accruals basis, as well as transactions measuring the value of fixed assets actually consumed and the real projected value of retirement benefits earned by employees in the year.

Joint Associated Non-Entity (Joint Venture) accounting entries are consolidated in the Comprehensive Income and Expenditure service headings. Note 42 (Restatements) to the accounts gives a separate breakdown of these entries.

2017/18			2018/19		
Expenditure	Income	Net	Expenditure	Income	Net
£000	£000	£000	£000	£000	£000
137,863	(24,765)	113,098	131,238	(17,285)	113,953
-	-	-	-	-	-
-	-	-	-	-	-
780	-	780	59,335	-	59,335
138,643	(24,765)	113,878	190,573	(17,285)	173,288
-	(114,289)	(114,289)	-	(119,359)	(119,359)
1,191	(78)	1,113	1,175	(78)	1,097
34,728	(29)	34,699	34,333	(36)	34,297
-	-	-	-	-	-
174,562	(139,161)	35,401	226,081	(136,758)	89,323
		- Surplus or deficit on revaluation of non-current assets			-
		(4,403) Actuarial Gains/Losses on Pension Schemes			51,657
		(4,403) Other Comprehensive Income and Expenditure			51,657
		30,998 Total Comprehensive Income and Expenditure			140,980



BALANCE SHEET

This account shows the overall financial position of the OCC at 31 March 2019. It therefore differs from the other financial accounts shown in this statement in that it deals with the position of the CC at the end of the 2018/19 financial year instead of dealing with day-to-day transactions within that financial year.

31/03/2018		31/03/2019
£000	Chief Constable	Note
£000		£000
- Property, Plant and Equipment	18	-
- Intangible Assets	23	-
- Long Term Investments		-
- Long Term Assets		-
- Short-term Investments		-
- Assets Held for Sale	20	-
- Inventories	27	-
- Short Term Debtors	26	-
- Cash and Cash Equivalents	33	-
- Current Assets		-
(2,753) Short-Term Creditors	29	(1,563)
- Provisions	28	-
(2,753) Current Liabilities		(1,563)
- Long Term Creditors		-
- Long Term Provisions	28	-
- Long Term Borrowing	39	-
(1,340,146) Other Long-Term Liabilities	37	(1,482,316)
(1,340,146) Long Term Liabilities		(1,482,316)
(1,342,899) Net Assets		(1,483,879)
- Usable Reserves	16	-
1,342,899 Unusable Reserves	17	1,483,879
1,342,899 Total Reserves		1,483,879

Signed:

Vaughan Ashcroft
Chief Finance Officer (S151)
Date: 28/07/2020

Nick Adderley
Northamptonshire Police Chief Constable
Date: 28/07/2020



CASH FLOW STATEMENT

This statement shows a summary of the cash flowing in and out of the OCC arising from transactions with third parties for revenue and capital purposes. Cash is defined for this statement as cash in hand and deposits repayable on demand.

2017/18 £000	Heading	2018/19 £000
35,401	Net Surplus/Deficit on Provision of Services	89,323
	Adjustments to net surplus/deficit on the provision of services for non cash movements	
(35,401)	(Note 34)	(89,323)
	Adjustments for items included in the net surplus/deficit on the provision of services that are investing and financing activities	
-	(Note 34)	-
-	Net cash flows from Operating Activities	-
-	Investing Activities (Note 35)	-
-	Financing Activities	-
-	Net (increase) or decrease in cash & cash equivalents	-
-	Cash & cash equivalents at the beginning of the reporting period	-
-	Cash & cash equivalents at the end of the reporting period	-



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Note 1 - Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in the Accounting Policies section, the OCC has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- Influences on-going concern status, such as future levels of funding for central government departments
- Possible impairment of investments
- Whether other entities with which the OCC has a relationship are subsidiaries, associates or jointly controlled entities
- The potential outcome of legal claims by or against the OCC
- The condition of the local and national housing/industrial building market
- The economic standing of significant debtors and creditors

In constructing the Going Concern position, the Group considered the Covid-19 position as follows:

The concept of a going concern assumes that the functions of the Office of the Chief Constable for Northamptonshire will continue in operational existence for the foreseeable future. The provisions in the Code (CODE OF PRACTICE ON LOCAL AUTHORITY ACCOUNTING IN THE UNITED KINGDOM 2018/19) in respect of going concern reporting requirements reflect the economic and statutory environment in which policing services operate. These provisions confirm that, as policing services cannot be created or dissolved without statutory prescription, they must prepare their financial statements on a going concern basis of accounting.

Policing services carry out functions essential to the local community and are themselves revenue-raising bodies (with limits on their revenue-raising powers arising only at the discretion of central government). If a police authority were in financial difficulty, the prospects are thus that alternative arrangements might be made by central government either for the continuation of the functions it provides or for assistance with the recovery of a deficit over more than one financial year. As a result of this, it would not therefore be appropriate for the financial statements to be provided on anything other than a going concern basis. Accounts drawn up under the Code therefore assume that a police authority and service will continue to operate for the foreseeable future.

As at the end of May 2020, the cost of COVID-19 stood at £255k, which included £58k falling in 2019/20 which was offset by in-year underspends. The cost projections have been reviewed on a weekly basis throughout the crisis and will continue to be monitored closely over the coming months as the country moves further away from the peak of infection and into the 'new normal'. Whilst costs continue to be incurred and there is expected to be higher levels of expenditure on PPE into the future, there is no expectation that these will cause concerns with regard to ongoing financial viability of Northamptonshire Police. There is sufficient capacity built into the Reserves Strategy to meet the financial pressures should budgeted contingencies be exceeded. This position will be kept under close review.

Councils are anticipating a potential deficit on the Collection Fund for Council Tax due to reduced collection rates and a decrease to the taxbase (number of properties paying council tax). However, this will not affect the OPFCC's income in 2019/20 or 2020/21. Under normal circumstances, any deficit arising on the Collection Fund would be declared during 2020/21 and distributed in 2021/22. However, the Ministry of Housing, Communities and Local Government (MHCLG) has announced a phasing scheme that allows deficits arising in 2020/21 to be repaid over 3 years rather than 1, smoothing the impact across 2021/22, 2022/23 and 2023/24.

We recognise that there remains uncertainty over the longer term impact of Covid-19 and therefore the total costs which will be incurred as a result. A number of scenarios have been explored and the worst case impact assessed as £1.6m. However, there have been indications that funding could be made available from the



Department of Health to reimburse PPE costs, reducing this by c.£150k. In light of the scenario-modelling, an earmarked reserve has been created to supplement budgeted contingencies in 2020/21 and beyond, and as such there is expected to be minimal impact on the general reserve balance even if the worst case materialises.

The assumptions used in the Medium Term Financial Plan (MTFP) and Reserves Strategy will be revised as necessary ahead of the next budget-setting round.

Based on our assessment of the financial and liquidity position of the PFCC/CC following the Covid-19 outbreak, there are no material uncertainties or concerns on the basis of preparing the 2018/2019 financial statements as a going concern.

Note 2 - Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty

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

The items in the OCC's Balance Sheet at 31 March 2019 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. Two firms of consulting actuaries are engaged to provide the Authority with expert advice about the assumptions to be applied.	The assumptions interact in complex ways. During 2018/19, the Authority's actuaries advised that the OCC's net pension's liability had increased by £142.170m as a result of estimates being corrected and the subsequent GMP and McCloud reviews. If laws and regulations surrounding the management of the Police Pension scheme were to change, the maximum additional liability the OCC could face would be £1,482.3m, being the total pension liability.



Note 3 - Events After the Balance Sheet Date

Where events taking place before this date provided information about conditions existing at 31 March 2019, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

As at 31 December 2019 China had alerted the World Health Organisation (WHO) of several cases of an unusual form of pneumonia occurring in Wuhan. Following this and a substantial increase in infections, on 11th March 2020 the WHO declared the severe acute respiratory syndrome coronavirus (Covid-19) a pandemic. The number of infections within the UK increased during March 2020 and by late March the Government had declared a shutdown which impacted almost all UK operations in an unprecedented manner.

The financial and social outcomes of this are not yet fully understood, however, it is anticipated that the condition will exist for the short to medium future and that it will have a significant impact upon the UK and global economy.

As the condition did not exist at the year end, this is therefore a non-adjusting event for which we are not able to estimate its financial effect on the reporting entity as at 31 March 2019, particularly with regards asset impairments and pension valuations that could have a financial impact for 2019/20 and future years.

Note 4 - Officers' Remuneration

Employee Remuneration

In accordance with the Code of Practice and LAAP Bulletin 85 from April 2010, the number of employees whose remuneration was paid in year, excluding pension contributions, exceeded £50,000 or more in the year, were as follows:



2017/18		2018/19		
Total	£'s	Officers	Police Staff	Total Employees
50	50,000 to 54,999	40	6	46
18	55,000 to 59,999	14	3	17
2	60,000 to 64,999	1	3	4
6	65,000 to 69,999	4	-	4
4	70,000 to 74,999	3	2	5
1	75,000 to 79,999	3	-	3
2	80,000 to 84,999	1	-	1
2	85,000 to 89,999	1	-	1
-	90,000 to 94,999	1	-	1
-	95,000 to 99,999	1	1	2
-	100,000 to 104,999	1	-	1
-	105,000 to 109,999	1	-	1
1	110,000 to 114,999	-	-	-
-	115,000 to 119,999	-	-	-
-	120,000 to 124,999	-	-	-
-	125,000 to 129,999	-	-	-
-	130,000 to 134,999	-	-	-
-	135,000 to 139,999	-	-	-
-	140,000 to 144,999	-	-	-
-	145,000 to 149,999	-	-	-
1	150,000 to 154,999	-	-	-
87		71	15	86

The disclosure above includes senior officers and requires the outlining of total taxable pay, including personal Additional Voluntary Contributions, whereas the Senior Officers table overleaf outlines the entire remunerations by post. Therefore, the two tables are not completely comparable which will result in differing bandings if the two are compared.

Senior Officers of the organisation whose remunerations, excluding pension contributions, exceeded £50,000 requiring disclosure by post or name were:

2018-19	Start Date	Leaving date	Salary £	Expense Allowances £	Loss of office £	Benefits in Kind £	Other £	Total Excluding Pension £	Employers Contribution £	Total Including Pension £
Chief Constable										
Chief Constable	06/08/2018		100,283	355	-	21,140	8,411	130,189	24,354	154,544
Chief Constable	27/07/2015	05/08/2018	52,483	147	-	-	-	52,630	-	52,630
Deputy Chief Constable	15/05/2017	03/02/2019	97,928	236	-	-	2,685	100,850	23,756	124,605
Deputy Chief Constable	04/02/2019		18,564	-	-	-	679	19,243	4,493	23,736
Assistant Chief constable 1	15/05/2017		104,926	418	-	-	7,684	113,028	25,493	138,521
Assistant Chief constable 2	15/05/2017		91,882	1,431	-	-	3,698	97,011	20,960	117,971
ACO Finance and Resources	14/01/2016		-	-	-	-	-	-	-	-
Director of HR Tri Force Collaboration	14/01/2016		94,466	2,950	-	-	5,494	102,909	17,937	120,846

(1) Expenses Allowances include taxable and non-taxable expenses

(2) Other includes Rent Allowance, Housing Allowance, Car Allowance, ACPO Med Allowance, Relocation Allowances and Tax paid on Relocation Allowances.

(3) Prior to the Chief Constable starting with the OCC on 6th August, he was seconded to the PCC from Staffordshire, but these costs are recorded within Staffordshire's accounts.

(4) The ACO Finance and Resources and Director of HR posts are shared between Northamptonshire (50%) and Leicestershire (50%). The ACO for Resources is employed by Leicestershire; the total salary costs associated with this post is not included within the table above.



2017/18 Post Holder Information	Start Date	Leaving Date	Expense				Total Excluding Pension	Employers Contrib- ution	Total Including Pension
			Salary	Allowances (1)	Loss of office	Benefits in Kind			
			£	£	£	£	£	£	£
Chief Constable									
Simon Edens - Chief Constable	27/07/2015		152,352	955	-	-	153,307	-	153,307
Deputy Chief Constable 1	19/03/2015	01/06/2017	22,591	47	-	-	23,528	4,608	28,136
Deputy Chief Constable 2	15/05/2017		95,100	533	-	-	98,289	23,200	121,489
Assistant Chief Constable	31/07/2015	14/05/2017	17,090	137	-	-	17,759	8,472	26,232
Assistant Chief Constable 2	15/05/2017		85,647	190	-	-	91,657	20,892	112,549
ACO Finance and Resources (3)	14/01/2016		-	-	-	-	-	-	-
Director of HR (3)	14/01/2016		89,498	7,877	-	-	100,316	16,110	116,426

(1) Expenses Allowances include taxable and non-taxable expenses

(2) Other include Rent Allowance, Housing Allowance, Car Allowance, ACPO Med Allowance

(3) In 2017/18 the ACO Finance and Resources post was shared between Northamptonshire (24.63%), Leicestershire (35.53%) and Nottinghamshire (39.84%). From 1st April 2018 this post is shared between Northamptonshire (50%) and Leicestershire (50%). As the individual is employed by Leicestershire, the total salary costs associated with this post is not included within the table above.



Note 5A - Note to the Expenditure and Funding Analysis

	Net Capital Statutory Adjustments £000	Net Pensions Statutory Adjustments £000	Other Statutory Adjustments £000	Total Adjustments £000
2018/19 - OCC				
Policing Services	-	56,242	(1,190)	55,052
OPFCC & Commissioning	-	-	-	-
Net Cost of Services	-	56,242	(1,190)	55,052
Joint Venture & Associates	-	-	-	-
Other Income and Expenditure	-	34,271	-	34,271
Exceptional Item	-	-	-	-
Difference between the Statutory Charge and the Surplus or Deficit in the Comprehensive Income and Expenditure Statement	-	90,513	(1,190)	89,323

	Net Capital Statutory Adjustments £000	Net Pensions Statutory Adjustments £000	Other Statutory Adjustments £000	Total Adjustments £000
2017/18				
Policing Services	-	14	721	735
OPFCC & Commissioning	-	-	-	-
Net Cost of Services	-	14	721	735
Joint Venture & Associates	-	-	-	-
Other Income and Expenditure	-	34,666	-	34,666
Exceptional Item	-	-	-	-
Difference between the Statutory Charge and the Surplus or Deficit in the Comprehensive Income and Expenditure Statement	-	34,680	721	35,401



Note 5B - Segmental Analysis of Income and Expenditure

2018/19	Revenues from External Customers			Interest Revenue		Interest Expense		Depreciation and Amortisation	
	£000	£000	£000	£000	£000	£000	£000	£000	
Policing Services	(23,222)		(36)		63				
OPFCC & Commissioning	-		-		-			-	
Total	(23,222)		(36)		63			-	

2017/18	Revenues from External Customers			Interest Revenue		Interest Expense		Depreciation and Amortisation	
	£000	£000	£000	£000	£000	£000	£000	£000	
Policing Services	(25,231)		(29)		63			-	
OPFCC & Commissioning	-		-		-			-	
Total	(25,231)		(29)		63			-	

Note 5C - Expenditure and Income Analysed by Nature

2017/18	2018/19
£000	£000
Nature of Expenditure or Income	
- Surplus or deficit on associates & JV	-
(29) Interest and investment income	(36)
63 Interest payments	63
- Income from local taxation	-
- Government grants and contributions	-
(21,752) Other income	(18,102)
(3,696) Fees, charges and other service income	(5,156)
148,673 Employee pay and pension benefits (IAS19)	205,391
25,241 Other service expenses	25,611
1,190 Precepts and levies	1,174
- Gain or loss on disposal of non-current assets	(78)
- Depreciation, amortisation and impairment	-
(114,289) Intra Company Adjustment	(119,544)
- Other expenditure	-
35,401 Surplus or (Deficit) for Year	89,323

Note 6 - 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 the resources that are specified by statutory provisions as being available to the OPFCC, to meet future capital and revenue expenditure.



	2017/18		2018/19	
	General Fund Balance	Movement in Unusable Reserves	General Fund Balance	Movement in Unusable Reserves
2018/19	£000	£000	£000	£000
Adjustments to the Revenue Resources				
Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:				
Pension cost (transferred to (or from) the Pensions Reserve)	(34,680)	34,680	90,513	(90,513)
Financial Instruments (transferred to the Financial Instruments Adjustments Account)				
Council tax and NDR (transfers to or from the Collection Fund)			-	-
Holiday pay (transferred to the Accumulated Absences reserve)	(721)	721	(1,190)	1,190
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account)			-	-
Total Adjustments to Revenue Resources	(35,401)	35,401	89,323	(89,323)
Adjustments between Revenue and Capital Resources				
Statutory Provision for the repayment of debt (transfer to the Capital Adjustment Account)			-	-
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)			-	-
Total Adjustments between Revenue and Capital Resources			-	-
Other adjustments				
Total Adjustments	(35,401)	35,401	89,323	(89,323)

Note 7 - Other Operating Expenditure

Other Operating Expenditure includes levies; gains or losses on the disposal of non-current assets in the CIES for 2018/19.

2017/18 £000	2018/19 £000
1,190 Levies	1,175
- Gains/losses on the Disposal of Non-Current Assets	-
(77) Other	(78)
1,113 Total	1,097

Note 8 - Financing and Investment Income and Expenditure

2017/18 £000	2018/19 £000
63 Interest payable and similar charges	63
34,665 Net interest on the net defined benefit liability (asset)	34,270
(29) Interest receivable and similar income	(36)
34,699 Total	34,297



Note 9 - Taxation and Non-Specific Grant Income

Refer to Note 9 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 10 - Material Items of Income and Expense

Refer to Note 10 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 11 - Trading Operations

The Police Force does not have any trading operations. All commercial activities have been outsourced.

Note 12 - Members' Allowances

Refer to Note 12 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 13 - External Audit Costs

During 2018/19 the group incurred direct external audit fees for EY. The audit Fee of £15k related to KPMG fees in 17/18 and £12k for EY in 18/19 related to the audit work for Statement of Accounts, which is a statutory requirement.

2017/18 £000		2018/19 £000
15	Fees payable to external auditors with regard to external audit services carried out by the appointed auditor for the year	12
15	Total	12

Note 14 - Grant Income

Refer to Note 14 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.



Note 15 - Related Parties

IPSAS 20 Related Party Disclosures, based on IAS 24, requires the Police Force to disclose material transactions and outstanding balances with related parties – bodies or individual's that have the potential to control or influence the Police Force or to be controlled or influenced by the Police Force.

Central Government has effective control over the general operations of the Police Force. It is responsible for providing the statutory framework within which the Police Force operates, and provides the majority of funding in the form of general or specific grants. Details of government grants are set out in note 11 to the Core Financial Statements.

Chief Officers are required, at the end of each year, to declare whether they, or any member of their immediate family, have had any related party transactions (i.e. significant financial dealings) with the Police Force during the financial year. The Police Service maintain a register of business interests, and has a Business Interest Policy which sets out the criteria for deciding whether the Business Interest is compatible with the individuals role within the organisation. These were all reviewed and no significant transactions were found.

The disclosure requirements of key personnel under IAS 24 are satisfied by the disclosure requirements for officer remuneration and members' allowances.

Companies and Joint Arrangement – The Police Force has a significant interest in joint arrangements, the details of which are contained within Note 40.

Note 16 - Transfers to/from Earmarked Reserves

Refer to Note 16 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 17 - Unusable Reserves

2017/18 £000	2018/19 £000
- Revaluation Reserve	-
- Capital Adjustment Account	-
1,340,146 Pension Reserve	1,482,316
- Collection Fund Adjustment Account	-
2,753 Accumulated Absences Account	1,563
1,342,899 Total	1,483,879



Pension Reserve

2017/18 £000	2018/19 £000
1,309,869 Balance 1 April	1,340,146
(4,401) Re-measurements of the net defined benefit (liability)/asset	51,657
66,688 Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	108,165
(32,010) Employer's pensions contributions and direct payments to pensioners payable in the year	(17,652)
1,340,146 Balance 31 March	1,482,316

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 OPFCC accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the OPFCC makes employer's contributions to pension funds or eventually pay any pensions for which it is directly responsible. The debit balance on the Pensions Reserve, therefore, shows a substantial shortfall in the benefits earned by past and current employees and the resources the OPFCC has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

Accumulated Absences Account

2017/18 £000	2018/19 £000
2,032 Balance 1 April	2,753
(2,032) Settlement or cancellation of accrual made at the end of the preceding year	(2,753)
2,753 Amounts accrued at the end of the current year	1,563
2,753 Balance 31 March	1,563

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.



Note 18 - Property, Plant and Equipment

Refer to Note 18 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 19 - Impairment Losses

Refer to Note 19 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 20 - Assets Held for Sale

Refer to Note 20 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 21 - Investment Properties

Refer to Note 21 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 22 - Leases

Refer to Note 22 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 23 - Intangible Assets

Refer to Note 23 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 24 - Capital Expenditure and Capital Financing

Refer to Note 24 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 25 - Construction Contracts

At 31 March 2019 the CC had no construction contracts in progress.

Note 26 - Debtors

Refer to Note 26 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.



Note 27 - Inventories

Refer to Note 27 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 28 - Provisions

Refer to Note 28 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 29 - Creditors

These amounts represent sums owed by the Group to various sources, together with receipts in advance.

2017/18 £000	2018/19 £000
0 Central Government Bodies	
0 Other Local Authorities	
0 NHS Bodies	
0 Public Corporations and Trading Funds	
(2,753) Other Entities and Individuals	(1,563)
(2,753) Total	(1,563)

Note 30 - Capitalisation of Borrowing Costs

Refer to Note 30 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 31 - Contingent Liabilities

Avon and Somerset MFSS implementation

During 2018/19, the OPCC/OPFCCs and Forces within the MFSS collaboration were in discussion with Avon and Somerset Constabulary and OPCC (A&S) regarding the totality of payments due and received for the cessation of A&S's on-boarding to the collaboration. At this balance sheet date, both the timing and totality of potential costs to the remaining Forces/OPCCs is unknown.

Note 32 - Contingent Assets

Refer to Note 32 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 33 - Cash and Cash Equivalents

Refer to Note 33 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.



Note 34 - Cash Flow from Operating Activities

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

2017/18 £000	2018/19 £000
- Depreciation	-
- Impairment and downward valuations	-
- Amortisation	-
(723) (Increase)/decrease in creditors	1,190
- Increase/(decrease) in debtors	-
- Increase/(decrease) in inventories	-
(34,678) Movement in pension liability	(90,513)
Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	-
Other non-cash movements charged to the surplus or deficit on provision of services	-
(35,401) Total	(89,323)

The surplus or deficit on the provision of services has been adjusted for the following items which are investing and financing activities:

2017/18 £000	2018/19 £000
Any other items for which the cash effects are investing or financing cash flows	-
- Total	-

Note 35 - Cash Flow from Investing Activities

Refer to Note 35 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 36 - Termination Benefits

The CC has taken account of termination benefits in accordance of IAS 19. The termination benefits are dealt with separately from other employee benefits because the event which gives rise to an obligation is the termination rather than employee service.

The CC would have incurred costs if the termination was either a decision to terminate an employee's employment prior to their retirement date, or an employee's decision to accept voluntary redundancy in exchange for those benefits.

The CC terminated the contracts of a number of employees in 2018/19.



Exit Package Cost Band (including Special Payments)	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages by Cost Band		Total cost of Exit Packages in each Band	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18 £000	2018/19 £000
£0 - £20,000	6	7	-	2	6	9	34	104
£20,001 - £40,000	-	1	-	-	-	1	-	22
Total	6	8	-	2	6	10	34	127



Note 37 - Pension Schemes Accounted for as Defined Contribution Schemes

Pensions

a) Participation in Pension Schemes

As part of the terms and conditions of employment of its officers and other employees, the OCC offers retirement benefits. Although these benefits will not actually be payable until the employees retire, the OCC has a commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement.

The Group participates in pension schemes for both Police Staff and Police Officers, as follows:

- The Local Government Pension Scheme for police staff; this is administered by Northamptonshire County Council. This is a funded scheme, meaning that the OCC employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets. The Actuary to the fund is Hymans Robertson LLP. These schemes are all pooled under one LGPS pension group.
- The Police Pension Scheme for police officers, which includes four pension schemes; the Police Pension Scheme (PPS), the New Police Pension Scheme (NPPS) and Police Pension Scheme 2015 (PPS). Both schemes are unfunded and administered by Kier on behalf of the OCC, meaning that there are no investment assets built-up to meet the pension's liabilities, and cash has to be generated to meet actual pension's payments as they eventually fall due. Both are defined benefit schemes (lump sum payments and periodic pension). New funding arrangements commenced on 1 April 2006 that required a police pension fund account to be created. This account is credited with employer contributions, and any shortfall over retirements benefits paid is met by a contribution by the OCC. However, the OCC's contribution is met by Home Office Pensions Top Up Grant. If there is a surplus it is paid to the OCC in the first instance before being recouped by the Home Office. The level of pension contribution rates are set nationally by the Home Office, following a review by the Government Actuary's Department (GAD).

(b) Transactions Relating to Retirement Benefits

Under IAS 19 the cost of retirement benefits is recognised in the Income and Expenditure Account when employees earn them, rather than when the benefits are actually paid as pensions. However, the charge that is required to be made against the precept is based on the cash payable in the year, by reversing the real cost of retirement benefits out of the Statement of Movement in the General Fund Balance.

(c) Pensions liabilities and future considerations

The current service costs contained in the table, below, are within the following values contained within the Comprehensive Income and Expenditure Statement, forming part of note 15, the reconciliation to the subjective analysis

- Local Government Pension Scheme, within Police Staff Pay and Allowances.
- Police Pension Scheme, within Police Officer Pay and Allowances



	Local Government Pension Scheme		Police Pension Scheme		TOTAL	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
	£'000	£'000	£'000	£'000	£'000	£'000
Comprehensive Income and Expenditure						
Net Cost of Services						
Current service cost	(8,900)	(9,285)	(22,340)	(20,790)	(31,240)	(30,075)
Unfunded	(3)	(3)	0	0	(3)	(3)
Past service cost	0	(1,075)	(780)	(58,260)	(780)	(59,335)
Net Operating Expenditure						
Interest Costs**	(5,674)	(6,105)	(32,670)	(32,130)	(38,344)	(38,235)
Expected return on employers assets**	3,676	3,965	0	0	3,676	3,965
Net Charge to the Income and Expenditure Account	(10,901)	(12,503)	(55,790)	(111,180)	(66,691)	(123,683)
<u>Movement In Reserves</u>						
Movement on Pensions Reserve	(17,849)	12,500	55,790	111,180	37,941	123,680
(Reversal of net charges made for retirement benefits in accordance with IAS 19)						
<u>Actual amount charged against Council Tax (General Fund Balance) for pensions</u>						
Employers contributions to the Scheme	3,947	5,544	10,828	9,968	14,775	15,512
Additional contributions to the Police Pensions Fund Account			17,232	17,652		

** The net of interest costs and return on assets reconciles to the amount included within financing and investment income and expenditure on the face of the CIES

In addition to the recognised gains and losses included in the CIES, actuarial loss of £51.66m (gain of £4.401m in 2017/18) were included within other Comprehensive Income & Expenditure.

The estimated 2019/20 pension scheme contributions for the Police Pension Scheme are £9.968m and £5.54m for the Local Government Pension Scheme.

In accordance with the Code of Practice and the Police Service Expenditure Analysis the items within the table above are credited / debited to the CIES in the following ways:

- Current Service Costs & Employers contributions to the scheme and additional contributions to the Police Pensions Fund Account are all apportioned across the Local Policing to National Policing headings by officer numbers
- Past Service Costs are wholly included within the heading Non-Distributed Costs



- Interest Costs and Expected Return on Employers Assets are included within Financing & Investment Income & Expenditure

Defined Benefit Pension Schemes

Assets and Liabilities in relation to Retirement Benefits

Reconciliation of the Present Value of the Schemes Liabilities

	Funded Liabilities Local Govt. Scheme		Unfunded Liabilities Police Pension Scheme	
	31-Mar-18 £'000	31-Mar-19 £'000	31-Mar-18 £'000	31-Mar-19 £'000
Opening Defined Benefit Obligation - 1 April	(215,070)	(222,230)	(1,235,400)	(1,263,230)
Current Service Cost (Grossed up for employee contributions)	(8,900)	(9,285)	(22,340)	(20,790)
Interest Cost	(5,674)	(6,105)	(32,670)	(32,130)
Contributions by Scheme Participants	(1,398)	(1,489)	(5,470)	(5,080)
Actuarial (Gains)/ Losses	5,207	(23,118)	(100)	(35,460)
Past Service (Costs)/ Gains	0	(1,075)	(780)	(58,260)
(Loses)/ Gains on Curtailments	0	0	0	0
Transfers in	0	0	(160)	(40)
Estimated Unfunded Benefits Paid	3	3	0	0
Estimated Benefits Paid	3,602	3,729	33,690	32,740
Closing Defined Benefit Obligation 31st March	(222,230)	(259,570)	(1,263,230)	(1,382,250)

Reconciliation of the Fair Value of the Schemes Assets

Pension Asset – Local Government Pension Scheme Only



	31-Mar-18 £'000	31-Mar-19 £'000
Pensions Asset 1 April	140,601	145,314
Expected Return on Assets	3,676	3,965
Contributions by Members	1,398	1,489
Employers Contributions (Inc Injuries) - excluding Top-Up Grant	3,947	5,544
Pension Fund Asset Split (Group to Single)	0	0
Contributions in Respect of Unfunded Benefits	3	3
Actuarial Gains	(706)	6,922
Estimated Unfunded Benefits paid	(3)	(3)
Estimated Benefits Paid	(3,602)	(3,729)
Fair Value of Pensions Asset 31 March	145,314	159,505

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets. The estimated return on scheme assets in the year was £3.965m (£3.676m in 2017/18).

The OCC's total pension liability of £1,482.316m, reconciles to the Unusable Reserves within the Balance Sheet of £1,483.879m, by adding back the figures within the Movement in Reserves Statement of the Capital Adjustment Account, the Collection Fund Adjustment Account, the Revaluation Reserve, to the Unusable Reserves total and then subtracting the Employee Benefit Reserve (Note 17)

The OCC did not elect to restate fair value of scheme assets for 2005/06 as permitted by IAS 19.

The liabilities show the underlying commitments that the OCC has in the long run to pay retirement benefits. The total liability has a substantial impact on the net worth of the OCC as recorded in the balance sheet, resulting in a negative overall balance. However, statutory arrangements for funding the deficit mean that the financial position of the OCC remains healthy.

- Local Government Pension Scheme (LGPS) The deficit on the local government scheme will be made good by increased contributions over the remaining working life of employees, as assessed by the scheme actuary.
- Police Pension Schemes Finance is only required to be raised to cover police pensions when the pensions are actually paid. Any deficit on the Pensions Fund Account for the year is funded by the OCC with Home Office Top-Up Grant payable to cover the OCC's Contribution

Basis for Estimating Assets and Liabilities

Liabilities have been assessed on an actuarial basis using the projected unit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. The Police Pension Scheme liabilities are assessed by the Government Actuary's Department (GAD) and the Local Government Pension Scheme by Hymans Robertson LLP, an independent firm of actuaries. The main assumptions used in their calculations have been:



	Local Govt. Pension Scheme		Police Pension Scheme	
	2017/18	2018/19	2017/18	2018/19
Expected Return on Assets	%	%	%	%
Investments	17.3	16.3	n/a	n/a
Mortality Assumptions	yrs	yrs	yrs	yrs
Longevity at 65 for current pensioners				
Men	23.9	22	22.6	23
Women	26.1	24	24.2	24
Longevity at 65 for future pensioners				
Men	23.9	24	24.5	25
Women	26.1	26	26.1	26
Financial Assumptions	%	%	%	%
Rate of Inflation	2.3	2.5	2.3	2.35
Rate of Increase in Salaries	2.6	2.8	4.3	4.35
Expected Return on Assets	2.1	7.4	n/a	n/a
Rate for Discounting Scheme Liabilities (Gross)	2.70	2.40	2.70	2.45
Take up Option to Convert annual Pension into	50	50	n/a	n/a

Assumptions are the same for both OCC & Group.

Changes to the Local Government Pension Scheme permit employees retiring on or after 6 April 2006 to take an increase in their lump sum payment on retirement in exchange for a reduction in their future annual pension. On the advice of our actuaries, we have assumed that 50% of employees retiring after 6 April 2006 will take advantage of this change to the pension scheme. Our actuaries have advised that this will reduce the value of the OCC's pension liabilities and this has been included within Non-Distributed Costs on the face of the Income and Expenditure Account.

The Police Pension Scheme has no assets to cover its liabilities. Assets in the Local Government Pension Fund are valued at fair value, principally market value for investment, and consist of the following categories by proportion of the total assets held by the Fund:

31-Mar-18	31-Mar-19
% Description	%
82 Equity Investments	83
7 Bonds	7
8 Property	8
3 Cash and Liquidity	2
100 Total	100

Note 38 - Defined Benefit Pension Scheme

Police Pension Fund Account

This statement shows movements of funds related to police officer pensions. The Group and OCC are required to operate a Police Officer Pension Fund from 1 April 2006, under the Police Pension Fund Regulations 2008. The regulations specify the transactions that are paid into and out of the fund.



The Pensions Fund combines the accounting transaction of four pension schemes. These are the Police Pensions Scheme which was set up in 1987, 2006 Police Pensions Scheme, which was created under the Police Pension Regulations 2006, which applies to new recruits from 1 April 2006 and the 2015 Police Pension Scheme, which was created on 1 April 2015 and involved transfers in from the 1987 and 2006 schemes, based on length of service. The fourth scheme is the injury award scheme.

The Police Officer Pension Schemes are unfunded, which means there are no investment assets. Under these arrangements the Pension Fund Revenue Account balances to nil at the year-end by receiving a grant directly from the Home Office under the Top Up Grant arrangements. There are certain exceptions to these arrangements such as injury awards, which will continue to be charged directly to the OCC's and Groups Income and Expenditure Account.

	2017/18 £000	2018/19 £000
Contributions Receivable		
Group		
From Employer		
Normal	(9,210)	(10,089)
	(1,253)	(1,374)
From members		
Contributions from members	(5,621)	(5,691)
Transfer In		
Individual Transfers in from other schemes	(204)	(42)
Benefits Payable		
Pensions	25,665	26,980
Commutations and lump sums retirement benefits	6,909	5,165
Other	(10)	7
Payments to and on account of leavers		
Refunds of Contribution	-	17
Individual Transfers out from other schemes	0	146
Account to meet deficit/ amount payable to the local policing body/Police Operating Account in respect of the surplus for the year	-	-
Other	-	-
Sub-total for the year before transfer from the CC of an amount equal	16,276	15,119
Additional funding payable by the CC to fund the deficit for the year	(1,253)	(1,374)
Payments in respect of the Milne Vs GAD court case	-	-
Income in respect of the Milne Vs GAD court case	-	-
Net amount payable/ recieveable for the year	(1,253)	(1,374)

Details of the long-term pension obligation can be found within Notes 16 and 17.

There is an adjustment of 2.9% to the cash flow due to a reduction in the employer contribution rate for police pension schemes in 2017/18 being reflected in a reduction in HMT pensions top up funding.

Net Asset Statement

There were no unpaid pensions due or recoverable overpayments of pensions as at 31 March 2019.



Notes to the Police Pension Fund Account

A. Employer and Officer Contributions to the Pension Fund

These are based on percentages of pensionable pay set nationally by the Home Office and subject to a three yearly review by the Government’s Actuary’s Department. The current percentages of pensionable pay are: -

Employer Contributions 24.2%

Contributions by Police Officers

Contributions by Police Officers			
	1987	2006	2015
Tier 1	14.25%	11.00%	12.44%
Tier 2	14.25%	12.05%	13.44%
Tier 3	15.05%	12.75%	13.78%

B. Transfer Values

These are received or paid in respect of officers changing employer and taking or bringing their accrued pension benefits with them.

C. Pensions Fund Liabilities

The Pension Fund does not take account of liabilities to pay pensions and other benefits after the period end. There are no IAS19 adjustments in this statement, they are part of the Group and OCC Core Financial Statements and can be referred to in notes 37 to 38.

D. Accounting Policies

Accounting Policies conform to those in the Statement of Accounts (Note 42).

E. Home Office Pensions Top-Up Grant

The Home Office Grant is received by the Group and OCC to cover the Group and OCC’s deficit contribution to the Pension Fund Account. On the other hand, if the Pension Fund Account was in surplus, resulting in a contribution being made to the Group and OCC, an equivalent amount is recouped by the Home Office.

The funding arrangements for the police pension scheme in England and Wales changed on 1 April 2006. Before then the scheme did not have a percentage of pensionable pay type of employer’s contribution; rather each OCC was responsible for paying pensions on a pay-as-you-go basis.

Under the current arrangements the scheme remains unfunded but is no longer on a pay-as-you-go basis as far as individual Police Officers are concerned. The Group and OCC’s no longer meet the pension liability directly: instead the Force pays an employer’s contribution based on a percentage of pay into the Pension Fund. Each OCC is required by legislation to operate a pension fund and the amounts that must be paid into and paid out of the pension fund are specified by regulation.

At the end of the financial year the pension fund is balanced to nil by a financial transfer from or to the police fund, made by the Secretary of State. Any payment from or to the Secretary of State in relation to the transfer is paid into or out of the police fund.

Note 39 - Financial Instruments



Refer to Note 39 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 40 - Joint Operations & Associate Entities

Refer to Note 40 Office of the Police, Fire & Crime Commissioner (OPFCC) Statement of Accounts.

Note 41 - Accounting Standards Issued, Not Adopted

- Amendments to IAS 40 Investment Property: Transfers of Investment Property
- Annual Improvements to IFRS Standards 2014-2016 cycle
- IFRIC 22 Foreign Currency Transactions and Advance Consideration
- IFRIC 23 Uncertainty over Income Tax Treatments
- Amendments to IFRS9 Financial Instruments: Prepayment Features with negative Compensation

It is not expected that any of these amendments will have a material impact on the information provided in the financial statements.

There are therefore no Accounting Standards that have been issued but not yet adopted that need to be disclosed in the 2018/19 Statement of Accounts.

Note 42 - Restatements

The restatement of the Comprehensive Income and Expenditure Statement was as follows:

Original 17-18			Restated 17-18			Change		
Net Exp chargeable to CIES	A/C Adj's	Net Exp	Net Exp chargeable to CIES	A/C Adj's	Net Exp	Net Exp chargeable to CIES	A/C Adj's	Net Exp
£000	£000	£000 CC	£000	£000	£000	£000	£000	£000
51,475	646	52,121 Police Pay						
3,023	-	3,023 PCSO Pay						
5,795	-	5,795 Police Pensions						
18,618	-	18,618 Operations						
563	-	563 Specials, Cadets & Volunteers						
		Business Support & Other Non Devolved						
24,777	89	24,866 Expenditure						
8,112	-	8,112 Collaboration & Regional						
		Policing Services	112,363	735	113,098	-	-	-
		- PCC	-	-	-	-	-	-
780	-	780 Non Distributed Costs	780	-	780	-	-	-
113,143	735	113,878 Net Cost of Services	113,143	735	113,878	-	-	-
(114,049)	(240)	(114,289) Intra Company Adjustment	(114,049)	(240)	(114,289)	-	-	-
		JV Outturn (Surplus)/Deficit transfer Financial						
		- Statements	-	-	-	-	-	-
		CC Outturn Surplus/ Deficit transfer Financial						
(240)	240	Statements	(240)	240	-	-	-	-
1,146	34,666	35,812 Other Income and Expenditure	1,146	34,666	35,812	-	-	-
-	35,401	35,401 Surplus or Deficit on Provision of Services	-	35,401	35,401	-	-	-
-		Opening Combined General Fund Balance	-		-	-		-
-		Plus / less Surplus or Deficit on the General	-		-	-		-
-		Fund (Statutory basis)	-		-	-		-
-		Transfers to/from other Reserves	-		-	-		-
-		Closing Combined General Fund	-		-	-		-

The restatement of the Expenditure and Funding Analysis:



Net Exp chargeable to CIES	Original 17-18				Restated 17-18			Change		
	A/C Adj's	Net Exp			Net Exp chargeable to CIES	A/C Adj's	Net Exp	Net Exp chargeable to CIES	A/C Adj's	Net Exp
	£000	£000	£000 CC		£000	£000	£000	£000	£000	£000
53,125	(1,004)		52,121	Police Pay						
3,252	(229)		3,023	PCSO Pay						
22,071	(16,276)		5,795	Police Pensions						
11,542	(1,274)		10,268	Crime & Local Policing						
11,591	(3,241)		8,350	Operational Support						
564	(1)		563	Specials, Cadets & Volunteers						
19,589	(988)		18,601	Business Support Exp						
6,529	(264)		6,265	Other Non-Devolved Budgets						
9,600	(1,488)		8,112	Collaboration & Regional Policing Services	137,863	(24,765)	113,098	-	-	-
780	-		780	Non Distributed Costs	780	-	780	-	-	-
138,643	(24,765)		113,878	Net Cost of Services	138,643	(24,765)	113,878	-	-	-
-	(114,289)		(114,289)	Intra Company Adjustment	-	(114,289)	(114,289)	-	-	-
-	-		-	JV Outturn (Surplus)/Deficit transfer Financial Statements	-	-	-	-	-	-
-	-		-	CC Outturn Surplus/ Deficit transfer Financial Statements	-	-	-	-	-	-
1,191	(78)		1,113	Statements	1,191	(78)	1,113	-	-	-
34,728	(29)		34,699	Other Income and Expenditure	34,728	(29)	34,699	-	-	-
174,562	(139,161)		35,401	Surplus or Deficit on Provision of Services	174,562	(139,161)	35,401	-	-	-
				Surplus or deficit on revaluation of Property, Plant and Equipment			-			-
			(4,403)	Remeasurement of the net defined benefit liability / asset			(4,403)			-
			(4,403)	Other Comprehensive Income and Expenditure			(4,403)			-
			30,998	Total Comprehensive Income and Expenditure			30,998			-



ACCOUNTING POLICIES

1) Introduction

The financial statements have been prepared in accordance with the Code of Practice (the code) on Local Authority Accounting in the United Kingdom issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Accounts and Audit Regulations 2011. The Accounting policies contained in the Code apply International Financial Reporting Standards (IFRS) as adapted for the public sector by the International Public Sector Accounting Standards (IPSAS). Any exceptions are disclosed below.

In applying the accounting policies, we have had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- Influences on-going concern status, such as future levels of funding for central government departments
- Possible impairment of investments
- Whether other entities with which the OPFCC has a relationship are subsidiaries, associates or jointly controlled entities
- The potential outcome of legal claims by or against the OPFCC
- The condition of the local and national housing/industrial building market
- The economic standing of significant debtors and creditors

2) Recognition of Income and Expenditure

The OPFCC complies with IAS 39 in only recognising creditor liabilities when services are rendered or goods received. Debtors are recorded at historical cost, but the balance has been written down to fair value through a bad debt provision.

Both revenue and capital transactions are recorded on an accruals basis. This means that income and expenditure is accounted for in the year in which it becomes due regardless of whether cash has actually been received or paid in the year.

In particular:

- Fees, charges and rents due from the customers are accounted for as income at the date the OPFCC provides the relevant goods or services.
- The cost of supplies and services are accrued in that accounting period during which they were consumed or received except for works, which are charged as expenditure when they are completed, before which they are carried as works in progress on the balance sheet.
- Interest payable and receivable on borrowings is accounted for in the year to which it relates; on a basis that it reflects the overall effect of the loan or investment.
- Where income and expenditure has 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 it is doubtful that debts will be settled, the balance of debtors is written down and a charge made to the income and expenditure account for the income that might not be collected.

3) Government Grants and Contributions

Revenue grants and contributions are credited to the Comprehensive Income and Expenditure Statement in the same period as the expenditure to which they relate. For the OPFCC, grants to support expenditure in general (e.g. Revenue Support Grant) are credited to the foot of the Comprehensive Income and Expenditure Statement after



Net Operating Expenditure, within the Group accounts, income is transferred to the CC through an intra-company adjustment within Taxation and Non Specific Grant income line.

4) Intangible Fixed Assets

Intangible assets include software licences and agreements that are capitalised at cost. Intangible assets are amortised on a straight-line basis over the useful life of the asset (between three and seven years). As the amortisation charge is not an allowable charge against Council Tax, it is neutralised by adjustment between Accounting Basis and Funding Basis under Regulation, with the corresponding entry in the Capital Adjustments Account.

Internally generated Intangible Assets are measured at cost during their construction (project staff, physical equipment and associated cost to bring the asset into its useful life) and when transferred is assessed for impairment against marketable value or use in service.

Additions to assets will be added to the carrying value of the asset and amortised over the remaining Useful Economic Life, where it meets the recognition criteria.

In accordance with IAS38, assets which are Police specific or that do not have a comparable active market for valuation purposes, will be measured at cost less accumulated amortisation, with the useful life being reviewed annually.

5) Tangible Fixed Assets Recognition

All expenditure on the acquisition, creation or enhancement of fixed assets is capitalised in accordance with IAS 16 (Recognition, Revaluation & Measurement of Tangible Fixed Assets). Subsequent capital expenditure is capitalised where it provides an enhancement of the economic benefits of the asset in excess of those previously assessed.

Where assets are bought into Fixed Assets from Assets Under Construction, these will be valued using the appropriate methodology, including componentisation as applicable.

The de minimis level policy is to capitalise all capital expenditure, £10,000 and over, on an individual asset basis (or a grouping of assets).

6) Redemption of Debt

Outstanding loan debt relating to police services was transferred to Northamptonshire Police from Northamptonshire County Council on 1 April 1995. Instalments of principal are charged to revenue in accordance with the statutory minimum revenue provision. This is calculated at 4% of the Capital Financing Requirement at the beginning of the year. This is charged to the Capital Adjustment Account with a corresponding adjustment in Accounting Basis and Funding Basis under Regulations.

Valuation is based upon amortised cost, with fair value based upon the cash flow over the remaining term of the debt.

7) Capital Receipts



Capital receipts from the disposal of assets are held in the Capital Receipts Reserve Account until such time as they are used to finance capital expenditure. Individual receipts of less than £10,000 are credited to revenue income.

8) Stocks and Stores

Stocks and stores are maintained covering such items as vehicle spares, uniforms, fuel and provisions. Stocks are valued at the lower of cost or net realisable value in line with the requirements of IAS 2.

9) Reserves

Reserves are maintained to finance expenditure on projects that will be carried out in future years and to protect the OPFCC against unexpected events. Certain reserves/accounts are kept to manage the accounting process for tangible fixed assets (Revaluation Reserve, Capital Adjustment Account) and retirement benefits (Pensions Reserve IAS 19). These do not represent usable resources for the OPFCC. A Reserves Strategy is in place and is reviewed at least twice a year.

10) Provisions

Provisions are made for liabilities or losses which are likely to be incurred, or certain to be incurred, but with uncertain amounts or dates on which they will arise, by charging expenditure to the Comprehensive Income and Expenditure Statement in anticipation of the liability having to be met. When expenditure is incurred to which the provision relates they should be charged to the Provisions Account.

11) Investments

Investments are shown in the Balance Sheet at cost, less any provision required for loss in value. Note 39 cover how the OPFCC's investments are disclosed in relation to recently introduced Financial Reporting Standards covering Financial Instruments.

Valuation is based upon amortised cost, with fair value based upon the cash flow over the remaining term of the investment. Investments with a life below 12 months will be held at amortised cost.

12) Transactions relating to Retirement Benefits

As part of the terms and conditions of employment of its officers and other employees, the OPFCC offers retirement benefits. Although these benefits will not actually be payable until employees retire, the OPFCC disclose the value of the payments that would need to be paid at the time that employees earn their future entitlement.

The OPFCC participates in two pension schemes:

The Police Pension Scheme for Police Officers

The Police Pension Scheme (PPS) is an unfunded defined benefit final salary scheme administered by XPS on behalf of OPFCC, and is governed by the Police Pension Regulations 1987 (as amended) and related regulations that are made under the Police Pensions Act 1976. The new Police Pensions Scheme (NPPS) is also governed by the Police Pensions Act 1976 (as amended by the Police Pension Regulations 2006) & the latest Pension Scheme (2015) is also governed by the Police Pensions Act 1976 (as amended by the Police Pension Regulations 2015).



They are unfunded which means there are no investment assets built up to meet pension's liabilities, and cash has to be generated to meet actual pension payments as they eventually fall due.

The funding arrangements for police officer pensions changed on 1 April 2006, when an employer's contribution rate was set by the Home Office (24.2% in 2018/19 of pensionable salary), which is charged to the Comprehensive Income and Expenditure Statement. This rate increased to 31% on 1st April 2019.

Also, from 1 April 2006, each OPFCC was required by legislation to operate a Pension Fund Account. The amounts that must be paid into and out of the Account are specified by regulation. Officer's contributions and the employer's contribution are paid into the pension's account from which pension payments are made. Under the Police Pension Fund Regulations 2007, if the amounts receivable by the pensions fund for the year are less than amounts payable, the OPFCC must annually transfer an amount required to meet the deficit to the pension fund. Subject to parliamentary scrutiny and approval, up to 100% of this cost is met by central government pension top-up grant. If, however, the pension fund is in surplus for the year, the surplus is required to be transferred from the pension fund to the OPFCC, which then must repay the amount to central government.

The Local Government Pension Scheme for civilian employees

The Local Government Pension Scheme for civilian employees, administered locally by Northamptonshire County Council, is a funded defined benefit final salary scheme, meaning that the OPFCC and employees pay contributions into a fund, calculated at a level intended to balance the pension's liabilities with investment assets.

Actuarial valuations of the fund are undertaken every three years to determine the contributions rates needed to meet its liabilities.

The Accounts show the full implementation of IAS 19 (Retirement Benefits). IAS 19 requires organisations to recognise retirement benefits in the Comprehensive Income and Expenditure Statement when they are earned, even though the benefits will not be payable until employees retire. However, as statutory procedures require the charge against Council Tax to be based on the amounts payable by the OPFCC to the pension fund during the year, an appropriation is made with the pension's reserve which equals the net change in the pension's liability, recognised in the Comprehensive Income and Expenditure Statement Account. The neutralising entry is within adjustments made between Accounting Basis and Funding Basis under Regulations.

The Balance Sheet discloses the OPFCC's net liability in relation to retirement benefits. The figures are based on the Actuary's latest estimate.

Notes 37, 38 to 42 to the Core Financial Statements provide further information about the pension schemes.

13) Leasing

These Accounts have been prepared in accordance with IAS 17. Rentals paid under operating leases have been accrued and accounted for in the period to which they relate. Further information on Operating Leases is available in Note 22 to the Accounts.

The organisation assesses its position on operating leases and lessor arrangements on an annual basis. It recognises lessor arrangements as the minimum payments on the asset and the residual value of that asset. For operating leases the organisation would not recognise an asset and would account for the associated repayments via the expense costs within the Comprehensive Income & Expenditure Statement.

14) Joint Arrangements



The OPFCC has interests in a number of Joint Arrangements. All of these collaborations are governed by formal Section 22 Agreements and the OPFCC shares are fully incorporated in the Comprehensive Income & Expenditure Statement, Balance Sheet, Movement in Reserves Statement and the Cash Flow Statement, as required by the Code.

15) Value Added Tax

VAT is included in the Accounts of the OPFCC, whether of a capital or revenue nature, only to the extent that it is not recoverable.

16) Contingent Assets and Contingent Liabilities

These are not recognised in the accounting statements but disclosed in the Notes to the Accounts.

17) Exceptional Items and Prior Period Adjustments

Exceptional items are included in the cost of the service to which they relate or on the face of the Comprehensive Income and Expenditure Statement if that degree of prominence is necessary in order to give a fair presentation of the Accounts.

Extraordinary items are disclosed and described on the Comprehensive Income and Expenditure Statement after dealing with all items within the ordinary activities of the OPFCC.

Material adjustments applicable to prior years, arising from changes in accounting policies or from the correction of fundamental errors, are accounted for by restating the comparative figures for the preceding period in the Statement of Account and notes and adjusting the opening balance of reserves for the cumulative effect. The cumulative effect of the adjustments is at the foot of the statement of total movements in gains and losses of the current period.

18) Events After The Balance Sheet Date

Events after the balance sheet date are reflected up to the date when the Statement of Accounts is authorised for issue. The date when the Statement of Accounts was authorised for issue and who gave that authorisation is disclosed in the notes to the Statement of Accounts, including confirmation that this is the date up to which events after the balance sheet date have been considered.

19) Accounting Convention

The accounting convention adopted in these financial statements is historical cost modified by the revaluation of land and buildings.

20) Estimation Techniques Used

The Code distinguishes between accounting concepts and estimation techniques that have been used, when required. The techniques below describe the steps taken to arrive at key monetary values in the Statement of Accounts:

- Capital Creditors – quantity surveyors estimate of the value of the work undertaken.



- Payroll Creditors i.e. overtime – average overtime rates
- IAS 19 Valuation – actuarial valuations of future pension liabilities are provided by independent actuaries
- Bad Debts are valued at the receivable value. Therefore the cost of collection of debt assessed as recoverable are deducted from the outstanding value.
- Assets are valued at Market Value (MV) and Depreciated Replacement Cost (DRC) for specialist vehicles, but held in Fixed Assets at the depreciated cost assessed as MV/DRC less the cumulative depreciation over the Useful Economic Life of that asset.

21) Comparison with Previous Years

Comparative figures for the previous financial year are shown in the Accounts. The same items are treated alike from one year to the next, except where notes explain otherwise.

22) 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 three months or less from the date of acquisition, and that are readily convertible to or 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 OPFCC's cash management.

23) Employee Benefits

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, annual leave and flexible working hours, leave for current employees, and are recognised as an expense for services in the year in which employees render service to the OPFCC. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu, flexi-time or annual leave) earned by employees but not taken before the year-end that employees can carry forward into the next financial year.

24) 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 Comprehensive Income and Expenditure Statement in the year. Where the OPFCC has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses-out the amounts charged so that there is no impact on the level of council tax.

25) Actuarial Gains and Losses

Changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – debited to other Comprehensive Income and Expenditure in the Comprehensive Income and Expenditure Statement.



26) Termination Benefits

Termination benefits are amounts payable as a result of a decision by the organisation to terminate an officer or staff employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the appropriate service or, where applicable, to the Non Distributed Costs line in the Comprehensive Income and Expenditure Statement when the OPFCC is demonstrably committed to the termination of the employment of an officer or group of officers or making an offer to encourage voluntary redundancy.

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

27) Interest in Companies and Other Entities

The OPFCC is required to produce Group Accounts alongside its own financial statements where it has material interests in subsidiaries, associates and/or joint ventures. The OPFCC has involvement with Victims Voice; a company set up by guarantee in 2017/18 and has concluded that the requirement to produce Group Accounts applies in relation to it.



GLOSSARY OF TERMS

Accounting Period

The period of time covered by the Accounts, normally a period of twelve months commencing on 1 April.

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.

Agency Arrangements

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

Budget

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

Capital Expenditure

Expenditure on the acquisition of a fixed asset or expenditure which adds value to the life or value of an existing fixed asset.

Capital Financing Requirement

The Capital Financing Requirement represents capital expenditure financed by external debt and not by capital receipts, revenue contributions, capital grants or third party contributions at the time of spending. It measures the OPFCC's underlying need to borrow for a capital purpose.

Capital Receipts

These are proceeds from the sale of capital assets.

CIPFA

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

Contingent Liabilities

A potential liability at the balance sheet date when the Accounts are submitted for approval. The liability will be included in the balance sheet if it can be estimated with reasonable accuracy otherwise the liability will be disclosed as a note to the Accounts.

Corporate Democratic Core

This includes the cost of the corporate infrastructure (e.g. the Chief Executive and Treasury Offices, and external audit fees), and the cost of democratic representation.

Council Tax

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



Creditors

Individuals or organisations to whom the OPFCC owes money.

Current Assets and Liabilities

Current assets are items that can be readily converted into cash. Current liabilities are items that are due immediately or in the short-term.

Debtors

Individuals or organisations who owe the OPFCC money.

Deferred Liabilities

Liabilities which by arrangement are payable beyond the next year at some point in the future or paid off by an annual sum over a period of time.

Earmarked Reserves

Monies set aside that are intended to be used for a specific revenue or capital purpose.

Employee Costs

The salaries and wages of employees together with national insurance, superannuation and all other pay-related allowances. Training expenses and professional fees are also included.

Finance Lease

A finance lease normally involves payment by a lessee to a lessor of the full cost of the asset, together with a return on the finance provided by the lessor. The lessee has substantially all the risks and rewards associated with the ownership of an asset, other than legal title.

International Financial Reporting Standards (IFRS)

These standards are developed by the Accounting Standards Board to regulate the preparation of financial statements. The Companies Act 1985, which was later adopted by the SORP making it mandatory for Public Bodies and therefore requires compliance of these Standards or disclosures in the notes if there are any material departures from those standards.

Fixed Assets

These consist of: -

- Tangible: These are assets that yield benefits to the OPFCC for a period of more than one year (e.g. buildings and equipment).
- Intangible: Under IAS 38 (Goodwill and Intangible Assets), intangible assets are those that do not have physical substance but are identifiable (e.g. software and software licences).

Formula Grant Distribution System

A mechanism by which Central Government determines how much Revenue Support Grant, Home Office Police Grant and Business Rates each local OPFCC should receive in a given year to provide a common level of service. For the police service it is principally based on the resident and daytime populations, plus relevant socio-economic characteristics, for the area covered by an OPFCC.



IAS 19 Retirement Benefits

An accounting standard that requires the recognition of long-term commitments made to employees in respect of retirement benefits in the year in which they are earned.

Impairment

A reduction in value in an asset caused by a general fall in prices, obsolescence or a clear consumption of economic benefit.

Interest Income

The money earned from the investment of surplus cash.

Net Book Value

The amount at which fixed assets are included in the balance sheet, i.e. their historical cost or current values less the cumulative amounts provided for depreciation.

Non-Distributed Costs

This consists of charges for police officers and police staff early retirements.

Operating Lease

An operating lease involves the lessee paying a rental for the hire of an asset for a period of time that is substantially less than its useful economic life. The lessor retains most of the risks and rewards of ownership.

Outturn

The actual amount spent in the financial year.

Payments in Advance

These represent payments made prior to supplies and services received.

Pension – Defined Benefit Scheme

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

Pension Assets – Expected Rate of Return

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

Pension – Interest Costs

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

Pension – Past Service Costs

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



Pension Fund

A fund which makes pension payments on retirement of its participants.

Pensions Top-Up Grant (PTUG)

A grant from the Home Office that funds the difference between a nationally agreed employer's contribution paid into the Pension Fund Account, employee contributions and benefits paid to pensioners during the year.

Precept

The method by which the OPFCC obtains the income it requires from council tax via the collection Authorities (i.e. the seven district councils in Northamptonshire).

Provision

An amount set aside to provide for a liability which is likely to be incurred but the exact amount and the date on which it will arise is uncertain.

Prudential Code

The code developed by CIPFA that sets out a framework for self-regulation of capital spending, in effect allowing OPFCC's to invest in capital projects which best meet their service delivery objectives as long as they are affordable, prudent and sustainable. The code came into Force from 1 April 2004 and is incorporated into the Local Government Act 2003 and associated regulations.

Public Works Loan Board (PWLB)

A government agency which provides longer-term loans to Local OPFCC's at interest rates only slightly higher than those at which the government itself can borrow.

Receipts in Advance

These represent income received prior to supplies and services being provided by the OPFCC.

Receipts and Payments

Amounts actually paid or received in a given accounting period irrespective of the period for which they are due.

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.

Revenue Contributions

Capital Expenditure funded from the Revenue Account which reduces the requirement to borrow.



AUDIT REPORT

INDEPENDENT AUDITOR'S REPORT TO THE CHIEF CONSTABLE FOR NORTHAMPTONSHIRE

Opinion

We have audited the financial statements of the Chief Constable for Northamptonshire for the year ended 31 March 2019 under the Local Audit and Accountability Act 2014. The financial statements comprise the:

- Chief Constable for Northamptonshire Comprehensive Income and Expenditure Statement;
- Chief Constable for Northamptonshire Balance Sheet;
- Chief Constable for Northamptonshire Movement in Reserves Statement;
- Chief Constable for Northamptonshire Cash Flow Statement;
- and the related notes 1 to 42; and
- Chief Constable for Northamptonshire Pension Fund Account and related notes.

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 2018/19.

In our opinion the financial statements:

- give a true and fair view of the financial position of the Chief Constable for Northamptonshire as at 31 March 2019 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report below. We are independent of the Chief Constable for Northamptonshire in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and the Comptroller and Auditor General's (C&AG) AGN01, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter – Going Concern

We draw attention to notes 1 and 3 of the Statement of Accounts which describes the financial and operational consequences the Group is facing as a result of COVID-19 and the additional cost pressures that this presents. Our opinion is not modified in respect of this matter.



Conclusions relating to going concern

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

- the Chief Financial Officer's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Chief Financial Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Authority's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the Narrative Statement included in the Financial Statements, other than the financial statements and our auditor's report thereon. The Chief Financial Officer is responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Local Audit and Accountability Act 2014

Arrangements to secure economy, efficiency and effectiveness in the use of resources

Basis for Qualified Conclusion

- Working with partners and other third parties

On 22 March 2017, the Police, Fire and Crime Commissioner and the Chief Constable approved the Business Case for the upgrade of the Police's back office system by the Multi Force Shared Service (MFSS) to "Oracle Cloud Computing" (project Fusion). On review of the progress of the project in 2018-19, we noted that:

- The project was not delivered until 1 April 2019 a year after its expected implementation date of 1 April 2018;
- As a result of the delayed implementation and the addition of a new partner, in 2018/19 the share of Police, Fire and Crime Commissioner and Chief Constable's MFSS budget increased from £2.2 million to £4.2 million with an extra £1.9 million costs attributable to Project Fusion, funded from the Police, Fire and Crime Commissioner's earmarked reserves; and



- The expected functionality of the newly implemented system was not in line with the original scope, which has reduced the recurring revenue savings expected from implementing the project.

In investigating these issues, the Police, Fire and Crime Commissioner and Chief Constable identified that MFSS did not have adequate governance and monitoring arrangements in place to enable them to exercise significant influence on the progress of the project and cost implications. As such we have concluded that these issues are evidence of weaknesses in the Chief Constable for Northamptonshire's arrangements for commissioning services effectively to support the delivery of strategic priorities.

Qualified conclusion

In our opinion, based on the work undertaken in the course of the audit, having regard to the guidance issued by the Comptroller and Auditor General (C&AG) in November 2017, with the exception of the matter reported in the basis for qualified conclusion paragraph above, we are satisfied that, in all significant respects, the Chief Constable for Northamptonshire put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019.

Matters on which we report by exception

We report if:

- in our opinion the annual governance statement is misleading or inconsistent with other information forthcoming from the audit or our knowledge of the entity;
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014;
- we make written recommendations to the audited body under Section 24 of the Local Audit and Accountability Act 2014;
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014.

We have nothing to report in these respects

Responsibilities of the Chief Finance Officer

As explained more fully in the Statement of Responsibilities for the Accounts set out on page 29, the Chief Finance Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19, and for being satisfied that they give a true and fair view.

In preparing the financial statements, the Chief Finance Officer is responsible for assessing the Chief Constable's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Chief Constable either intends to cease operations, or have no realistic alternative but to do so.



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

Auditor's responsibilities for the audit of the financial statements

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

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

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General (C&AG) in November 2017, as to whether the Chief Constable had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether the Chief Constable put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, the Chief Constable had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Chief Constable for Northamptonshire has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office (NAO) requires us to report to you our conclusion relating to proper arrangements.

We report if significant matters have come to our attention which prevent us from concluding that the Chief Constable has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Chief Constable's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.



Certificate

We certify that we have completed the audit of the accounts of the Chief Constable for Northamptonshire in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice issued by the National Audit Office.

Use of our report

This report is made solely to the Chief Constable for Northamptonshire in accordance with Part 5 of the Local Audit and Accountability Act 2014 and for no other purpose, as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Chief Constable for Northamptonshire for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads 'NEIL. A. HARRIS'.

Neil Harris (Key Audit Partner)
Ernst & Young LLP (Local Auditor) Luton

29 July 2020

The maintenance and integrity of the Chief Constable for Northamptonshire web site is the responsibility of the Chief Constable for Northamptonshire; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.