



**Chief Constable for Lincolnshire**

**Financial Statements**

**2017/18**

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**Chief Constable for Lincolnshire**  
**Statement of Accounts 2017/18**  
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# Introduction to the Financial Statements

## Chief Constable Bill Skelly



Since November 2012, policing services have been provided by two separate entities under the respective leaderships of the Police and Crime Commissioner (PCC) and the Chief Constable.

During 2017/18, I published my strategic vision “Distinctively Lincolnshire” which sets out our mission statement and how I see the role of policing in Lincolnshire, my commitment to supporting the aims of the Police and Crime Commissioner’s Police and Crime Plan and my goals for Lincolnshire Police.

Following the publication of “Distinctively Lincolnshire”, work has progressed during the year to finalise the delivery plans underpinning it which are designed to ensure that the force focuses on the four principles of the Police and Crime Plan:

- Community safety and prevention through partnership;
- Listening, responding and being accountable;
- Protecting and supporting victims and the vulnerable; and
- Policing that works.

I have two broad goals for Lincolnshire Police:

- To provide a service that meets the expectations of our communities; and
- To support our staff to feel healthy and valued.

Being better at managing demand and clearer about the levels of service the public should expect will go hand-in-hand with providing the right tools to get our people into the right place at the right time. Supporting our people in their wellbeing physically, emotionally, mentally and feeling engaged, is vital to achieving our mission for the public. Key components in achieving these goals are the Workforce and Wellbeing Strategies and our Technology Futures Programme which seeks to maximise operational efficiency through investment in appropriate technology. The development of these strategies was the focus in 2017/18 and forms the basis of our capital programme for the next few years.

The force was also successful in obtaining £1.37m Police Transformation Funding for a joint project with Sussex Police, Women’s Aid Federation of England and Respect to develop Early

Intervention Response (EIR) to perpetrators of domestic abuse. This is a significant investment which will enable the force to develop these services in collaboration with our partners for the benefit of victims of domestic abuse in the county.

My aim for 2017/18 has been to spend my delegated budget to support our police officers to deliver effective policing to the public of Lincolnshire. The police officer workforce was significantly under strength at the start of the year, placing increased pressure on officers and staff. Our approach to addressing this in 2017/18 has been twofold. We increased recruitment during 2017/18 and planned for a larger intake in 2018/19 and, to relieve pressure on the police officer workforce until the new officers complete their training period, we introduced a number of civilian investigators as operational support staff. This approach has been successful and will be factored into future workforce planning.

All the financial transactions for 2017/18, relating to the activities of the Chief Constable in accordance with the delegated arrangements agreed by the PCC, are recognised and recorded in these financial statements. In order to comply with accounting requirements, all the main accounting statements are presented even where there are few transactions to report. The Statement of Accounts sets out the financial performance and financial position of the Chief Constable as at 31 March 2018.

### **Roles and Responsibilities**

The Police and Crime Commissioner and the Chief Constable have specific roles and responsibilities as determined under the Police Reform and Social Responsibility Act 2011. The Commissioner provides a link between the police and the community, he sets out the strategic policing and crime priorities and objectives through the publication of a Police and Crime Plan and also sets the policing and crime precept. The Chief Constable is operationally independent of the Commissioner but must have regard to the Commissioner's Police and Crime Plan.

The Chief Constable has direction and control over the Force's police officers and staff. Under the Integrated Scheme of Governance, the Chief Constable has certain specific delegated powers which are set out in the Scheme of Consent and Scheme of Delegation.

The organisation consists of three distinct areas of operational command led by Chief Superintendents:

- East, local policing and investigation;
- West, local policing and investigation;
- Crime and Operations, responsible for specialised services such as Public Protection, Roads Policing and Criminal Justice.

The strategic partnership contract with G4S provides a wide range of operational policing and support functions to the Chief Constable however, as the contract is held by the PCC these costs are not included in the Chief Constable's financial statements. The operational policing services include Town Enquiry Officers, the Force Control Room, the Crime Management Bureau, Custody, the Criminal Justice Unit and Firearms Licensing. The cost of these services was £10.9m in 2017/18. The support functions provided within the contract include HR, Learning and Development, Finance, ICT and Facilities Management. The cost of these services was £11.6m in 2017/18.

In addition, the Force undertakes the provision of specialised policing services through regional collaboration with neighbouring forces in the East Midlands. This includes the East Midlands Special Operations Unit (EMSOU), East Midlands Operational Support Services (EMOpSS), East Midlands Criminal Justice Services (EMCJS) and East Midlands Police Legal Services (EMPLS).

The Executive Officers of Lincolnshire Police on 31 March 2018 were:

Bill Skelly	Chief Constable
Craig Naylor	Deputy Chief Constable
Shaun West	Temporary Assistant Chief Constable
Andrew White	Assistant Chief Officer – Resources
Sharon Clark	Force Chief Finance Officer

### **The Statement of Accounts**

The 2017/18 Statement of Accounts is prepared in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting. The accounts reflect the current legislative framework as well as the local arrangements operating in practice. Key elements of this framework include:

- The Police Reform and Social Responsibility Act 2011 (the Act);
- The Home Office Financial Management Code of Practice for the Police Service of England and Wales 2012; and
- The Scheme of Delegation including Financial and Contract Regulations.

### **Further Information**

The Statement of Accounts 2017/18 is published as an internet document at [www.lincs.police.uk](http://www.lincs.police.uk)

Further information about the financial statements is available from:

The Force Chief Finance Officer,  
Police Headquarters,  
Deepdale Lane,  
Nettleham,  
Lincoln,  
LN2 2LT

In addition, interested members of the public have a statutory right to inspect the accounts before the audit is completed. The availability of the accounts for inspection has been advertised in the local press.

Bill Skelly  
Chief Constable for Lincolnshire

## Annual Governance Statement 2017/18

Below are details of the Chief Constable for Lincolnshire's governance arrangements in operation during 2017/18 including plans for the financial year 2018/19.

### 1. Introduction

- 1.1 Good governance is about how organisations ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open and accountable manner. It comprises the systems, processes, culture and values by which organisations are directed and controlled, and through which they account to, engage with and, where appropriate, lead their communities.
- 1.2 All Police and Crime Commissioners and Chief Constables are required by regulation to produce an Annual Governance Statement (AGS). This is a document which accompanies the statement of accounts and describes how effective our governance arrangements have been over the last 12 months and sets out areas for development. The Chief Constable's Statement is intended to support the Police and Crime Commissioner Group governance arrangements which are detailed in that separate set of accounts.

### 2. Scope of Responsibilities

- 2.1 The Chief Constable has responsibility where the Police and Crime Commissioner (the "Commissioner") delegates functions in respect of securing an efficient and effective police force. In discharging his responsibility, the Chief Constable shall have regard for the Local Policing Plan issued by the Commissioner.
- 2.2 The Chief Constable is responsible for the direction and control of the Force, ensuring his business is conducted in accordance with the law and proper standards, and that public money is accounted for, and used economically, efficiently and effectively.
- 2.3 In discharging his responsibilities, the Chief Constable is required to put in place proper arrangements for the governance of his affairs and which facilitate the exercise of his functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk.
- 2.4 The Chief Constable has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework: Delivering Good Governance in Local Government. A copy is available on the Lincolnshire Police website at <https://www.lincs.police.uk/media/252648/code-of-corporate-governance-for-the-chief-constable-of-lincolnshire.pdf> or can be obtained from:  
  
The Chief Constable's Office,  
Police Headquarters,  
Deepdale Lane,  
Nettleham, Lincoln,  
LN2 2LT
- 2.5 This statement explains how the Chief Constable has complied with the Code and also meets the requirements of regulation 6(1) of the Accounts and Audit Regulations 2015 in relation to the publication of an Annual Governance Statement.
- 2.6 In accordance with section 3.7.4 of the Code of Practice on Local Authority Accounting for 2017/18; the Chief Constable's financial management arrangements conform to the

governance requirements of the CIPFA Statement on the Role of the Chief Finance Officer (CFO) of the Commissioner and the CFO of the Chief Constable.

### **3. The Purpose of the Governance Framework**

- 3.1 The governance framework comprises the systems and processes, and culture and values utilised in the discharge of the Chief Constable's statutory functions. It enables the Chief Constable to monitor the achievement of the Force objectives and to consider whether those plans have led to the delivery of appropriate services and value for money.
- 3.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it 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 Chief Constable's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, to manage them effectively, efficiently and economically.
- 3.3 The governance framework has been in place for the year ended 31 March 2018 and up to the date of approval of the statement of accounts.

### **4. The Governance Framework**

- 4.1 By law the Chief Constable is responsible for operational policing matters, the direction and control of police personnel, and for putting in place proper arrangements for the governance of Lincolnshire Police. It is, however, the Commissioner who is required to hold him to account for the exercise of those functions and those of the persons under his direction and control. This is done in a manner that recognises the commitment of the Commissioner and Chief Constable to abide by the working principles of the Policing Protocol as set out in the Schedule to the Policing Protocol Order 2011.
- 4.2 The key elements of the systems and processes that comprise the governance arrangements in place for the Chief Constable are:
  - Identifying and communicating the Operational Policing Plan, purpose and intended outcomes; the Plan is built from four elements:
    - The Police and Crime Commissioner's Police and Crime Plan;
    - The Chief Constable's Strategic Plan – "Distinctively Lincolnshire";
    - The national Strategic Policing Requirement;
    - The Community Safety Partnership Control Strategy.
  - Measuring the quality of services for users, for ensuring they are delivered in accordance with the Chief Constable's objectives and for ensuring that they represent the best use of resources;
  - Defining and documenting the roles and responsibilities of the Chief Constable and the Senior Officers, setting out clear delegation arrangements and protocols for effective communication, and arrangements for challenging and scrutinising Force activity;
  - Developing, communicating and embedding codes of conduct, defining the standards of behaviour for officers and staff;

- Reviewing and updating standing orders, standing financial instructions, a scheme of delegation and supporting procedure notes/manuals, which clearly define how decisions are taken and the processes and controls required to manage risks and resources;
- Undertaking the core functions of an audit committee, as identified in CIPFA's Audit Committee – Practical Guidance for Local Authorities; - Delivering good governance in local government: Guidance note for Police;
- Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful;
- Whistle blowing and for receiving, investigating, and reporting upon complaints from the public, and other stakeholders;
- Determining the conditions of employment and remuneration of officers and staff, within appropriate national frameworks;
- Identifying the development needs of officers, staff and members of G4S staff working on the Lincolnshire Police contract in relation to their roles, supported by appropriate training and linked to the priorities of the Force;
- Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation;
- Incorporating good governance arrangements in respect of partnerships and other group working and reflecting these in the overall governance arrangements;
- Preparedness for dealing with emergency situations.

4.3 This section describes the key elements of the systems and processes of the governance arrangements that have been put in place by the Force. In doing so, it reflects the overarching structures that have been developed to deliver objectives and manage risk:

- Processes for setting objectives and targets that support the policing priorities outlined in the Police and Crime Plan, including reporting to the Commissioner. This is done in a manner that recognises the commitment of the Chief Constable to abide by the working principles of the Policing Protocol;
- An operational policing plan is produced in response to the Commissioner's plan;
- The tactical tasking and coordinating process is conducted in line with the National Intelligence Model including Daily Management Meetings with operational managers, Area Tasking , Force Tasking and Regional Tasking meetings which address both the Force objectives and emerging operational risk issues;
- Operational Commanders conference where operational matters can be discussed, risks identified and solutions found;
- Strategic Policing requirement;
- The Community Safety Partnership Control Strategy.

4.4 Decision making structures for establishing priorities and considering strategic issues facing the Force:

- Internal departmental management teams establishing business plans;
- Chief Officer Group (COG) and Strategic Management Board (SMB);
- Chief Officers share and discuss key issues with senior staff;

- Reporting to the Police and Crime Strategic Board; monthly monitoring of the financial plans to COG and the Commissioner's Resource Governance meeting and an annual governance report is provided to the PCC, detailing the years' activity with regard to the financial and contract regulations, procurement, insurance, debtors and treasury management, and providing an overview of decisions made and their justification. Also the Procurement, ICT, HR and Asset Strategies are examined by this Board;
- Policing Transformation Programme;
- Feedback from the public and other local stakeholders.

4.5 The Force operates a Strategic Management Board (SMB) which is the main decision making body for the Force. The Portfolio Board (Change Board until January 2018) operates as a sub-committee of the SMB, reporting by exception and referring significant decisions for approval. The Terms of Reference of the SMB are:

- To determine the vision, strategic aims and priorities of the Force during the annual planning process;
- To approve change activities recommended by the Portfolio Board;
- To review the realisation of the three-year change plan and to consider matters; affecting its delivery, at the highest level within the organisation;
- To monitor and support the delivery of the G4S Supporting Strategy (ICT, Facilities, Fleet and People);
- To scope and debate national, regional and local developments and to integrate these into the future design of the Force and in the delivery of policing (with partner agencies) within the county;
- To consider and determine the Force response to reports, guidance and recommendations emanating from central government, Internal Audit and HMIC;
- To consider business critical issues affecting the Force in respect of its operational, strategic and organisational performance and management;
- To consider briefing papers that require a collective and strategic decision in order to be taken forward;
- To discuss and inform OPCC business, management and relationships;
- To consider issues affecting corporate governance and strategic risk management;
- To consider issues where a corporate approach is needed or which have significant employee relations implications.

4.6 Management of the Strategic Partnership Contract with G4S is performed by the Commercial Partnership Team. This forms part of the Joint Services arrangement with the Commissioner:

- Ensuring compliance with all relevant legislation and commitments/obligations;
- Performance scrutiny of the G4S contract is subject to its own legal schedule (Price Performance Mechanism – schedule 13);
- 200 indicators used to monitor performance;
- Financial monitoring is reviewed against Schedule 14 (Pricing);

- Performance is reviewed by the Transformation Management Board or the Performance and Delivery Board on a monthly basis.
- 4.7 There is a high level of external scrutiny of organisational affairs by a variety of bodies including:
- Her Majesty's Inspector of Constabulary and Fire & Rescue Services (HMICFRS);
  - External Audit;
  - HM Revenue and Customs;
  - Internal Audit;
  - local communities; and
  - the media
- 4.8 A National Code of Ethics for the Police Service, developed by the College of Policing, and embedded and enshrined by Parliament; applies to all forces that are required to embed the Code. The Code applies to every individual who works in policing in England and Wales, whether a warranted officer, police staff, volunteer or someone contracted to work in a police force. It is the written guide to the principles that every member of the policing profession is expected to uphold and the standards of behaviour they are expected to meet and is seen as the foundation document for promoting, reinforcing and supporting the highest personal standards from everyone who works in the policing profession. All employees have been issued with a copy of this code; the Code of Ethics sits alongside the well-established principles established in the Force vision of policing with PRIDE (Professionalism, Respect, Integrity, Dedication and Empathy), in providing the Force with an ethical framework to make decisions.
- 4.9 The Code of Ethics is based on nine policing principles and ten standards of professional behaviour that will help everyone in policing to do the right thing in the right way. It spells out what the profession expects of all officers, staff and others working in policing, and has practical examples for everyone to use daily.

## **5. Risk Management**

- 5.1 Lincolnshire Police has a risk management process in place that effectively manages risk against its business in order to ensure it operates under the sound principles of Corporate Governance.
- 5.2 Risk registers are a key tool in providing assurance to the Force and to the Police and Crime Commissioner (PCC) demonstrating that risks are being managed effectively through the regular and continued review of the Force Risk Register at the Risk Management Board, Senior Leadership Team meetings and the Joint Independent Audit Committee.
- 5.3 In addition to these internal assurances, there are external organisations such as internal and external auditors as well as Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) that work with the Force and the Office of Police and Crime Commissioner (OPCC) to ensure the risk management process is effective and robust.
- 5.4 Any negative outcome of internal or external audit is reviewed by the Force and plans are put in place to address the issues and ensure improvements are made.
- 5.5 The Force risk register and process is owned by the Deputy Chief Constable of Lincolnshire Police with delegated responsibility to the Head of Strategic Development to manage the policy and processes on behalf of the Deputy Chief Constable.

- 5.6 The Risk Policy and Review Officer is responsible for managing the risk management process on behalf of the Head of Strategic Development and will maintain the policy and processes on their behalf.
- 5.7 It is the responsibility of all heads of departments and business areas to ensure they manage risks within their own areas of authority.
- 5.8 They are responsible for identifying risks in their individual business areas and for assessing them in terms of their impact and probability of occurring. Each department and business area, as well as all force projects, will maintain a risk register.
- 5.9 The Force risk management process focuses on five levels of risk which can pass through a process of escalation depending on the scale of risk and effect it may have at either project, programme, department or force level.

<b>Risk Level</b>	<b>Description</b>
Force	<ul style="list-style-type: none"> <li>• Risks at the highest level.</li> <li>• They are so significant that they threaten or enhance the long-term achievement of corporate objectives.</li> <li>• Will be discussed at Risk Management Boards, Senior Leadership Team meetings and the Joint Independent Audit Committee.</li> <li>• Departments/Business Areas will escalate risks from their departmental risk register which have become force risks, through the Risk Management Board, for inclusion on the Force Risk Register.</li> </ul>
Department/ Business Area	<ul style="list-style-type: none"> <li>• Risks that threaten or enhance the delivery of department or business area objectives.</li> <li>• Will be discussed at Senior Management Team meetings.</li> <li>• Escalated up through the Risk Management Board if they pose a threat to corporate objectives and the Head of Department's limit of authority to manage the risk has been reached.</li> </ul>
Programme	<ul style="list-style-type: none"> <li>• Risks that threaten or enhance the delivery of a programme. Will be analysed and scored in relation to the programme.</li> <li>• Will be discussed at Programme Board meetings.</li> <li>• Escalated through the Risk Management Board if they pose a threat to corporate objectives, and the Programme Manager's limit of authority to manage the risk has been reached.</li> </ul>
Project	<ul style="list-style-type: none"> <li>• Risks that threaten or enhance the delivery of a specific project. Will be analysed and scored in relation to the project.</li> <li>• If they are serious enough to impact on the Programme and the Project Manager's limit of authority has been reached, they should be escalated to Programme level.</li> </ul>
Operational	<ul style="list-style-type: none"> <li>• Risks concerning the day-to-day issues that Lincolnshire Police is confronted with as it strives to deliver its objectives.</li> <li>• Only escalated to the Force Risk Register if they pose a threat to corporate objectives</li> </ul>

- 5.6 In implementing risk management the Force has produced a Risk Management Strategy which details the roles and responsibilities of those involved in the undertaking risk

management in the Force. It follows a set standard and process for risk management to ensure a consistent approach is adopted across the whole organisation. The Risk Management Strategy is reviewed by JIAC.

- 5.7 Consistent risk management will allow the Force to plan effectively in the delivery of its outputs by knowing what circumstances that could prevent it from achieving its aims, and by putting in to place measures to prevent risk from occurring, therefore, saving time and resources.
- 5.8 The Force Risk Management Board is responsible for the following:
- Determining if risks are critical to the Force;
  - Managing and developing the risk management process;
  - Review risk assessments of potential force risks;
  - Monitor red and amber risks on a quarterly basis;
  - Assigning Risk Owners to a risk depending on the risk assessment score;
  - Providing visible leadership and commitment to the Force risks and risk management process throughout the organisation;
  - Ensuring programme and project assurance.
- 5.9 Membership and terms of reference of the Force Risk Management Board are set out within the Force Risk Management Policy. Lincolnshire Police has an established post of Force Risk Officer whose duties include maintaining the Force Strategic Risk Register and advising on the total risk to which the Force is exposed. Risk focal points within each division and department have also been nominated.
- 5.10 The PCC and the Force maintain an extensive assurance map in conjunction with the strategic risk registers and process risks. The assurance map is based on the three lines of defence approach and is suitably comprehensive and effective for the purpose of assuring on established mitigations and scoring of strategic risks.

## **6. Review of Effectiveness**

- 6.1 The Chief Constable has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework including the system of internal control.
- 6.2 This review has been informed by the work of the Deputy Chief Constable (DCC) and Force Chief Finance Officer (FCFO) together with managers within the Force who have the responsibility for the development, maintenance and operation of the governance environment. In addition, comments made by the internal and external auditors and other review agencies and inspectorates have informed this review.
- 6.3 Following an internal audit tender process, Mazars LLP were appointed internal auditors for the period April 2015 to March 2019.
- 6.4 On an ongoing basis governance is monitored and reviewed via a range of mechanisms. These range from formal meetings (in areas such as Force performance, project management arrangements and conduct oversight from the Professional Standards Department) to the operation of management teams at corporate, area and service level.
- 6.5 The Commissioner and Chief Constable have a Joint Independent Audit Committee (JIAC). The JIAC provides advice on matters relating to the adequacy and effectiveness

of the financial and other controls, corporate governance, financial and contract regulations and risk management arrangements operated by both the Commissioner and the Chief Constable. The JIAC is subject to an annual self-assessment.

6.6 The JIAC has received and considered reports from both internal and external audit and monitored the implementation of action plans drawn up to address identified internal control weaknesses. The Head of Internal Audit provides an opinion, based on the work undertaken in the year, on the adequacy and effectiveness of the assurance framework, risk management, internal control and governance. From the internal audit work undertaken, in compliance with the Public Sector Internal Audit Standards (PSIAS), the following opinion was provided for 2017/18:

*“Our overall opinion is that adequate and effective risk management, control and governance processes were in place to manage the achievement of the organisations objectives. We have however, identified weaknesses in respect of Learning and Development”.*

6.7 The External Auditor provides an opinion on the financial statements/value for money.

6.8 The JIAC has received and considered reports from both internal and external audit and monitored the implementation of action plans drawn up to address identified internal control weaknesses. The Head of Internal Audit provides an opinion, based on the work undertaken in the year, on the adequacy and effectiveness of the assurance framework, risk management, internal control and governance. The External Auditor provides an opinion on the financial statements/value for money.

6.9 The Performance Governance meetings consider police performance and the Resources Governance meeting considers financial and people resources. The Police and Crime Strategic (P&CS) Board considers long term strategy development, the assurance map, significant and emerging risk areas and the Chief Constable’s report.

6.10 The effectiveness of the governance framework is reviewed annually by the Chief Constable. The review has been informed by:

- Consideration of the Chief Constable’s risk management regime;
- The code of corporate governance;
- The Integrated Scheme of Governance (ISG) which came into effect on 1 April 2014 and was reviewed in November 2015 that includes the Scheme of Consent, Commissioner’s and Chief Constable’s Scheme of Delegation and the Financial and Contract regulations;
- Consideration of the Commissioner and Chief Constable’s joint assurance map (through both developmental and embedded stages);
- HMICFRS reporting and work;
- External and internal auditors and their formal reporting;
- Managing change, developing our policing model to meet threat, risk and harm and new technologies, all of which are discussed at the Strategic Management Board;
- Feedback received from the JIAC;

6.11 In 2014 HMICFRS introduced the PEEL Inspection programme which draws together evidence from HMICFRS’s annual inspections. The evidence is used to assess the three pillars of effectiveness, efficiency and legitimacy of the Police Service, each pillar is led by a chief officer. HMICFRS has introduced these assessments so that the public will be able to assess the performance of their own Force. There are further changes currently

under consultation to the monitoring process which will introduce Force Management Statements (FMS) as an integral part of the revised Integrated PEEL Assessment (IPA). The first FMS will be due for completion in May 2018 with the first IPA's Due in Autumn 2018. Forces will be required to publish to Force Management Statements in future years, although this requirement has been waived for the first year.

- 6.12 HMICFRS published the PEEL Efficiency (including Leadership) report in November 2017 which assessed Lincolnshire Police on how efficient the force is at keeping people safe and reducing crime which included the following:
- How well does the force understand demand;
  - How well does the force use its resources;
  - How well is the force planning for the future?

- 6.13 The HMICFRS's findings were:

The extent to which Lincolnshire Police is effective at keeping people safe and reducing crime was assessed as "requires improvement".  
HMICFRS stated:

*"Lincolnshire Police provides a good policing service to its communities at one of the lowest costs per head of the population in England and Wales. It has entered into local partnerships, for example, with local authorities, has outsourced services to the private sector and has undertaken extensive collaborative work. However, because the last comprehensive review of demand took place some time ago, the force now has an incomplete understanding of the current, complex and future demand for its services. HMICFRS expects forces to have a continuing process in place to understand demand. In addition, the force is not sufficiently developed in how it plans to respond to an uncertain financial future and to provide efficient and effective policing."*

- 6.14 HMICFRS assessed the force as "Good" in its use of resources but "requires improvement" in its understanding of demand and planning for the future. HMICFRS acknowledged the recent changes in the chief officer team and the inevitable pause in the decision making processes to allow the new team to review future plans and looked forward to the new Chief Constable, and his team, taking on these challenges and stated that it was confident that "the team will develop clear plans, and take swift action to maintain effective policing if funding is not increased in line with the force's current expectations".

- 6.15 HMICFRS also conducted a PEEL effectiveness inspection visit in October/November 2017, the results of which were received in March 2018. The Force received an overall rating of Good. The four categories which were inspected with the ratings are shown below:

- Preventing crime and tackling anti-social behaviour – Good;
- Investigating crime and reducing re-offending – Good;
- Protecting vulnerable people – Requires Improvement;
- Tackling serious and organised crime – Good.

Protecting Vulnerable people: this was the only category in which the Force received a "Requires Improvement" judgement. The following is an extract from the HMICFRS report:

*Lincolnshire Police's effectiveness at supporting victims and protecting those who are vulnerable from harm requires improvement. The force does not have a thorough enough understanding of the nature and scale of vulnerability across the county, although it is concentrating efforts on improving this situation. Officers attending domestic abuse incidents mostly record how children are affected, to ensure that they, as well as the victim of the abuse, are safeguarded. There is some progress in the force's approach to the management of risk for missing and absent children.*

The Force has already made progress in this area, since the inspection visit in November 2017 and continues to address the issues.

- 6.16 Assurance on the effectiveness of the Chief Constable's financial controls has been provided by the Force Chief Finance Officer who was designated as the responsible officer for the administration of financial affairs under section 151 of the Local Government Act 1972. Systems are in place to ensure the lawfulness and financial prudence of decision making and to fully discharge the responsibilities of the role. The financial arrangements in place conform to the governance requirements of the CIPFA Statement on the Role of the CFO in Local Government (2014).
- 6.17 The Chief Constable and the Commissioner have a joint Anti-fraud and Corruption Policy in place which has been reviewed during the year. Quarterly meetings of the Anti-Fraud and Corruption Board ensure that current and emerging risks and issues in relation to anti-fraud and corruption are regularly discussed and reviewed. The JIAC are kept abreast of any issues arising. Mandatory training on counter corruption continued to be delivered to all staff and officers across the organisations via the NCALT e-learning system; raising awareness of issues surrounding police corruption and misconduct.
- 6.18 The Chief Constable and Commissioner adopted the CIPFA code of practice on Managing the Risk of Fraud and Corruption published in 2014, and have implemented an effective anti- fraud and corruption strategy. This year the OPCC and Force joined the Lincolnshire Counter Fraud Partnership to work with key partners to share information and expertise to help both organisations maintain their vigilance in tackling fraud and corruption.
- 6.19 The Chief Constable's risk management arrangements are well developed and well embedded. The JIAC reviews the Chief Constable's risk management strategy on an annual basis and monitors the Chief Constable's strategic Risk Register quarterly. The Chief Constable considers and reviews risk on a monthly basis through management meetings. Internal audit reported a 'green' opinion (satisfactory assurance) on the Chief Constable's risk management arrangements in November 2015. The Risk Register and assurance framework are aligned and drive improvement activity where assurance on the effectiveness of controls needs to be strengthened.
- 6.20 The Chief Constable and the Commissioner have a joint Anti-fraud and Corruption Policy in place which has been reviewed during the year. Quarterly meetings of the Anti-Fraud and Corruption Board ensure that current and emerging risks and issues in relation to anti-fraud and corruption are regularly discussed and reviewed. The JIAC are kept abreast of any issues arising. Mandatory training on counter corruption continued to be delivered to all staff and officers across the organisations via the NCALT e-learning system; raising awareness of issues surrounding police corruption and misconduct. The PCSB adopted the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption published in 2014 and have implemented an effective anti-fraud and corruption strategy. An assessment of the Force capability has been made against the adopted CIPFA code.

6.21 Having considered all the principles, the Professional Standards Department are satisfied that, subject to the actions identified below, the organisation has adopted a response that is appropriate for its fraud and corruption risks and commits to maintain its vigilance to tackle fraud.

Actions to be taken to manage the risk of fraud:

- Create a Fraud Risk Register;
- Identify potential anti-fraud training resources and associated tools through the membership of the Lincolnshire Counter-fraud Partnership (LCFP).

6.22 The Chief Constable has been advised on the implications of the result of the review of the effectiveness of the governance framework by the executive team and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The areas already addressed and those to be specifically addressed with new actions planned are outlined below.

## 7. Significant Governance Issues

7.1 No significant governance issues occurred during the year which have not already being addressed through the risk register.

7.2 The Risk Register is a tool that identifies the risks that would prevent or distract the Chief Constable from achieving his objectives.

7.3 The joint assurance map is recognised by the Commissioner and the Chief Constable as a vital tool for effective corporate governance. It provides timely and reliable information on the effectiveness of the management of major strategic risks and significant control issues; it also provides a cohesive and comprehensive view of assurance across the risk environment. The assurance map provides much of the evidence base for this annual governance statement. Independent assurance is also provided by the JIAC.

7.4 High level risks on the assurance map are considered on a quarterly basis at a quarterly Risk Management Board which consists of all the key risk owners, to support the continuous assessment of the effectiveness of the management of risk and internal control. The Force's Risk Register is reviewed monthly by the Deputy Chief Constable and the Force Risk, Policy and Review Officer.

7.5 The Chief Constable's significant governance issues are detailed below and include an outline of the actions taken or further work that is required to address the issues. Significant governance issues are reported to the JIAC at least 4 times each year.

### **7.5.1 Risk of failure to persuade government of Lincolnshire's case for a fairer share of national funding.**

7.5.1.1 During 2015/16, the Government consulted on reform of police funding in England and Wales. A new, simplified allocation model was proposed which would have enabled funding to be provided sustainably to, and allocated fairly between, Police and Crime Commissioners in England and Wales. Both the PCC and Chief Constable supported these proposals and engaged proactively with Government to refine an approach which would have seen Lincolnshire benefit by around £8 million annually. The original Government plans indicated the new formula would be implemented from 2016-17 however, this was halted due to technical issues with the data, pending further work.

7.5.1.2 In September 2016, the Policing Minister confirmed that he was committed to reform because the current arrangements were complex and becoming increasingly outdated. The Minister's letter set out the detailed arrangements for working with PCCs and Chief Constables and encouraged their engagement with the process. He confirmed that he intended to undertake further public consultation before reaching final decisions. The consultation planned for the early part of 2017/18 did not take place as a result of the general election in 2017. The Policing Minister has confirmed that whilst the government remain committed to reviewing the core grant allocation, this is expected to form part of the next Spending review in 2020/21.

7.5.1.3 Both the PCC and the Chief Constable remained supportive of Government's original proposals for reform of the funding formula and continued to make Lincolnshire's case to Government.

### **7.5.2 Risk of failure to achieve and demonstrate efficiencies and value for money.**

7.5.2.1 The Commissioner and Chief Constable both have a statutory duty to make the best use of resources available to them. The Police and Crime Plan commits to obtaining value for money from all funding and avoiding waste. Over the last year key work streams have furthered this commitment including: the continued roll-out of significant technical solutions such as Body Worn Video and Mobile Technology. Oversight is gained through the Resources Governance meeting and the Police and Crime Strategic Board; independent assurance is gained through HMICFRS via the efficiency pillar of their PEEL inspection programme.

7.5.2.2 The Force continues to maintain project and programme discipline to ensure that anticipated benefits are realised and the development of an embedded approach to benefits realisation remained a priority for 2017/18. The Financial Strategy includes performance measures relating to both financial health and financial performance, supported by a number of plans and policies.

### **7.5.3 Risk of failure to deliver and demonstrate Value for Money in regional collaboration.**

7.5.3.1 The Commissioner and Chief Constable collaborate with the East Midlands region in many operational and back office areas. The Special Operations Unit, Major Crime Unit, Special Branch and Forensics Services have been in place for several years with Occupational Health and Legal Services, Criminal Justice and Operational Support more recently forming collaborative services. Following the assurance mapping across a number of regional collaborations undertaken by RSM Tenon during 2015, the output had informed internal audit plans for 2016/17. During 2016/17, internal audits of 5 regional collaborations were completed, including three with which Lincolnshire Police is involved: EM Legal Services, EMOpSS, and EMSOU. An internal audit of EMSOU Forensic services was undertaken in 2017/18. On behalf of the regional PCCs, a review of regional governance was undertaken in 2016/17 and the recommendations for the strengthening of this function implemented in 2017/18. Furthermore, a review of EMOpSS was undertaken in 2017/18. The result of this was the decision by Nottinghamshire Police to withdraw from the EMOpSS collaboration with effect from 1<sup>st</sup> May 2018. Leicestershire, Northamptonshire and Lincolnshire Police forces remain committed to the collaboration and a joint project team has been established to develop a three force operational model. Once agreed this will be reflected in a revised Section 22 agreement.

#### **7.5.4 Risk of failure to deliver objectives of tri-service "Blue Light Programme".**

- 7.5.4.1 The Commissioner formally signed the decision notice to approve the Blue Light Collaboration programme on 26 July 2016. This is an ambitious programme of work between Lincolnshire Police (LP), Lincolnshire County Council (LCC) Lincolnshire Fire & Rescue (LFR) and the East Midlands Ambulance Service (EMAS). The programme has a "golden thread" of closer working running throughout it and includes a broad ranging estates review and a project team, looking at interoperability and opportunities for integration.
- 7.5.4.2 Two key elements are the shared headquarters project whereby LFR and LP will share a headquarters based in the current Police HQ in Nettleham, as well as a shared control room, and a Blue Light Campus which will see the creation of a tri-service integrated operational station of circa 400 frontline personnel. A substantial part of the shared HQ works were completed in 2016/17 and some LFR personnel relocated in April 2017; final completion of the shared HQ works were completed in November 2017. The Blue Light Campus is scheduled for completion in spring 2019.
- 7.5.4.3 The programme has attracted over £7.5 m of Police Innovation funding and financial commitment from LCC and EMAS. The programme has the potential to deliver a significant number of benefits to Lincolnshire Police and its partners and to the public of Lincolnshire with a clear imperative to deliver a sustainable solution that represents value for money.
- 7.5.4.4 The governance and project management of this programme of work is a major undertaking in its own right, with assurance needing to be provided to all stakeholders and specific review and reporting points being specified by the Home Office within the Grant Agreement criteria. The programme involves both capital investment and revenue funding by the PCC to deliver the programme. Initial costs for the creation of a shared headquarters were much higher than had been estimated (almost double) and this has required costs to be "managed down". In addition, the need to meet challenging spending criterion set by the Home Office, which if not met could lead to the loss of funding, has led to concerns being raised by the PCC. The PCC's Risk Register reflects this situation by raising the score to a maximum Critical Risk score of RED16.
- 7.5.4.5 The PCC had requested that consideration be given to further strengthening the assurance and governance processes already in place and as a result, the financial management and monitoring of the programme's progress was increased.

#### **8. Information Risk**

- 8.1 The Force Information Risk Appetite remains set as OPEN;

*Willing to consider all options and choose the one that is most likely to result in successful delivery minimising residual risk as far as possible, while also providing an acceptable level of business benefit.*

- 8.2 During 2017/18 the Force has progressed its work on information security. There is a 3-year Accreditation Programme in place for IT systems, of which several systems have been accredited during this period.
- 8.3 All officers and staff are required to complete an online Data Protection training course annually. As at 31/03/18 there was a 100% completion rate for 2017/18.
- 8.4 Information strategy and policy is approved and deployed by the Information Management Board, who also oversee information and data quality issues, including

information risk. The Board is chaired by the Senior Information Risk Owner (SIRO) and any information risks that are outside of the Force risk appetite are escalated to Chief Officer Group as necessary.

- 8.5 Information Asset Owners are aware of their responsibilities with regard to risk within their area of responsibility, with a clear escalation path through the Force Information Management Board and Risk Management Board to the SIRO. Additionally, the Information Management Board discusses information risk as an agenda item. All Information Asset Owners have completed detailed risk assessments on all of their systems. They have also undertaken Information Asset Owner specific online information assurance training.
- 8.6 The Force has completed a full audit of information held in order to assess against GDPR and the Data Protection Act 2018 requirements. The areas audited include lawful purpose for processing, retention period, audit & logging capability, disclosure of information and security controls. Any non-compliances post 25 May 2018 will be added to the Force Risk register.
- 8.7 Regular (bi-weekly) meetings between the Information Assurance and IT staff continue to ensure that risks identified through IT Health Checks or system accreditation are mitigated in an appropriate timeframe.

## **9. Future Plans**

- 9.1 Over the coming year, where necessary, we will continue our plans to address the above matters and to further enhance our governance arrangements. These steps will address the need for improvements that were identified in the review of effectiveness and their implementation will be monitored as part of our next annual review.

SIGNED

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Bill Skelly  
Chief Constable for Lincolnshire  
Date

## **Chief Finance Officer's Narrative Report**

The Narrative Report to the financial statements provides a guide to the most significant matters reported in the accounts and includes key performance information, a comparison of outturn figures to the budget and highlights significant areas of expenditure and major changes.

### **Introduction**

I am pleased to present the Statement of Accounts for the Chief Constable of Lincolnshire for the financial year 2017/18. This Statement of Accounts sets out the overall financial position of the Chief Constable for Lincolnshire for the year ended 31 March 2018.

The Chief Constable of Lincolnshire is responsible for providing operational policing services to a population in excess of 710,000 dispersed across a large geographical area of 590,000 hectares.

The Police and Crime Commissioner (PCC) for Lincolnshire determines the level of funding allocated to the Chief Constable for the provision of these services within Lincolnshire.

The amount of Government grant is reducing in real terms each year. In 2017/18, despite the 2% increase in the council tax precept, overall funding reduced in real terms meaning that savings had to be found to finance the increasing costs that are incurred from rising demands and inflation.

A review of the way in which Government grant is distributed between force areas (funding formula review) has been delayed and will not now be implemented before the next spending review in 2020/21 at the earliest, so will not be implemented for 1 April 2018 as previously anticipated within the Medium Term Financial Plan.

Economic uncertainty will continue to impact future central Government expenditure with a consequent potential impact on police funding. Continuing funding uncertainty underlines the need for robust plans with adequate levels of reserves.

### **Governance**

The Chief Constable is responsible for operational policing within Lincolnshire, with the PCC being responsible for the totality of policing.

The Chief Constable holds joint responsibility with the PCC for ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. To discharge this accountability, the PCC and Chief Constable must put in place proper procedures for the governance and stewardship of the resources at their disposal.

The annual review of Governance and Internal Control is included within the arrangements for producing the Annual Governance Statement, which forms part of these Financial Statements.

### **Organisation**

The PCC receives all funding and income and makes all payments for the PCC Group. Under a detailed Scheme of Delegation an annual budget is provided, following consultation with the Chief Constable, for fulfilling requirements for policing Lincolnshire in accordance with the Police and Crime Plan. The Chief Constable applies his delegated budget to provide the operational policing services in Lincolnshire.

All Police Officers and the majority of police staff (other than a small number relating to the PCC's Office and regional support arrangements) are in the Chief Constable's employment.

These Financial Statements reflect the cost of providing operational policing with the PCC's accounts showing a commensurate transfer of resources to the Chief Constable. A separate set of accounts has been published for the PCC and the PCC Group, which consolidates the Chief Constable's accounts and also recognises all of the transactions incurred during 2017/18 for policing in Lincolnshire.

The Strategic Partnership contract is formally held by the PCC for the provision of a wide range of operational and support functions to the Chief Constable. This has been accounted for in full in the PCC's accounts, reflecting the contractual, budgetary and management responsibility. However, in order to understand the full operating cost of the Force, further information is included in the Comprehensive Income and Expenditure Statement and in the Financial Performance section of this report.

Lincolnshire Police is one of five regional forces in the East Midlands and works closely with the other four across various collaborations to provide an efficient service. More detail and how the regional accounts are accounted for in these Financial Statements is provided in Note 16.

## **Performance**

Lincolnshire continues to maintain its place as one of the safest places to live in the UK with the sixth lowest crime rate per 1,000 people according to the latest report by the Office for National Statistics.

Whilst Lincolnshire is graded as one of the lowest forces in terms of crime levels, with 40,597 offences recorded in the year ending December 2017, there has been a 10% annual increase in overall crime (excluding fraud), although this is less than is being experienced on a national level where crime has risen by 15%.

Sexual offences have increased year on year by 27%, a slightly higher increase than the national average of 25%, but the Chief Constable has worked hard to create a culture which encourages people to trust that complaints of sexual crimes will be treated both sensitively and seriously. As a result there have been unprecedented levels of historical offences being reported and that will have had some effect on the figure.

Lincolnshire Police also has an enviable level of successful prosecutions in sexual offences cases, so the growing level of reporting means more offenders can be prosecuted and removed from our communities.

Criminal damage and arson made up a significant proportion of crimes in the county with 5,592 offences recorded, a 4% rise on last year but lower than the national average, an increase of 7%.

In the overall "violence against a person" category there was a rise of 11% from the previous year, but again this is significantly lower than the national average of 21%.

The largest crime rate annual increase was shoplifting, which increased by 28%.

Further information about Force performance together with a detailed local breakdown is available through the Chief Constable's website at [www.lincs.police.uk](http://www.lincs.police.uk) and the crime mapper website [Police.uk](http://Police.uk).

## **Gender Pay Gap**

Our current gender pay gap is 7.6% based on the median salary rate. The national average for policing is 18.4% and for all workplaces it is 9.1%.

Lincolnshire Police are committed to equality of opportunity and the equal treatment of all employees regardless of protected characteristics, and therefore we are pleased that we have a lower gender pay gap than our key comparators.

We are satisfied that there is no difference in pay between officers and staff at the same rank or grade. The major issue regarding the gender pay gap relates to differences in the advancement of women. The Chief Officer team are determined to ensure that opportunities are provided to all our officers and staff to progress through the grades and ranks. We remain committed to ensuring fairness and inclusivity within Lincolnshire Police, and acknowledge the many benefits this brings to our organisation.

## Financial Performance

A summarised statement of the actual net expenditure compared to the approved original budget for the year is set out below:

	2016/17	2017/18
<b>Chief Constable for Lincolnshire</b>	<b>£m</b>	<b>£m</b>
Original Delegated Budget	85.7	86.3
Outturn	84.7	86.4
<b>(Underspend) / Overspend</b>	<b>(1.0)</b>	<b>0.1</b>

This includes only the budgets directly delegated to the Chief Constable and excludes the G4S strategic partnership, which is held by the PCC and provides a wide range of operational and support functions to the Chief Constable.

Actual expenditure for the Chief Constable in 2017/18 was only £0.1m higher than the original budget. There were a number of significant variances across the whole budget, both favourable and adverse which included the following:

Underspends resulting from:

- A lower average Police Officer strength of 14 FTE (£0.755m) than planned;
- A lower average PCSO strength of 11 FTE (£0.350m) than planned;
- Income exceeded targets by £0.200m, including firearms licencing and Police Led Prosecution;

Offset by overspends:

- Police Officer, PCSO and staff non-consolidated pay awards of £0.380m;
- Police Officer overtime of £0.250m;
- Insurance provisions of £0.200m;
- Provisions for future liabilities in respect of officer and staff pay claims of £0.133m;
- Additional provision in respect of a specific joint MoD/Police operation of £0.175m;
- Overtime costs in the EMOpSS collaboration of £0.200m.

The two main factors in the Police Officer overtime overspends both in Force, and in the EMOpSS collaboration, were operational pressures due to increased activity and compensating

for the workforce being understrength for most of the year. This has been addressed for 2018/19 with increased recruitment intakes.

Force expenditure also included additional costs in respect of the national pay awards for both Police Officers and staff above the 1% allowance included within the original budget. The Force absorbed the additional cost within the delegated budget total in 2017/18 due to staff vacancies, but should the lifting of the public sector pay cap be repeated in 2018/19, this will represent an additional cost pressure. This has been addressed in our future financial planning but places increased strain on our already stretched resources.

In addition to the delegated budgets shown above, costs of £22.4m were incurred with the strategic partner G4S during 2017/18. These costs have not been included in the Chief Constable's statements for the reasons described above.

These consisted of £10.9m in respect of operational policing functions for Town Enquiry Officers, Force Control Room, Crime Management Bureau, Custody, Criminal Justice Unit, and Firearms Licensing.

The remaining £11.5m relates to support functions such as HR, Learning and Development, Finance, ICT and Facilities Management, of which a substantial part is in respect of service provision to the Chief Constable.

### **Capital Expenditure**

Capital expenditure is undertaken by the PCC as the Chief Constable does not hold any assets. Information relating to assets held and capital expenditure incurred during the year, together with the historical debt position, is included within the PCC accounts. The Chief Constable uses the assets held by the PCC for operational policing.

In order to provide the assets (buildings, vehicles and equipment) required for operational use by the Chief Constable, the PCC spent £11.9m in 2017/18 which included the Blue Light collaboration project (£4.7m) plus investment in ICT (£2.3m), buildings (£1.9m), and vehicles and equipment (£3.0m).

The PCC has approved a capital programme of £25.2m for 2018/19 which includes:

- £14.5m major investment in the Blue Light collaboration, consisting of new shared premises in Lincoln for Police, Fire and Rescue and East Midlands Ambulance services;
- £1.3m of capital maintenance and improvements to the Force estate;
- £1.6m investment in ICT schemes;
- £1.1m replacement programme for vehicles.

### **Reserves**

All reserves are held by the PCC, however a number of these reserves are held to manage operational risks within the Chief Constable's budget.

Earmarked reserves as at 31 March 2018 total £11.0m, including regional reserves, and are held for specific expenditure or contingencies. Movements in Earmarked Reserves are detailed in Note 7.

The PCC's Financial Strategy at the start of 2017/18 required that general reserves be maintained around the mid-point of a target range based on the financial risk assessment in respect of residual financial risks.

As at 31 March 2018, the PCC held a General Reserve of £5.6m, although plans for 2018/19 are that this will be reduced by £3.1m to support the revenue budget.

An assessment in February 2018 indicated the range of required reserves at £5.4m - £11.7m, the mid-point of which is £8.6m. This is set against forecast risk based reserves as at 1 April 2018 of £5.4m representing 4.4% of the revenue budget: General Reserve £2.5m, Major Incident Reserve £1.9m and Insurance Reserve £1m.

As a result, the previous policy is unachievable and the latest approved Financial Strategy requires risk-based reserves at the minimum of the target range. This increases the financial risk being carried by the PCC and is a consequence of the desire to release risk based reserves to mitigate the operational risk.

Nevertheless, given the context of increased financial risk, the need for sound financial control is further emphasised. The role of the Force Chief Financial Officer in supporting the Chief Constable and his team is key to delivering this.

### **Principal Risks**

The principal risks facing the Chief Constable are detailed in the Annual Governance Statement included within these Financial Statements.

### **Outlook for 2018/19 and beyond**

There is a balanced budget for 2018/19 that requires the use of reserves as detailed above.

The Medium Term Financial Plan includes provisional service budgets proposed for 2019/20 to 2021/22. Whilst the government has indicated the level of aggregate police grant for 2019/20, it has yet to set aggregate grant levels for the last two of those years. Although estimates have been based on prudent assumptions, there remains the risk that grant income will be lower than assumed.

There is also uncertainty beyond 2019/20 on the government's future intentions in relation to the limitation of council tax increases.

On current assumptions substantial budget gaps are forecast from 2019/20 onwards (£3.5m), reaching £6.9m in 2021/22, around 5% of the total budget. This is based on maintaining the resources available for police officers/PCSOs, and maintaining the number of police staff.

It is clear that, without a more equitable slice of the national police grant, or substantial precept rises in future years, a degradation of service for Lincolnshire from 2019 onwards remains a significant risk.

This risk is mitigated by investment in ICT infrastructure and the implementation of a class-leading Command and Control system which should provide the platform to unlock significant operational benefits through the better use of resources and data, building upon the significant success and savings already achieved from the mobile data platform.

Notwithstanding the operational risks, sound financial control will be key to delivering financial balance beyond 2018/19. Reserves to support the revenue budget will have been depleted by 2019/20 and, unless additional funding is made available either by increased government grant or from council tax receipts, cost reductions of £3.5m will be required. The Chief Constable is developing a plan to achieve cost savings in 2019/20-2021/22 which will by necessity have to include reductions in future Police Officer and PCSO recruitment.

## **Going Concern**

These Financial Statements have been prepared on a going concern basis on the assumption that the functions of the Chief Constable will continue in operational existence for the foreseeable future. The PCC has to adhere to a balanced budget, and can only be discontinued by a statutory prescription.

On the basis that the PCC Group carries out functions essential to the local community and is limited on its revenue-raising powers, if there were financial difficulties, it is likely that alternative arrangements would be made by central government either for the continuation of the services it provides or, for assistance with the recovery of a deficit over more than one financial year.

Any transfer of services under combinations of public sector bodies (such as local government reorganisation) does not negate the presumption of going concern.

Therefore, as per the Statutory Framework, there are no material uncertainties related to events or conditions that may cast doubt on the ability of the Chief Constable to continue as a going concern.

## **Explanation of Financial Statements**

These Financial Statements have been compiled in accordance with the Accounts and Audit Regulations 2015 and the Code of Practice on Local Authority Accounting 2017/18.

The format and content of the financial statements is prescribed by the CIPFA Code of Practice on Local Authority Accountancy in the United Kingdom 2017/18, which in turn is underpinned by International Financial Reporting Standards.

These Financial Statements for the Chief Constable set out the income and expenditure for the year and its financial position at 31 March 2018. It comprises core and supplementary statements, together with disclosure notes.

A glossary of terms can be found at the end of this publication.

All assets, liabilities and reserves continue to be held in the main by the PCC. However, those specifically relating to accounting entries within the Chief Constable entity are included in these Financial Statements. Pension liabilities have been split between the PCC and Chief Constable accounts.

## **Core Statements**

- Expenditure and Funding Analysis – this shows how annual expenditure is used and funded from resources. Income and expenditure accounted for under generally accepted accounting principles is presented more fully in the Comprehensive Income and Expenditure Statement.
- Comprehensive Income and Expenditure Statement – this shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation.
- Movement in Reserves Statement – this shows the movement on the usable and unusable reserves from the start of the financial year to the end of the year. As the Chief Constable does not hold any usable reserves, no movements are shown in respect of usable reserves. Movements are shown in unusable reserves which relate to pension accounting.

- Balance Sheet – this represents the financial position as at the balance sheet date of the assets and liabilities recognised. The net assets are matched by the reserves held. The only reserve balance is the pension reserve.
- Cash Flow Statement – this summarises the movement in cash and cash equivalents arising from transactions during the year. As the Chief Constable does not manage these transactions, the statement shows no movement in overall funds. However, a statement has been prepared in accordance with accounting requirements which shows the movement in the deficit and how this relates to non-cash movements within the PCC Group.

### **Supplementary Statements**

- Annual Governance Statement – the Chief Constable publishes an Annual Governance Statement in accordance with the Delivering Good Governance guidance in order to meet the statutory requirements set out in the Accounts and Audit Regulations 2015.
- Statement of Responsibilities – this explains the responsibilities for the financial affairs and how these responsibilities are carried out.
- Notes to the Accounts – the notes show details supporting each of the main accounting statements, together with additional information to explain the financial transactions. Note 1 contains the Accounting Policies. The purpose of these policies is to explain the basis for the recognition, measurement and disclosure of transactions and other events in the accounts.
- Police Officer Pensions, Home Office Memorandum Account – this summarises the transactions relating to retirement benefits paid to police officers and how these costs are financed.

### **Relationship between accounting statements**

The different accounting statements are linked in several important ways. The relationship between the Comprehensive Income and Expenditure Statement and the movement in the total reserves is shown in the Movement in Reserves Statement.

The Cash Flow statement reconciles to the balance on the Comprehensive Income and Expenditure Statement for the year and the movement in the Balance Sheet cash and cash equivalents.

The Expenditure and Funding Analysis shows how the expenditure is allocated for decision making purposes between the directorates within the Force.

Sharon Clark FCA BA  
Chief Finance Officer to the Chief Constable for Lincolnshire





## **Independent Auditor's Report to the Chief Constable for Lincolnshire**

### **REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS**

#### **Opinion**

We have audited the financial statements of the Chief Constable for Lincolnshire ('the Authority') for the year ended 31 March 2018 which comprise the Authority Comprehensive Income and Expenditure Statement(s), the Authority Balance Sheet(s), the Authority Movement in Reserves Statement(s), the Authority Cash Flow Statement(s) and the related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the financial position of the Authority as at 31 March 2018 and of the Authority's expenditure and income for the year then ended; and
- have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Authority in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

#### **Going concern**

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

#### **Other information published with the financial statements**

The Chief Financial Officer is responsible for the other information published with the financial statements, including the Narrative Statement and the Annual Governance Statement. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information. In our opinion the other information published with the financial statements for the financial year is consistent with the financial statements.

#### **Chief Financial Officer's responsibilities**

As explained more fully in the statement set out on page 29, the Chief Financial Officer is responsible for: the preparation of the Authority's financial statements in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to

fraud or error; assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting on the assumption that the functions of the Authority will continue in operational existence for the foreseeable future.

### **Auditor's responsibilities**

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

## **REPORT ON OTHER LEGAL AND REGULATORY MATTERS**

### **Report on the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources**

#### **Conclusion**

On the basis of our work, having regard to the guidance issued by the Comptroller and Auditor General in November 2017, we are satisfied that, in all significant respects, the Chief Constable for Lincolnshire put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

### **Respective responsibilities in respect of our review of arrangements for securing economy, efficiency and effectiveness in the use of resources**

The Authority 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.

We are required under Section 20(1) (c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We report if significant matters have come to our attention which prevent us from concluding that the Authority 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 Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, as to whether the Chief Constable for Lincolnshire 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 for Lincolnshire put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

### **Statutory reporting matters**

The Code of Audit Practice requires us to report to you if:

- any matters have been reported in the public interest under Section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of, the audit;
- any recommendations have been made under Section 24 of the Local Audit and Accountability Act 2014;
- an application has been made 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;
- an advisory notice has been issued under Section 29 of the Local Audit and Accountability Act 2014;
- an application for judicial review has been made under Section 31 of the Local Audit and Accountability Act 2014.

We have nothing to report in these respects.

### **THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES**

This report is made solely to the Chief Constable, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014. Our audit work has been undertaken so that we might state to the Chief Constable, as a body, those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Chief Constable, as a body, for our audit work, for this report, or for the opinions we have formed.

### **CERTIFICATE OF COMPLETION OF THE AUDIT**

We certify that we have completed the audit of the financial statements of the Chief Constable for Lincolnshire in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice.

Andrew Cardoza  
for and on behalf of KPMG LLP, Statutory Auditor  
Chartered Accountants

One Snowhill  
Snow Hill Queensway  
Birmingham  
B46GH

31 July 2018



## Comprehensive Income and Expenditure Statement 2017/18

The Income and Expenditure statement shows the accounting cost in the year of providing services in accordance with International Financial Reporting Standards.

2016/17					2017/18		
Gross Expenditure	Gross Income	Net Expenditure	Note		Gross Expenditure	Gross Income	Net Expenditure
£000	£000	£000			£000	£000	£000
99,363	(4,972)	94,391		Chief Constable	116,883	(6,677)	110,206
1,384	(180)	1,204		Joint Services	467	-	467
<b>100,747</b>	<b>(5,152)</b>	<b>95,595</b>		<b>Cost of Services</b>	<b>117,350</b>	<b>(6,677)</b>	<b>110,673</b>
1,296	(562)	734	7	Other Operating Expenditure	1,521	(693)	828
39,714	-	39,714	8	Financing and Investment Income and Expenditure	34,631	-	34,631
-	(108,029)	(108,029)		Income - Intra-group funding	-	(107,097)	(107,097)
<b>141,757</b>	<b>(113,743)</b>	<b>28,014</b>		<b>Deficit on the Provision of Services</b>	<b>153,502</b>	<b>(114,467)</b>	<b>39,035</b>
160,134	-	160,134	13	Actuarial (Gains) or Losses on Pension Assets and Liabilities	13,036	-	13,036
<b>160,134</b>	<b>-</b>	<b>160,134</b>		<b>Other Comprehensive Income and Expenditure</b>	<b>13,036</b>	<b>-</b>	<b>13,036</b>
<b>301,891</b>	<b>(113,743)</b>	<b>188,148</b>		<b>Total Comprehensive Income and Expenditure</b>	<b>166,538</b>	<b>(114,467)</b>	<b>52,071</b>

The Chief Constable's annual statements for 2015/16 included the costs of the strategic partnership with G4S which provides a wide range of operational policing and support functions to the force.

The Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 requires that the Comprehensive Income and Expenditure Statement reflects the internal management reporting and decision making arrangements of the organisation.

The strategic partnership contract is managed by the PCC and has been included within the annual statements for the PCC for 2016/17 and 2017/18.

The cost relating to the G4S strategic partnership of £22.5m for 2017/18 (2016/17: £22.7m) is shown in the PCC and Group annual statements and is excluded from the Chief Constable's Comprehensive Income and Expenditure Statement shown above.

The G4S strategic partnership cost includes £10.9m in respect of operational policing services which are directly attributable to the Chief Constable. The remaining cost of £11.6m relates to support functions; a substantial part of which is for the provision of services to the Chief Constable.

## Movement in Reserves Statement 2017/18

The Movement in Reserves Statement shows the movement in the year on the unusable reserves held by the Chief Constable. The Surplus or (Deficit) on the Provision of Services line shows the true economic cost of providing the Chief Constable's services, further details are shown in the Comprehensive Income and Expenditure Statement.

	Capital Receipts Reserve	Earmarked Reserves	General Fund Balance	Total Usable Reserves	Unusable Reserves	Total Chief Constable Reserves
	£000	£000	£000	£000	£000	£000
<b>Balance at 31 March 2016</b>	-	-	-	-	(1,142,068)	(1,142,068)
<b>Movement in Reserves during 2016/17</b>						
Deficit on the provision of services	-	-	(28,015)	(28,015)	-	(28,015)
Other Comprehensive Income and Expenditure	-	-	-	-	(160,134)	(160,134)
<b>Total Comprehensive Income and Expenditure</b>	-	-	(28,015)	(28,015)	(160,134)	(188,149)
Adjustments between accounting basis and funding basis under regulations (Note 6)	-	-	28,015	28,015	(28,015)	-
<b>Net Increase / Decrease before Transfers to Earmarked Reserves</b>	-	-	-	-	(188,149)	(188,149)
Transfers to/from Earmarked Reserves	-	-	-	-	-	-
<b>Increase/(Decrease) in 2016/17</b>	-	-	-	-	(188,149)	(188,149)
<b>Balance at 31 March 2017 carried forward</b>	-	-	-	-	(1,330,217)	(1,330,217)
<b>Movement in Reserves during 2017/18</b>						
Deficit on the provision of services	-	-	(39,035)	(39,035)	-	(39,035)
Other Comprehensive Income and Expenditure	-	-	-	-	(13,036)	(13,036)
<b>Total Comprehensive Income and Expenditure</b>	-	-	(39,035)	(39,035)	(13,036)	(52,071)
Adjustments between accounting basis and funding basis under regulations (Note 6)	-	-	39,035	39,035	(39,035)	-
<b>Net Increase / Decrease before Transfers to Earmarked Reserves</b>	-	-	-	-	(52,071)	(52,071)
Transfers to/from Earmarked Reserves	-	-	-	-	-	-
<b>Increase/(Decrease) in 2017/18</b>	-	-	-	-	(52,071)	(52,071)
<b>Balance at 31 March 2018 carried forward</b>	-	-	-	-	(1,382,288)	(1,382,288)

## Balance Sheet As at 31 March 2018

The Balance Sheet provides the value of assets and liabilities recognised by the Force for the Chief Constable. The net assets are matched by the reserves held. The only reserve balance for the Chief Constable is the pension reserve.

2016/17 £000	Note		2017/18 £000
-		Property, Plant and Equipment	-
-		Investment Property	-
-		Intangible Assets	-
-		Assets Held for Sale	-
-		<b>Long-Term Assets</b>	-
-		Short-Term Investments	-
-		Inventories	-
1,478	10	Short-Term Debtors	1,908
-		Cash and Cash Equivalents	-
-		Short-Term Investments	-
<b>1,478</b>		<b>Current Assets</b>	<b>1,908</b>
-		Short-Term Borrowing	-
(1,478)	11	Short-Term Creditors	(1,908)
-		Other Short Term Liabilities	-
(16)	12	Short-Term Provisions	(16)
-		Capital Grants Receipts in Advance (< 1 yr)	-
<b>(1,494)</b>		<b>Current Liabilities</b>	<b>(1,924)</b>
-		Long-Term Borrowing	-
(1,330,064)	21	Pension Liabilities	(1,382,130)
-		Other Long-Term Liabilities	-
(137)	12	Long-Term Provisions	(142)
<b>(1,330,201)</b>		<b>Long-Term Liabilities</b>	<b>(1,382,272)</b>
<b>(1,330,217)</b>		<b>Net Assets</b>	<b>(1,382,288)</b>
-		Usable Reserves	-
(1,330,217)	13	Unusable Reserves	(1,382,288)
<b>(1,330,217)</b>		<b>Total Reserves</b>	<b>(1,382,288)</b>

The Police and Crime Commissioner's Scheme of Delegation limits the entries required in the Chief Constables Balance sheet. All entries relating to the Police and Crime Commissioner and Chief Constable Group are shown in the Police and Crime Commissioner's Financial Statements.

## Cash Flow Statement 2017/18

The Cash flow Statement does not show any cash flows for the year, as all payments were made from the PCC's accounts. Similarly, all income and funding is received into the PCC's accounts.

2016/17 £000	Note		2017/18 £000
28,015		Net Deficit on the Provision of Services	39,035
(28,015)	14	Adjustments to net deficit on the provision of services for non-cash movements	(39,035)
-		Adjustments for items included in the net deficit on the provision of services that are investing and financing activities	-
-		<b>Net Cash Outflows from Operating Activities</b>	-
-		Investing Activities	-
-		Financing Activities	-
-		<b>Net (Increase) or Decrease in Cash and Cash Equivalents</b>	-
-		Cash and Cash Equivalents at the Beginning of the Reporting Period	-
-		Cash and Cash Equivalents at the End of the Reporting Period	-

# Chief Constable for Lincolnshire

## Notes to the Accounts

The notes below provide additional information to support the main financial statements for the Chief Constable.

### 1. Accounting Policies

#### 1.1. General Principles

The Statement of Accounts summarises the Chief Constable's transactions for the 2017/18 financial year and its position at the year end of 31 March 2018. The Chief Constable is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015 which require the statements to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18, supported by International Financial Reporting Standards.

The accounting convention adopted in the Statement of Accounts is principally historical cost.

All accounting policies that are material to the production of the accounts are described in this section.

#### 1.2. Prior period adjustments, Changes in Accounting Policies and Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

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

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

#### 1.3. Accruals of Income and Expenditure

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

- Revenue from the provision of services is recognised when the Chief Constable can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Chief Constable;
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet;

- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.

#### **1.4. Non-Current Assets – Property, Plant and Equipment**

The Chief Constable does not own any non-current assets. All capital equipment used in operational policing is procured and owned by the PCC, under the agreement that control, in particular usage and responsibility for maintenance, is delegated to the Chief Constable under the PCC Group's existing scheme of delegation.

#### **1.5. Provisions**

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

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Chief Constable becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

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

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

#### **1.6. Contingent Liabilities**

A contingent liability is where there is a possible obligation to transfer economic benefits due to a past event, but the possible obligation will only be confirmed by the occurrence or non-occurrence of one or more events in the future, not wholly be within the control of the Chief Constable. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

The Chief Constable discloses these obligations in the narrative notes to the accounts if greater than £100k.

These amounts are not recorded in the Chief Constable's accounts because:

- It is not probable that an outflow of economic benefits or service potential will be required to settle the obligation; or
- The amount of the obligation cannot be measured with sufficient reliability at the year end.

## **1.7. Contingent Assets**

A contingent asset is where there is a possible transfer of economic benefit to the Chief Constable from a past event, but the possible transfer will only be confirmed by the occurrence or non-occurrence of one or more events in the future. These events may not wholly be within the control of the Chief Constable.

The CC discloses these rights in the narrative notes to the accounts if greater than £100k.

## **1.8. Cost of Overheads and Support Services**

The costs of overheads and support services are charged to service segments in accordance with the Chief Constable's arrangements for accountability and financial performance.

## **1.9. Value Added Tax (VAT)**

The Chief Constable does not submit a VAT return. The PCC submits a single VAT return on behalf of the Group. Expenditure in the Comprehensive Income and Expenditure Statement excludes any amounts relating to VAT as it is all remitted to/from HM Revenue and Customs.

## **1.10. Events after the Reporting Period**

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

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

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

## **1.11. Recognition of Revenue (Income and Expenditure)**

Revenue shall be measured at the fair value of the consideration received or receivable. Revenue is recognised only when it is probable that the economic benefits or service potential associated with the transaction will flow to the Chief Constable.

## **1.12. Reserves**

### **1.12.1. Usable Reserves**

The Chief Constable does not maintain usable reserves. Its main source of income in the year is an intra-group transfer from the PCC, which is matched to its net resources expended, with all additional surplus or deficit held by the PCC.

### **1.12.2 Unusable Reserves**

The Chief Constable keeps a pensions reserve to maintain the accounting processes for retirement benefits and the related provisions. These accounts do not represent usable resources for the Chief Constable.

## **1.13. Employee Benefits**

### **1.13.1. Benefits Payable during Employment**

Short-term employee benefits are those due to be settled wholly within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits for current employees and are recognised as an expense for services in the year in which employees render service to the Chief Constable. A provision is made for the cost of unused leave earned by employees, but not taken before the year-end.

The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday entitlements are charged to revenue in the financial year in which the absence occurs.

### **1.13.2. Termination Benefits**

Termination benefits are amounts payable as a result of a decision by the Chief Constable to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits and are charged on an accruals basis to the appropriate service segment or, where applicable, to a corporate service segment at the earlier of when the Chief Constable can no longer withdraw the offer of those benefits or when the Chief Constable recognises costs for a restructuring. Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund Balance to be charged with the amount payable by the Chief Constable 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.

### **1.13.3. Post-employment Benefits**

Employees of the Chief Constable are members of two separate pension schemes:

- The Police Officer Pension Scheme, for which the scheme manager is the Chief Constable, administered by Kier Business Services at Middlesbrough;
- The Local Government Pension Scheme, administered by West Yorkshire Pension Fund on behalf of Lincolnshire County Council.

Both schemes provide defined benefits to members (retirement lump sums and pensions), earned as employees.

### **1.13.4. The Local Government Pension Scheme**

The Local Government Scheme is accounted for as a defined benefits scheme:

- The liabilities of the Lincolnshire Police Pension fund attributable to the Chief Constable are included in the Balance Sheet on an actuarial basis using the projected unit method, i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on

assumptions about uncertain variables (for example mortality rates or employee turnover rates) and projections of earnings for current employees;

- Liabilities are discounted to their value at current prices, using a discount rate of 2.7% (based on the indicative rate of return on high quality AA index corporate bonds); and
- The assets of the Lincolnshire Police Pension fund attributable to the Chief Constable are included in the Balance Sheet at their fair value:
  - Quoted securities at current bid price;
  - Unquoted securities, a professional estimate;
  - Unitised securities at current bid price;
  - Property at market value.

#### **1.13.5. The Police Officer Pension Scheme**

The police officer pension schemes (both the old and new schemes) are accounted for as a defined benefit scheme:

- The liabilities of the Lincolnshire Police Pension fund attributable to the Chief Constable are included in the Balance Sheet on an actuarial basis using the projected unit method, i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about uncertain variables (for example, mortality rates or employee turnover rates) and projections of projected earnings for current employees; and
- Liabilities are discounted to their value at current prices, using a discount rate of 2.7% (based on the indicative rate of return on high quality AA index corporate bonds).

#### **1.13.6. Pension Scheme Policies**

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

- Service cost comprising:
  - Current service cost. The increase in liabilities as a result of years of service earned this year, allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked;
  - Past service cost. The increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years, debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement to a corporate service segment;
  - Net interest on the net defined benefit liability (asset), i.e. net interest expense for the Chief Constable. The change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement. This is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period, taking into account

any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.

- Remeasurements comprising:
  - The return on plan assets. Excluding amounts included in net interest on the net defined benefit liability (asset), charged to the Pensions Reserve as Other Comprehensive Income and Expenditure;
  - Actuarial gains and losses. Changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions. Charged to the Pensions Reserve as Other Comprehensive Income and Expenditure;
  - Contributions paid to the Lincolnshire Police Pension fund. Cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

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

#### **1.13.7. Discretionary Benefits**

The Chief Constable also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

#### **1.14. Police Officer Pensions – Home Office Memorandum Account**

From 1 April 2006 the Home Office changed the methods of financing police pensions. Effectively the Chief Constable has continued to make payments but accounts for these outside of these accounts in a separate memorandum account, which is reported in a supplementary statement in these accounts.

#### **1.15. Joint Operations**

Joint operations are joint arrangements in which the PCC and other venturers have joint control of the arrangement. The parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. The Chief Constable accounts for only its expenses that it incurs on its own behalf or jointly with others in respect of its interest in the joint operation and income that it earns from the venture.

## **2. Judgements in applying Accounting Policies**

In applying the accounting policies set out in Note 1, the Chief Constable has had to make certain judgements about complex transactions or those involving uncertainty about future events. The significant judgements made in the Statement of Accounts are:

- For retirement benefits, the interpretation of CIPFA guidance differs from that of the Code itself. CIPFA guidance expects plan assets to be included in the financial statements, however the Code says not to include them. The impact of this on the General Reserve is reversed through the Movement in Reserves Statement, with a corresponding entry in the Pensions Reserve. The Chief Constable and the Chief Finance Officer have concluded that this approach presents a true and fair view of the Chief Constable's financial position, financial performance and cash flow;
- G4S joined Lincolnshire Pension Fund as a new Transferee Admission Body on 1 April 2012 on a "pass through" arrangement for a contract term of 10 years. Lincolnshire Police are considered to be the principal rather than merely an agent in these transactions as they retain responsibility for the liabilities. Hence, the IAS19 results as at 31 March 2018 reflect the combined G4S and Lincolnshire Police pension fund assets and liabilities.

## **3. 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 entity 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 Chief Constable's Balance Sheet at 31 March 2018 for which there is a significant risk of material adjustment in the forthcoming financial year are described below. The main area of fluctuation is the assessment of pensions' assets and liabilities. Hence, these are considered separately.

### 3.1. Estimation of Uncertainties

Item	Uncertainties	Effect if actual results differ from assumptions
Pension liability £1,382,130k	<p>Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets.</p> <p>A firm of consulting actuaries is engaged to provide the CC with expert advice about the assumptions to be applied.</p>	<p>The effects on the net pension liability of changes in individual assumptions have been measured and described in the tables below.</p> <p>The tables give an indication of the impact of changes in the main assumptions but are not an exhaustive list of the variables involved.</p>
Actuarial Assumptions £1,382,130k	<p>The actuaries have assumed that CPI will be approximately 1% p.a. below RPI on average.</p>	<p>As a market in CPI linked bonds does not exist the actuaries need to make an estimate of the long term gap between RPI and CPI in order to arrive at a CPI assumption for the accounts.</p> <p>The assumption that CPI will be 1% below RPI on average leads to future service costs being around 8% lower than if the RPI indicator was used.</p>
Accumulated Absences £1,908k  Increase in year of £430k	<p>The calculation is based on the balance of hours owed to or owing by each individual recorded in the Duty Management System which includes Annual Leave, Time Off In Lieu and Rest Days in Lieu.</p> <p>Adjustments have been made to remove negative balances and reduce high carry forward balances that significantly exceed policy.</p> <p>Annual Leave is restricted to 5 days, as per policy. The hourly rate used is based on the average pay from the March payroll files.</p>	<p>Actual balances have since been calculated for approved carry forward and the figures are not materially different to the estimates, therefore no adjustments have been made.</p>

The sensitivities regarding the Police Pension Scheme liabilities are set out below.

Change in financial and demographic assumptions	Approximate percentage increase to Employer Liability	Approximate monetary amount (£m)
0.5% decrease in the Real Discount Rate	9%	122.79
1 year increase in member life expectancy	3%	39.95
0.5% in the Salary Increase Rate	1%	13.18
0.5% increase in the Pensions Increase Rate (CPI)	8%	101.97

The sensitivities regarding the Police Pension Scheme current service costs are set out below.

Change in financial and demographic assumptions	Approximate percentage increase to Projected Current Service Cost	Approximate monetary amount (£m)
0.5% decrease in the Real Discount Rate	19%	5.21
1 year increase in member life expectancy	3%	0.84
0.5% in the Salary Increase Rate	0%	0.13
0.5% increase in the Pensions Increase Rate (CPI)	10%	2.87

The sensitivities regarding the principal assumptions used to measure the liabilities in the Local Government Pension Scheme are set out below.

Change in financial and demographic assumptions	Approximate percentage increase to Defined Benefit Obligation	Approximate monetary amount (£m)
0.5% decrease in the Real Discount Rate	12%	20.83
0.5% in the Salary Increase Rate	2%	3.13
0.5% increase in the Pensions Increase Rate (CPI)	10%	17.44

#### 4. Note to the Expenditure and Funding Analysis

2016/17				Note	2017/18			
Adjustments for Capital Purposes	Net change for the Pensions Adjustments	Other Differences	Total Adjustments		Adjustments for Capital Purposes	Net change for the Pensions Adjustments	Other Differences	Total Adjustments
£000	£000	£000	£000		£000	£000	£000	£000
-	(11,700)	-	(11,700)	Chief Constable	-	4,404	-	4,404
-	-	-	-	Joint Services	-	-	-	-
-	(11,700)	-	(11,700)	<b>Cost of Services</b>	-	<b>4,404</b>	-	<b>4,404</b>
-	-	-	-	7 Other Operating Expenditure	-	-	-	-
-	39,715	-	39,715	8 Financing and Investment Income and Expenditure	-	34,631	-	34,631
-	<b>28,015</b>	-	<b>28,015</b>	<b>Difference between General Fund Surplus or Deficit and CIES Surplus or Deficit</b>	-	<b>39,035</b>	-	<b>39,035</b>

## 5. Expenditure Analysed by Nature

2016/17 £000	Expenditure and Income	2017/18 £000
	<b>Expenditure</b>	
48,550	Police Pay and Allow ances	51,825
14,269	Police Staff Pay and Allow ances	19,035
873	Other Employee Expenses	1,543
872	Police Pensions - Ill Health Retirements	989
20,504	Pension costs	30,826
2,605	Premises	2,926
1,874	Transport	1,764
11,030	Supplies and Services	8,133
170	Third Party Payments	309
662	Precepts and levies	701
72	Seconded Officers	820
39,715	Interest and investment expenditure	34,631
<b>141,197</b>	<b>Total expenditure</b>	<b>153,502</b>
	<b>Income</b>	
(5,152)	Fees, charges and other service income	(6,677)
-	Seconded Officers	(693)
(108,030)	Intra Group financing	(107,097)
<b>(113,182)</b>	<b>Total income</b>	<b>(114,467)</b>
<b>28,015</b>	<b>(Surplus) or Deficit on the Provision of Services</b>	<b>39,035</b>

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

2016/17	Usable Reserves			Movement in Usable Reserves £000
	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	
<b>Adjustments to the Revenue Resources</b>				
<b>Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:</b>				
Pensions costs (transferred to (or from) the Pensions Reserve)	28,015	-	-	(28,015)
Council tax (transferred to or from Collection Fund)	-	-	-	-
Holiday pay (transferred to the Accumulated Absences Reserve)	-	-	-	-
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account):	-	-	-	-
<b>Total Adjustments to Revenue Resources</b>	<b>28,015</b>	<b>-</b>	<b>-</b>	<b>(28,015)</b>
<b>Adjustments between Revenue and Capital Resources</b>				
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	-	-	-	-
Administrative costs of non current asset disposals (funded by a contribution from the Capital Receipts Reserve)	-	-	-	-
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)	-	-	-	-
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	-	-	-	-
<b>Total Adjustments between Revenue and Capital Resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Adjustments to Capital Resources</b>				
Use of the Capital Receipts Reserve to finance capital expenditure	-	-	-	-
Application of capital grants to finance capital expenditure	-	-	-	-
<b>Total Adjustments to Capital Resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Adjustments</b>	<b>28,015</b>	<b>-</b>	<b>-</b>	<b>(28,015)</b>

2017/18	Usable Reserves			Movement in Usable Reserves £000
	General Fund Balance £000	Capital Receipts Reserve £000	Capital Grants Unapplied £000	
<b>Adjustments to the Revenue Resources</b>				
<b>Amounts by which income and expenditure included in the Comprehensive Income and Expenditure Statement are different from revenue for the year calculated in accordance with statutory requirements:</b>				
Pensions costs (transferred to (or from) the Pensions Reserve)	39,035	-	-	(39,035)
Council tax (transferred to or from Collection Fund)	-	-	-	-
Holiday pay (transferred to the Accumulated Absences Reserve)	-	-	-	-
Reversal of entries included in the Surplus or Deficit on the Provision of Services in relation to capital expenditure (these items are charged to the Capital Adjustment Account):	-	-	-	-
<b>Total Adjustments to Revenue Resources</b>	<b>39,035</b>	<b>-</b>	<b>-</b>	<b>(39,035)</b>
<b>Adjustments between Revenue and Capital Resources</b>				
Transfer of non-current asset sale proceeds from revenue to the Capital Receipts Reserve	-	-	-	-
Administrative costs of non current asset disposals (funded by a contribution from the Capital Receipts Reserve)	-	-	-	-
Statutory provision for the repayment of debt (transfer from the Capital Adjustment Account)	-	-	-	-
Capital expenditure financed from revenue balances (transfer to the Capital Adjustment Account)	-	-	-	-
<b>Total Adjustments between Revenue and Capital Resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Adjustments to Capital Resources</b>				
Use of the Capital Receipts Reserve to finance capital expenditure	-	-	-	-
Application of capital grants to finance capital expenditure	-	-	-	-
<b>Total Adjustments to Capital Resources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Adjustments</b>	<b>39,035</b>	<b>-</b>	<b>-</b>	<b>(39,035)</b>

## 7. Other Operating Expenditure

2016/17				2017/18		
Gross Expenditure £000	Gross Income £000	Net Expenditure £000		Gross Expenditure £000	Gross Income £000	Net Expenditure £000
662	-	662	Levies	701	-	701
634	(562)	72	Seconded Officers	820	(693)	127
<b>1,296</b>	<b>(562)</b>	<b>734</b>		<b>1,521</b>	<b>(693)</b>	<b>828</b>

Levies are the Chief Constable's contributions towards national police computing systems provided by the Home Office.

## 8. Financing and Investment Income and Expenditure

2016/17				2017/18		
Gross Expenditure £000	Gross Income £000	Net Expenditure £000		Gross Expenditure £000	Gross Income £000	Net Expenditure £000
39,715	-	39,715	Pensions Interest Cost and Expected Return on Pensions Assets	34,631	-	34,631
<b>39,715</b>	<b>-</b>	<b>39,715</b>		<b>34,631</b>	<b>-</b>	<b>34,631</b>

## 9. Intra-Group Financing

An annual intra-group transfer of funds is made by the PCC to the Chief Constable. This intra-group transfer will equal the income requirement for the Chief Constable.

## 10. Debtors

	2016/17 £000	2017/18 £000
<b>Amounts falling due within one year:</b>		
PCC guarantee for accumulated absences liability	1,478	1,908
<b>Total Debtors falling due within one year</b>	<b>1,478</b>	<b>1,908</b>

## 11. Creditors

	2016/17 £000	2017/18 £000
Accumulated Absences	(1,478)	(1,908)
<b>Total Short-Term Creditors</b>	<b>(1,478)</b>	<b>(1,908)</b>

## 12. Provisions

The Chief Constable has made provisions to meet the costs of the liabilities described below. They are classified as provisions because there is a present obligation to transfer economic benefit as a result of a past event, payment is probable and the amount can be reliably estimated.

<b>Short Term Provisions</b>	<b>Termination Benefits of Employment £000</b>	<b>Total £000</b>
<b>Balance at 31 March 2017</b>	<b>(16)</b>	<b>(16)</b>
Additional Provisions made in 2017/18		-
Amounts Used in 2017/18		-
Unused amounts reversed in 2017/18		-
<b>Balance at 31 March 2018</b>	<b>(16)</b>	<b>(16)</b>

<b>Long Term Provisions</b>	<b>Termination Benefits of Employment £000</b>	<b>Total £000</b>
<b>Balance at 31 March 2017</b>	<b>(137)</b>	<b>(137)</b>
Additional Provisions made in 2017/18	(5)	(5)
Amounts Used in 2017/18		-
Unused amounts reversed in 2017/18		-
<b>Balance at 31 March 2018</b>	<b>(142)</b>	<b>(142)</b>

The only provision in the Chief Constable's accounts is for the termination benefits of employment relating to the pension payments which are held by the Chief Constable along with the IAS19 Pension Liability.

## 13. Pensions Reserve

Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions.

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

2016/17 £000		2017/18 £000
<b>(1,142,069)</b>	<b>Balance at 1 April</b>	<b>(1,330,218)</b>
(160,134)	Actuarial gains or (losses) on pensions assets and liabilities	(13,036)
(64,899)	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	(71,447)
33,084	Employers contributions payable to scheme	28,942
3,799	Employers contributions payable to schemes - Cash Top-up	3,475
-	Other unfunded termination benefits	(5)
<b>(1,330,218)</b>	<b>Balance at 31 March</b>	<b>(1,382,289)</b>

#### 14. Cash Flow – Adjustments on Provision of Services for Non Cash Movements

2016/17 £000		2017/18 £000
71	Increase/(Decrease) in Creditors	430
(71)	(Increase)/Decrease in Debtors	(430)
(28,015)	Pension Liability	(39,030)
-	Contributions to Provisions	(5)
<b>(28,015)</b>	<b>Non Cash Movements</b>	<b>(39,035)</b>

#### 15. Joint Operations

##### 15.1. Regional Collaboration

The East Midland Regional Collaboration consists of:

- East Midlands Special Operations Unit (EMSOU) – including Regional Asset Recovery Team, Regional Review Unit and Protected Persons Unit – lead body Leicestershire;
- EMSOU Major Crime – lead body Leicestershire;
- EMSOU Technical Support Unit (TSU) – lead Body Derbyshire;
- Forensics – lead body Derbyshire;
- Occupational Health Unit (OHU) – lead body Leicestershire;
- East Midlands Operational Support Services (EMOpSS) including Armed Policing Training and Serious Collision Investigation Unit – lead body Lincolnshire;
- East Midlands Criminal Justice – lead body Leicestershire, Finance Lincolnshire;
- East Midlands Legal Services – lead body Derbyshire.

All assets, liabilities and reserves are held by the PCC; therefore only the operational policing costs have been shown in the Chief Constable's Comprehensive Income and Expenditure Statement. The PCC's share of regional assets and liabilities is included in the PCC Group accounts. Lincolnshire's share of the five Force collaborations is set at 13.2%, and the EMOpSS four Force collaboration share is 16.9%. The allocation of revenue expenditure from the regional collaborations has been included in the Comprehensive Income and Expenditure Statement.

## Lincolnshire's Share of Regional Comprehensive Income and Expenditure Statement

2016/17 £000		2017/18 £000
1,059	Police Pay and Allowances	1,113
1,977	Police Staff Pay and Allowances	2,283
278	Other Employee Expenses	297
36	Premises	67
394	Transport	384
564	Supplies and Services	612
42	Agency and Contracted Services	567
150	Depreciation	151
2	(Surplus) or Deficit on revaluation of non current assets (not covered by accumulated revaluation gains)	(11)
<b>4,502</b>	<b>Gross Operating Expenditure</b>	<b>5,463</b>
(104)	Other Income	(162)
13	(Gains) or Losses on Revaluation of Non-Current Assets Held for Sale	-
-	(Gains) or Losses on Disposal of Non Current Assets	1
<b>4,411</b>	<b>Amount to be met from Partners</b>	<b>5,302</b>
	<b>Financed by:</b>	
(3,775)	Contributions from Partners	(4,701)
(574)	External Grants	(703)
(171)	Capital Grants and Contributions	(197)
<b>(109)</b>	<b>Deficit on the Provision of Services</b>	<b>(299)</b>
-	(Surplus) or Deficit on Revaluation of Non-Current Assets	<b>(6)</b>
-	<b>Other Comprehensive Income and Expenditure</b>	<b>(6)</b>
<b>(109)</b>	<b>Total Comprehensive Income and Expenditure</b>	<b>(305)</b>

### 15.2. Partnerships outside Scope of Collaborative Arrangements

Lincolnshire Road Safety Partnership (LRSP) was formed in order to reduce the number of people killed or injured on Lincolnshire's roads. LRSP is a unique multi-agency partnership that brings together road safety professionals from the Police, Lincolnshire County Council, Fire and Rescue, the NHS, the Highways Agency and the Probation Service.

### 16. Audit Committee Allowances and Expenses

The amount paid to members of the Joint Independent Audit Committee equated to £5,306 for the year compared to £8,412 in 2016/17. £2,122 is charged to the Chief Constable based on the percentage split used for allocating joint services costs.

## 17. Remuneration of Senior Officers

Remuneration includes all sums paid to or receivable by an employee. Pension contributions payable by the employee are excluded.

The Accounting Code of Practice requires detailed disclosure for specific senior officers. These are disclosed in the tables below.

<b>Restated 2016/17 Senior Officers' Remuneration</b>	Notes	Salaries, fees or allowances £	Relocation benefits receivable in the role £	Car benefits receivable in the role £	Other benefits receivable in the role £	<b>Total remuneration excluding pension contributions 2016/17 £</b>	Employer's pension contribution £	<b>Total remuneration including pension contributions 2016/17 £</b>
<b>Police officers</b>								
Chief Constable	Retired 31/01/2017	127,087	-	-	-	<b>127,087</b>	3,240	<b>130,327</b>
Chief Constable	From 01/02/2017	25,337	-	-	-	<b>25,337</b>	6,004	<b>31,341</b>
Deputy Chief Constable	Retired 30/04/2016	12,656	-	530	-	<b>13,186</b>	2,262	<b>15,448</b>
Deputy Chief Constable	From 14/03/2016	122,190	-	6,668	-	<b>128,858</b>	28,618	<b>157,476</b>
Assistant Chief Constable	Resigned 05/02/2017	99,314	-	1,597	-	<b>100,911</b>	-	<b>100,911</b>
Temporary Assistant Chief Constable	From 21/03/2016	100,763	-	5,548	-	<b>106,311</b>	23,701	<b>130,012</b>
<b>Police Staff of the Chief Constable</b>								
Assistant Chief Officer (Resources)		103,422	-	5,605	-	<b>109,027</b>	20,581	<b>129,608</b>
Chief Finance Officer 1	Retired 31/10/2016	32,074	-	-	-	<b>32,074</b>	6,383	<b>38,457</b>
Chief Finance Officer 2	Temp cover 01/10/16 - 09/01/2017	16,516	-	-	-	<b>16,516</b>	3,287	<b>19,803</b>
Chief Finance Officer 3	From 10/01/2017	14,531	-	-	-	<b>14,531</b>	2,892	<b>17,423</b>

**2017/18 details**

	Notes	Salaries, fees or allowances £	Relocation benefits receivable in the role £	Car benefits receivable in the role £	Other benefits receivable in the role £	Total remuneration excluding pension contributions 2016/17 £	Employer's pension contribution £	Total remuneration including pension contributions 2016/17 £
<b>Police officers</b>								
Chief Constable*		153,101	42,170	-	-	195,271	36,234	231,505
Temporary Deputy Chief Constable	ACC 19/06/2017. Temp DCC w ef 26/06/2017. DCC w ef 07/02/2018	92,165	14,579	4,967	-	111,711	21,593	133,304
Deputy Chief Constable	Transferred out of Force 25/06/2017	27,636	-	1,502	-	29,138	6,474	35,612
Temporary Assistant Chief Constable	Temp w ef 26/06/2017	75,096	-	4,282	-	79,378	16,993	96,371
Temporary Assistant Chief Constable †	Temp secondment from 02/07/2017	104,830	-	5,605	-	110,435	23,769	134,204
<b>Chief Finance Officers of the Chief Constable</b>								
Chief Finance Officer		66,261	-	-	-	66,261	10,800	77,061
Assistant Chief Officer (Resources) 1	Resigned 10/06/2017	21,112	-	1,074	-	22,186	3,441	25,627
Assistant Chief Officer (Resources) 2	From: 19/06/2017	86,283	-	4,391	-	90,674	13,645	104,319

\*Car and relocation benefits receivable in the role for the Chief Constable include an amount to settle his personal tax liability specifically relating to his relocation expenses in line with Police Regulations.

†Partially funded secondment to Dorset Police, for Transforming Forensics Programme. Wef 26/03/2018 fully funded secondment to Derbyshire Police.

## 17.1. Senior Officers' Remuneration

The table below highlights the employees within defined remuneration ranges. This excludes the senior employees who are shown in more detail in the tables above.

Remuneration Range	2016/17 Number of employees	2017/18 Number of employees
£50,000 to £54,999	-	1
£55,000 to £59,999	-	-
£60,000 to £64,999	2	1
£65,000 to £69,999	4	2
£70,000 to £74,999	1	1
£75,000 to £79,999	-	1
£80,000 to £84,999	-	3
£85,000 to £89,999	-	-
£90,000 to £94,999	-	-
£95,000 to £99,999	-	-
£100,000 to £104,999	-	-
£105,000 to £109,999	-	-

## 18. Termination Benefits

In 2017/18 there was one employment contract terminated.

Cost band (including special payments)	Number of compulsory redundancies		Number of other departures agreed		Total number by cost band		Total cost in each band £000	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
£0,000 to £20,000	1	-	-	1	1	1	16	5
£20,001 to £40,000	-	-	-	-	-	-	-	-
£40,001 to £60,000	-	-	-	-	-	-	-	-
£60,001 to £80,000	-	-	-	-	-	-	-	-
£80,001 to £100,000	-	-	-	-	-	-	-	-
£100,000 to £150,000	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>16</b>	<b>5</b>

## 19. Audit Costs

	2016/17 £000	2017/18 £000
Fees payable with regard to external audit services carried out by the appointed auditor for the year	15	15
<b>Total</b>	<b>15</b>	<b>15</b>

## 20. Related Party Transactions

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

	<b>Income 2017/18 £000</b>	<b>Expenditure 2017/18 £000</b>
Boston Borough Council	-	58
City Of Lincoln Council	-	212
College Of Policing	-	149
East Lindsey District Council	-	129
Home Office	-	1,998
Lincolnshire County Council	-	2,172
Lincolnshire County Council Pension Fund	-	35
Metropolitan Police	-	80
National Police Chiefs Council	-	9
North Kesteven District Council	-	469
South Holland District Council	-	39
South Kesteven District Council	-	198
University Of Leicester	-	145
West Lindsey District Council	-	-
Other PCCs	-	8,013

### 20.1. UK Central Government

The UK central government has effective control over the general operations of the PCC group. It is responsible for establishing the statutory framework within which the PCC operates. It provides a large proportion of the PCC's funding in the form of grants and prescribes the terms of many of the transactions that the PCC has with other parties.

### 20.2. PCC for Lincolnshire

Within the PCC Group, the Chief Constable is accountable to the Police and Crime Commissioner for Lincolnshire. The PCC provides all funding to the Chief Constable for the discharge of his duties. The total funding is shown in the Chief Constable's Comprehensive Income and Expenditure Statement.

### 20.3. Officers

The total remuneration to senior staff is shown in Note 18. All senior officers employed by the Chief Constable at the 31 March 2018 have completed a Related Party Transaction Declaration for the financial year in respect of themselves and close family members to identify any business dealings with the Group that fall into this category. No further disclosures are required.

## 21. Retirement Benefits

### 21.1. Participation in pension schemes

As part of the terms and conditions of employment of its officers and other employees, the Chief Constable offers retirement benefits. Although these benefits will not actually be

payable until employees retire, the Chief Constable has a commitment to disclose the cost of future pension liabilities at the time that employees earn their future entitlement.

The Group participates in two pensions schemes:

1. The Local Government Pension Scheme (LGPS) for police staff is administered by West Yorkshire Pension Fund on behalf of Lincolnshire County Council. This is a funded defined benefit scheme, meaning that the PCC Group and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

Due to changes under the Public Pension Services Act 2013, from the 1 April 2014 scheme members now accrue pension entitlements based on their career-average rather than their final salary.

G4S joined Lincolnshire Police pension fund as a new Transferee Admission Body on 1 April 2012 on a "pass through" arrangement for a contract term of 10 years. The IAS 19 results as at 31 March 2018 reflect the combined G4S and Lincolnshire Police pension fund assets and liabilities.

2. The Police Pension Scheme for police officers is an unfunded defined benefit scheme. This means that there are no investment assets built up to meet the pensions' liabilities and cash has to be generated to meet actual pensions' payments as they eventually fall due. From the 1 April 2015 The Police Pension Scheme 2015 (CARE) scheme was introduced (under the Public Pension Services Act 2013), and members who are not covered by protection or the transitional arrangements in the previous schemes now accrue pension entitlements based on their career-average rather than their final salary. Three schemes were in operation during 2017/18 as well as injury awards:

- The *1987 scheme* (Final Salary) which is based on a maximum pensionable service of 30 years (closed to new entrants on 31 March 2006) the 2006 scheme (Final Salary) which is based on a maximum pensionable service of 35 years (closed to new entrants on the 31 March 2015)
- The *2015 (CARE)* scheme which was available to new entrants from the 1 April 2015 and is a Career Average Revalued Earnings (CARE) scheme there is no maximum period of service.

Under the Police Pension Fund Regulations 2007, if the amounts receivable by the pensions fund for the year are less than amounts payable, the PCC must transfer an amount required to meet the deficit to the pension fund. Subject to parliamentary scrutiny and approval, this cost is met by a central government pension top up grant.

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

## **21.2. Discretionary Post-Retirement Benefits**

Discretionary post-retirement benefits on early retirement are an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. There are no scheme assets built up to meet these pension liabilities.

### 21.3. Transactions relating to Retirement Benefits

In order to comply with IAS 19, employer's pension contributions have been replaced with current service costs as estimated by the independent actuary. The Chief Constable recognises the cost of retirement benefits in the Cost of Services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement. The reversal of the IAS 19 transactions ensures that there is no effect on the amounts to be met from government grant and the local taxpayers.

	2016/17	2017/18
	£000	£000
<b>Local Government Pension Scheme</b>		
<b>Comprehensive Income and Expenditure Statement</b>		
<b>Cost of Services:</b>		
Current service cost	(3,871)	(6,276)
Past service costs	(13)	(40)
Effect of settlements	-	-
<b>Financing and Investment Income and Expenditure:</b>		
Net interest expense	(1,415)	(1,331)
<b>Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services</b>	<b>(5,299)</b>	<b>(7,647)</b>
<b>Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>		
Return on scheme assets (excluding the amount included in the net interest expense)	11,084	(357)
Actuarial gains and losses arising on changes in demographic assumptions	2,707	-
Actuarial gains and losses arising on changes in financial assumptions	(29,445)	3,817
Other experience	7,119	4
<b>Subtotal Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>	<b>(8,534)</b>	<b>3,464</b>
<b>Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>	<b>(13,834)</b>	<b>(4,183)</b>
<b>Movement in Reserves Statement</b>		
Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits in accordance with the Code	5,299	7,647
<b>Actual Amount charged against the General Fund Balance for pensions in the year:</b>		
Employers contributions payable to scheme based on contribution rate	(5,184)	(3,417)
<b>Movement from Comprehensive Income and Expenditure Statement to the General Fund</b>	<b>115</b>	<b>4,230</b>

	2016/17	2017/18
	£000	£000
<b>Police Pension Scheme</b>		
<b>Comprehensive Income and Expenditure Statement</b>		
<b>Cost of Services:</b>		
Current service cost	(21,200)	(30,500)
Past service costs	(100)	-
Effect of settlements	-	-
<b>Financing and Investment Income and Expenditure:</b>		
Net interest expense	(38,300)	(33,300)
<b>Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services</b>	<b>(59,600)</b>	<b>(63,800)</b>
<b>Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>		
Return on scheme assets (excluding the amount included in the net interest expense)	-	-
Actuarial gains and losses arising on changes in demographic assumptions	(7,300)	13,200
Actuarial gains and losses arising on changes in financial assumptions	(144,300)	23,200
Other experience	-	(52,900)
<b>Subtotal Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>	<b>(151,600)</b>	<b>(16,500)</b>
<b>Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>	<b>(211,200)</b>	<b>(80,300)</b>
<b>Movement in Reserves Statement</b>		
Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits in accordance with the Code	59,600	63,800
<b>Actual Amount charged against the General Fund Balance for pensions in the year:</b>		
Employers contributions payable to scheme based on contribution rate	(27,901)	(25,525)
Employers contributions payable to schemes - Cash Top-up	(3,799)	(3,475)
Retirement benefits payable to pensioners		
<b>Movement from Comprehensive Income and Expenditure Statement to the General Fund</b>	<b>27,900</b>	<b>34,800</b>

	2016/17	2017/18
	£000	£000
<b>Total Pension Liability</b>		
<b>Comprehensive Income and Expenditure Statement</b>		
<b>Cost of Services:</b>		
Current service cost	(25,071)	(36,776)
Past service costs	(113)	(40)
Effect of settlements	-	-
<b>Financing and Investment Income and Expenditure:</b>		
Net interest expense	(39,715)	(34,631)
<b>Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services</b>	<b>(64,899)</b>	<b>(71,447)</b>
<b>Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>		
Return on scheme assets (excluding the amount included in the net interest expense)	11,084	(357)
Actuarial gains and losses arising on changes in demographic assumptions	(4,593)	13,200
Actuarial gains and losses arising on changes in financial assumptions	(173,745)	27,017
Other experience	7,119	(52,896)
<b>Subtotal Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>	<b>(160,134)</b>	<b>(13,036)</b>
<b>Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>	<b>(225,034)</b>	<b>(84,483)</b>
<b>Movement in Reserves Statement</b>		
Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits in accordance with the Code	64,899	71,447
<b>Actual Amount charged against the General Fund Balance for pensions in the year:</b>		
Employers contributions payable to scheme based on contribution rate	(33,085)	(28,942)
Employers contributions payable to schemes - Cash Top-up	(3,799)	(3,475)
Retirement benefits payable to pensioners		
<b>Movement from Comprehensive Income and Expenditure Statement to the General Fund</b>	<b>28,015</b>	<b>39,030</b>

## 21.4. Pensions Assets and Liabilities in relation to Retirement Benefits

The amount included in the Balance Sheet arising from the Chief Constable's obligation in respect of its defined benefit scheme is as follows:

<b>Funded liabilities</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Local Government Pension Scheme</b>	<b>£000</b>	<b>£000</b>
Present value of the defined benefit obligation	166,065	171,025
Fair value of scheme assets	(116,460)	(120,643)
	<b>49,605</b>	<b>50,382</b>
Other movements in the liability (asset)	159	150
<b>Net liability arising from the defined benefit obligation</b>	<b>49,764</b>	<b>50,532</b>

<b>Discretionary Benefits</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Police Pension Scheme</b>	<b>£000</b>	<b>£000</b>
Present value of the defined benefit obligation	1,230,500	1,278,600
Fair value of scheme assets	-	-
	<b>1,230,500</b>	<b>1,278,600</b>
Other movements in the liability (asset)	49,800	53,000
<b>Net liability arising from the defined benefit obligation</b>	<b>1,280,300</b>	<b>1,331,600</b>

## 21.5. Reconciliation of the Movements in the Fair Value of the Scheme Assets

<b>Local Government Pension Scheme</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£000</b>	<b>£000</b>
Opening fair value of scheme assets as at 1 April	98,857	116,460
Interest income	3,510	3,045
<b>Remeasurement gain / (loss):</b>		
The return on scheme assets, excluding the amount included in the net interest expense	11,084	(357)
Other	-	-
Effect of changes in foreign exchange rates	-	-
Contributions from employer	5,184	3,417
Contributions from employees in the scheme	1,011	1,001
Benefits paid	(3,186)	(2,922)
Other	-	-
<b>31 March</b>	<b>116,460</b>	<b>120,644</b>

## 21.6. Reconciliation of Present Value of the scheme Liabilities (defined benefit obligation)

<b>Liabilities</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Local Government Pension Scheme</b>	<b>£000</b>	<b>£000</b>
Opening balance at 1 April	139,972	166,223
Current service cost	3,871	6,276
Interest cost	4,925	4,376
Contributions from scheme participants	1,011	1,001
<b>Re-measurement (gain) / loss:</b>		
Actuarial (gains) / losses arising from changes in demographic assumptions	(2,707)	-
Actuarial (gains) / losses arising from changes in financial assumptions	29,445	(3,817)
Other	(7,119)	(4)
Past service cost	13	40
Losses / (gains) on curtailment	-	-
Liabilities assumed on entity combinations	-	-
Benefits paid	(3,186)	(2,922)
Liabilities extinguished on settlements (w here relevant)	-	-
<b>31 March</b>	<b>166,224</b>	<b>171,173</b>

<b>Unfunded liabilities</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Police Pension Scheme</b>	<b>£000</b>	<b>£000</b>
Opening balance at 1 April	1,100,800	1,280,300
Current service cost	21,200	30,500
Interest cost	38,300	33,300
Contributions from scheme participants	5,100	5,400
<b>Re-measurement (gain) / loss:</b>		
Actuarial (gains) / losses arising from changes in demographic assumptions	7,300	(13,200)
Actuarial (gains) / losses arising from changes in financial assumptions	237,300	(23,200)
Other	(93,000)	52,900
Past service cost	100	-
Losses / (gains) on curtailment	-	-
Liabilities assumed on entity combinations	-	-
Benefits paid	(36,800)	(34,400)
Liabilities extinguished on settlements (w here relevant)	-	-
<b>31 March</b>	<b>1,280,300</b>	<b>1,331,600</b>

## 21.7. Pension Scheme Assets

The police pension schemes have no assets to cover their liabilities. The Chief Constable's Local Government Pension Scheme assets consist of the following categories:

	2016/17	2017/18
	£000	£000
<b>Fair value of scheme assets</b>		
<b>Cash and cash equivalents</b>	<b>824</b>	<b>1,476</b>
<b>Equity instruments</b>		
Consumer	13,093	8,863
Manufacturing	1,711	6,859
Energy and utilities	3,019	3,345
Financial institutions	8,043	8,296
Health and care	-	5,133
Information technology	4,483	9,385
Other	9,561	-
	<b>39,911</b>	<b>41,881</b>
<b>Bonds by sector</b>		
Corporate	10,825	-
UK Government	3,760	-
Other	-	-
	<b>14,585</b>	<b>-</b>
<b>Property by type</b>		
UK property	10,597	10,224
Overseas property	354	901
	<b>10,951</b>	<b>11,125</b>
<b>Private equity</b>	<b>2,689</b>	<b>1,953</b>
<b>Other investment funds</b>		
Equities	31,996	33,473
Bonds	-	14,262
Hedge funds	-	-
Commodities	-	-
Infrastructure	1,751	1,758
Other	13,752	14,717
	<b>47,499</b>	<b>64,210</b>
<b>Derivatives</b>	<b>-</b>	<b>-</b>
<b>Total assets</b>	<b>116,460</b>	<b>120,645</b>

## 21.8. Basis for Estimating Assets and Liabilities

Both the Police Pension Scheme and the Local Government Pension Scheme liabilities have been assessed by Hymans Robertson (an independent firm of actuaries). The value of the liabilities is an estimate of the pensions that will be payable in future years dependent on assumptions about uncertain variables.

For the Local Government Pension Scheme, liabilities have been assessed on an actuarial basis using the projected unit method. Estimates are based on the latest full valuation of the scheme as at 31 March 2016.

For the Police Pension Scheme liabilities have been assessed on an actuarial basis using the projected unit method. The last formal valuation of the schemes was carried out as at 31 March 2017. The results of this valuation have been projected forward to 31 March 2018 using approximate methods. The roll forward allows for changes in financial assumptions, additional benefit accruals, actual cash flows over the period and estimated where necessary and updated membership information.

Mortality assumptions	Local Government Pension Scheme		Police Pension Scheme	
	2016/17	2017/18	2016/17	2017/18
	Longevity at 65		Longevity at 60	
	Years	Years	Years	Years
Longevity for current pensioners:				
Men	22.1	22.1	30.2	29.5
Women	24.4	24.4	31.7	31.5
Longevity for future pensioners:				
Men	24.1	24.1	31.6	30.8
Women	26.6	26.6	33.2	32.8
<b>Financial assumptions</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Market derived RPI	3.4	3.4	3.4	3.4
Rate of increase in salaries	2.8	2.8	3.4	3.4
Rate of increase in pensions	2.4	2.4	2.4	2.4
Rate for discounting scheme liabilities	2.6	2.7	2.6	2.7

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above.

The sensitivity analyses in Note 3 have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated.

	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
<b>Present value of liabilities</b>						
Local government pension scheme	(117,898)	(127,503)	(155,899)	(139,973)	(166,225)	(171,175)
Police pension scheme	(969,500)	(1,067,700)	(1,260,900)	(1,100,800)	(1,280,300)	(1,331,600)
Fair value of assets in the local government pension scheme	85,271	88,239	99,719	98,857	116,460	120,643
<b>Surplus / (deficit) in the scheme</b>	<b>(1,002,127)</b>	<b>(1,106,964)</b>	<b>(1,317,080)</b>	<b>(1,141,916)</b>	<b>(1,330,065)</b>	<b>(1,382,132)</b>
Local government pension scheme	(32,627)	(39,264)	(56,180)	(41,116)	(49,765)	(50,532)
Police pension scheme	(969,500)	(1,067,700)	(1,260,900)	(1,100,800)	(1,280,300)	(1,331,600)
<b>Total surplus / (deficit) in the scheme</b>	<b>(1,002,127)</b>	<b>(1,106,964)</b>	<b>(1,317,080)</b>	<b>(1,141,916)</b>	<b>(1,330,065)</b>	<b>(1,382,132)</b>

## 21.9. Impact on the Chief Constable's cash flows

The liabilities show the underlying commitments for retirement benefits that the Chief Constable has to pay in the long run. The total liability has a substantial impact on the net worth of the Group 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 Chief Constable remains healthy.

The objectives of the Local Government Pension Scheme are to keep employers' contributions at as constant a rate as possible. The PCC has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 20 years. The minimum employer contributions payable over the next year for the PCC Group is 16.3% plus a £1,102k lump sum payment. Estimated employer's contribution for 2018/19 amount to £2.5m on the Local Government Pension Scheme.

Funding levels are monitored on an annual basis. The triennial valuation was provided on 31 March 2017.

For police pensions, the rate (%) at which employer contributions are made to the police pension fund is set by the Home Office. An actuarial valuation during 2014/15 resulted in a reduction in the employers' contribution rate from 24.2% to 21.3% from 1 April 2015. The difference between the old employer contribution rate of 24.2% and the new rate will be retained by the exchequer by means of a reduction in the pensions top-up grant from the Home Office, therefore the actual cost to the PCC Group of the employer's contribution is still 24.2%.

Estimated employer contributions for 2017/18 at 24.2% of pensionable pay amount to £9.7m.

The Local Government Pension Scheme and the Police Pension Scheme take account of the national changes required under the Public Pensions Services Act 2013. Under the Act, the main public service pension schemes may not provide benefits on a final salary basis in relation to service after 31 March 2015. The Act provides for scheme regulations to be made within a common framework, to establish new, career average, revalued earnings schemes to pay pensions and other benefits to certain public servants. For the Local Government Pension Scheme these changes came into operation on 1 April 2014 and for the Police scheme from 1 April 2015.

## Maturity profile of the defined benefit obligation:

	Local Government Pension Scheme			Police Pension Scheme		
	Liability Split as at 31 March 2018	Liability Split as at 31 March 2018	Weighted Average Duration at Previous Formal Valuation	Liability Split as at 31 March 2018	Liability Split as at 31 March 2018	Weighted Average Duration at Previous Formal Valuation
	£000	%	£000	£000	%	£000
Active Members	81,793	45.9%	25.0	444,800	34.8%	26.2
Deferred Members	46,563	26.1%	26.9	55,900	4.4%	26.8
Pensioner Members	49,795	28.0%	12.2	777,900	60.8%	11.8
<b>Total</b>	<b>178,151</b>	<b>100.0%</b>	<b>20.6</b>	<b>1,278,600</b>	<b>100.0%</b>	<b>17.5</b>
Contingent Injuries				22,200	41.9%	26.2
Injury pension liabilities				30,800	58.1%	15.7
<b>Total</b>				<b>53,000</b>	<b>100.0%</b>	<b>20.1</b>

## 22. Contingent Liabilities

There are three specific matters which currently have the potential to impact the Force:

- An Employment Tribunal ruling in relation to Source Handlers and overtime payment claims, made between May 2009 and May 2012, has identified 13 potential officers who are affected. Whilst the value of the liability cannot yet be accurately determined, and so no provision has yet been made, £250K has been set aside in earmarked reserves to meet the liability when the final amount has been agreed;
- A national review of Undercover Policing is taking place. This relates to national issues and it is possible that significant costs will be incurred by the Force;
- The Chief Constable of Lincolnshire (along with other Chief Constables and the Home Office) currently has 88 claims lodged against them with the Central London Employment Tribunal. The claims are in respect of alleged unlawful discrimination arising from the Transitional Provisions in the Police Pension Regulations 2015. Claims of unlawful discrimination have also been made in relation to the changes to the Judiciary and Firefighters Pension regulations and in 2016/17 these claims were heard in the Employment Tribunal. In 2017/18 the Judiciary and Firefighter claims were heard in the Appeal Tribunal. Subsequent to this the respondents are appealing against the Appeal Tribunal judgements. In the case of the Firefighters the claimants are also appealing against aspects of the judgement. The outcome of these further appeals may influence the outcome of the Police claims. The Tribunal has agreed to stay the Police hearing and the Home Office has requested that the stay is extended in light of the further appeals. In the event that the Police claims are successful it is unclear what remedy would be applied, whether this would require further legislation and who it would impact. Given the fact that the Judiciary and Firefighter claims are subject to further appeal and the Police claims are yet to be heard, and the uncertainty regarding remedy and quantum at this point in time it is not possible to provide an estimate of the financial effect in the event that the claims are partially or fully successful. Therefore it has been assessed that the Chief Constable has no liability as at 31 March 2018.

### **23. Accounting Standards Issued but Not Yet Adopted**

The following Accounting Standards may be required from 1 April 2019. If these had been adopted for the financial year 2017/18 there would be no known material changes. If further information becomes available that requires changes to 2017/18 these will be restated in the 2018/19 financial statements.

These changes are:

- IFRS 15 Revenue from Contracts with Customers including amendments to IFRS 15 Clarifications to IFRS 15 Revenue from Contracts with Customers;
- Amendments to IAS 7 Statement of Cash Flows: Disclosure Initiative.

## Police Officer Pensions - Home Office Memorandum Account 2017/18

This statement shows the transactions relating to retirement benefits paid to Police Officers and how those costs are paid for.

2016/17 £000	Fund account	2017/18 £000
	<b>Contributions Receivable</b>	
	<b>From Employer:</b>	
9,063	Normal	9,351
288	Early Retirements	371
102	Recovery from PCC for Humberside	-
	<b>From Members:</b>	
5,125	Contributions	5,244
81	Individual Transfers in from Other Schemes	303
<b>14,659</b>		<b>15,269</b>
	<b>Benefits Payable</b>	
30,251	Pensions	30,946
5,992	Commutations	4,356
-	Lump Sum Death Benefits	-
61	GAD Revised Commutations and Interest	-
	<b>Payments To and On Account of Leavers</b>	
23	Refunds of Contributions	7
186	Individual Transfers Out	8
154	Scheme Pays	23
-	Equivalent Premium	-
<b>36,667</b>		<b>35,340</b>
<b>22,008</b>	<b>Sub-total for the year before transfer from the PCC Group for Lincolnshire of amount equal to the deficit</b>	<b>20,071</b>
<b>(22,008)</b>	<b>Additional funding payable by the PCC Group for Lincolnshire to meet deficit for the year</b>	<b>(20,071)</b>
-	<b>Net Amount payable/(receivable) by the PCC Group for Lincolnshire</b>	-

### Disclosure Notes

The operation of the Pension Fund for Police and Crime Commissioners in England and Wales is controlled by the Police Pension Fund Regulations 2007 (SI 2007 No 1932). It covers both old, new and Career Average Revalued Earnings (CARE) Police Officer occupational pension schemes but has no impact on the benefit structure of either scheme. The CARE scheme was introduced from 1 April 2015. This is the only scheme open to new officers. Existing officers will be brought into the scheme on 1 April 2015 unless they have full transitional protection or tapered protection. Injury and ill health awards continue to be paid from the PCC's operating account. The employer contribution rate is 24.2% of pensionable pay. Employees' contributions in the 1987 old scheme are either 14.25% or 15.05% of pensionable pay. In the 2006 new scheme employees contribute either 11%, 12.05% or 12.75% of pensionable pay. In the 2015 CARE scheme employees contribute either 12.44%, 13.44% or 13.78% of pensionable pay.

The fund is administered locally by Lincolnshire Police. Salary deductions are made from members of the scheme, and payments are made to retiring officers and pensioners in accordance with Police Pension Fund Regulations 2007. Returns are made to the Home Office for the projected and actual costs in each year, and funds are transferred accordingly.

There are no investment assets; the fund is balanced to nil each year by receipt of a pension top up grant from the Home Office (via PCC for Lincolnshire). Payments are made monthly to pensioners, with the pension fund entries being kept separate, outside of the PCC's general ledger accounts. Details of the PCC's long-term pension obligations can be found in the notes to the PCC's accounts (Note 43).

The accounting policies followed are in accordance with Note 1.

The Police Officer Pensions - Home Office Memorandum Account does not take account of liabilities to pay pensions and benefits after the period end.

The net amount receivable of £3,321,228 is shown in PCC for Lincolnshire accounts as due from the Home Office.

2016/17 £000	Net Asset Statement as at 31 March	2017/18 £000
	<b>Net Current Assets and Liabilities</b>	
2,557	Pension benefits paid in advance	2,659
-	Receivable from PCC for Humberside	-
<b>(2,557)</b>	Creditors to the PCC for Lincolnshire	<b>(2,659)</b>
-	<b>Total</b>	-

## Glossary of Terms

Term	Definition
Accrual	An adjustment to ensure that expenditure and income are reflected in the appropriate accounting period.
Actuary/Actuarial	A person professionally qualified to advise on pension matters and undertakes calculations on pension costs, allowing for risk and demographic factors.
Amortisation	The measure of the wearing out, consumption, or other reduction in the useful economic life of Intangible Assets.
Back Rest Days	Police Officers may accrue rest days, rescheduled for official purposes, which may accumulate over a number of years.
Balances	The total revenue Reserves required to provide a working balance during the financial year, for example in periods when expenditure exceeds income.
Capital Adjustment Account	A reserve primarily designed to represent timing differences between the amount of the historical cost of Property Plant and Equipment that has been consumed and the amount that has been financed in accordance with statutory requirements.
Capital Expenditure	Expenditure on assets, which have a long-term value. Includes the purchase of land, purchase or construction of new buildings and vehicles.
Capital Grants	Grants received towards capital outlay on a particular service or project.
Capital Receipts	Proceeds received from the sale of Property Plant and Equipment (assets which have value beyond one financial year).
CIPFA	The Chartered Institute of Public Finance and Accountancy. This is the main professional body for accountants working in the public service.
Collection Fund	A fund administered by each billing authority. Council Tax monies are paid into the fund. These are distributed to precepting and billing authorities in proportion to the Council Tax set.
CoPaCC	Centre on Police Practices and Community.
Creditors	Amounts owed by the PCC for work done, goods received or services rendered but for which payment has not been made at 31 March.
Debtors	Sums of money due to the PCC but unpaid at 31 March.
Depreciation	The measure of the wearing out, consumption, or other reduction in the useful economic life of Property, Plant and Equipment.
Direct Revenue Financing	This refers to financing of capital expenditure directly from revenue rather than loans or other sources.
Earmarked Reserves	The elements of total PCC's Reserves, which are retained for specific purposes.
EMOpSS	East Midlands Operational and Support Service.
EMSOU	East Midland Special Operations Unit
Finance lease	Where the conditions of the lease amount to recognising all the costs of an asset but legal title is with a third party.

Financial instruments	Financial instruments are contracts that give rise to a financial asset of one entity and a financial liability of another. For local authorities, this will normally mean contracts which involve the right to transfer cash or other financial assets.
Flexi Time	Police Staff may utilise the flexi time scheme to accrue additional hours worked that are held pending their use at a future date.
FRS	Financial Reporting Standards, as agreed by the UK accountancy profession and the Accounting Standards Board.
Government Grants	Payments by Central Government towards the PCC's expenditure. They are receivable in respect of both revenue and capital expenditure.
IFRS	International Financial Reporting Standards: the accounting standards which determine the production and disclosure of financial statements.
Impairment	An adjustment to the value of long-term assets.
ISG	Integrated Scheme of Governance
JIAC	Joint Independent Audit Committee
Long-term Debtors	Sums of money due to the PCC originally repayable within a period in excess of twelve months and where payment is not due until future years.
Materiality	An item that is not material will not be relevant, cannot influence a user's decision and need not be reported in the financial statements.
Minimum Revenue Provision (MRP)	The statutory requirement to set aside a minimum revenue provision for the repayment of external loans.
Net Book Value	Long-term assets are depreciated in accordance with their asset life. The net book value is the value remaining after cumulative depreciation has been taken away.
NICHE	A Police Records Management System that manages information in relation to the core Policing entities.
Non Domestic Rates	Rates levied on business properties, collected by District Councils, which are distributed between local authorities as income.
Non Operational Assets	Property, Plant and Equipment held by the PCC Group but not directly occupied, used or consumed in the delivery of services. These include buildings under construction and surplus assets.
OJEU	Official Journal of the European Union
Operating lease	A lease where the asset is only used for part of its useful life, and lease payments amount to rental of the asset.
PCC Group	The Police and Crime Commissioner and the Chief Constable are separate legal entities. They are part of the same PCC Group whose combined accounts are presented collectively.
PEEL	Police Effectiveness Efficiency and Legitimacy board.
Precept	The amount levied by one authority which is collected by another. e.g. the PCC Group is the precepting authority and the District Councils are the collecting authorities.

Revaluation Reserve	A reserve designed to represent the amount by which the current value of long-term assets carried in the Balance Sheet is greater, because they are carried at revalued amounts rather than depreciated historical cost.
Revenue Contributions	The financing of capital expenditure directly from revenue rather than from loans or other sources.
Revenue Expenditure	The day to day expenditure of the PCC group on such items as employees and supplies and services.
Revenue Support Grant (RSG)	Grant paid by Central Government in aid of service provision.
Section 22 Agreement	Section 22 of the Police Act 1996 provides for joint working between police forces and/or Police and Crime Commissioners where, in the opinion of the Chief Constable or the Commissioner, collaboration would deliver greater efficiency or effectiveness.
Straight Line Depreciation	The writing down of Property, Plant and Equipment values by an equal amount for each year of that asset's life.
Strategic Partner	G4S are the Strategic Partner with the Force since taking over the Police Support Services in 2012.
TOIL	Time Off In Lieu may be accrued by both Police Officers and Staff when working additional hours for which payment is not made.
WYPF	West Yorkshire Pension Fund
Virement	Transfers between budget headings, in accordance with Financial Regulations, reflecting changes in the PCC's expenditure plans.